



Pawtucket Downtown Gateway: Request for Proposal Memorandum

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Introduction

In October 2025, the Pawtucket Redevelopment Agency (PRA), in coordination with the City of Pawtucket, initiated an effort to solicit requests for proposals (RFPs) for the **Downtown Gateway Project**. This project intends to redevelop approximately twenty (20) acres of land located in the Pawtucket Redevelopment Area, including the former Apex site, as illustrated in the figure below:



Figure 1. Subject Site

The aforementioned RFP solicited development proposals for the acquisition and development of the subject site so it may serve as a significant, central urban location linking the riverfront to Pawtucket's existing central business district. Following the RFP's closure in December 2025, the City and PRA have worked diligently to review proposals, coordinate with respondents, and finalize site and conceptual plans with individual developers.

Now, as the selection process draws to a close, this memorandum has been drafted to provide the public with high-level information on the three finalists' proposals. It should be noted that all information herein is preliminary and not representative of an approved development. Each proposal — including its associated phasing, costs, and design — is

meant to reflect a vision/concept for the proposed development process and may not align with finalized plans.

Developer Biography

DREAM Development, led by Greg Minott, AIA, LEED AP, is a Boston-based MBE development firm with more than 25 years of development experience, specializing in mixed-use development, real estate acquisition, financial underwriting, sales and marketing, and project management. Under Greg's strategic leadership, the firm has been recognized for its equitable development work and creative approaches to delivering affordable housing for a range of demographics.

DREAM focuses on high-impact, innovative development projects that support and build equity in thriving, diverse communities. The firm seeks to empower neighborhoods, improve mobility choices, reduce resource consumption, and foster livable communities that contribute to more diverse, inclusive, and equitable futures. By combining market-driven uses with local investment and subsidy vehicles, DREAM maximizes value for all stakeholders. The firm specializes in mixed-use, missing-middle, senior-friendly, and affordable development, supported by sustainable design and inclusive partnerships.

As part of this proposal, DREAM is partnering with SPARC, a minority-owned architecture, interior design, and urban planning studio with more than 30 years of collective expertise. The firm's experience spans mixed-use, multi-family, master planning, hospitality, adaptive reuse and repositioning, retail, and workplace design, with a portfolio of award-winning projects that have helped shape vibrant communities and create dynamic places for people to live, work, and gather.

Project Description

The DREAM / SPARC team is proposing a large-scale regional destination center that spans the entire 20-acre subject site. The proposed development will leverage the site's unique positioning between downtown, the Blackstone River, and the Pawtucket-Central Falls Transit Center to activate each development block as a comprehensive mixed-use urban district that serves residents, visitors, and the broader metropolitan area.

As illustrated below, the proposed development will serve as a mixed-use urban neighborhood in an area currently defined by vacant or underutilized parcels, integrating 800+ new residential units, 200+ hotel keys, 50,000+ square feet of entertainment, 80,000+ square feet of retail, and 850+ structured parking spaces across the 20-acre site. Structures will be strategically distributed throughout the site to maximize synergy, enhanced visibility and access to the overall riverfront, and the operational viability of residential, hospitality, and retail/entertainment uses.

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Figure 2. Proposed Site Plan, DREAM Development

The proposal's conceptual rendering (shown below) depicts a final site that is similar in density, verticality, and land use to downtown and the nearby Tidewater Landing project. The site is laid out to promote its role as a regional destination for retail and entertainment activity while also providing critical interconnectivity between Pawtucket's other urban and transportation nodes. As a commitment to sustainable design, DREAM Development also intends to provide ample open/recreational space throughout the site and activate the riverfront as a pedestrian-centric greenspace.



Figure 3. Conceptual Rendering, DREAM Development

Phasing

The development proposed by DREAM Development is split into five phases, with work scheduled over a ten-year period beginning in 2026. This phasing is intended to activate nodes of the subject site earlier in the development cycle, allowing commercial and residential activity to begin on-site concurrent with later development phases. The figure below shows the proposed phasing plan, with each phase encompassing one of the subject site's development blocks.

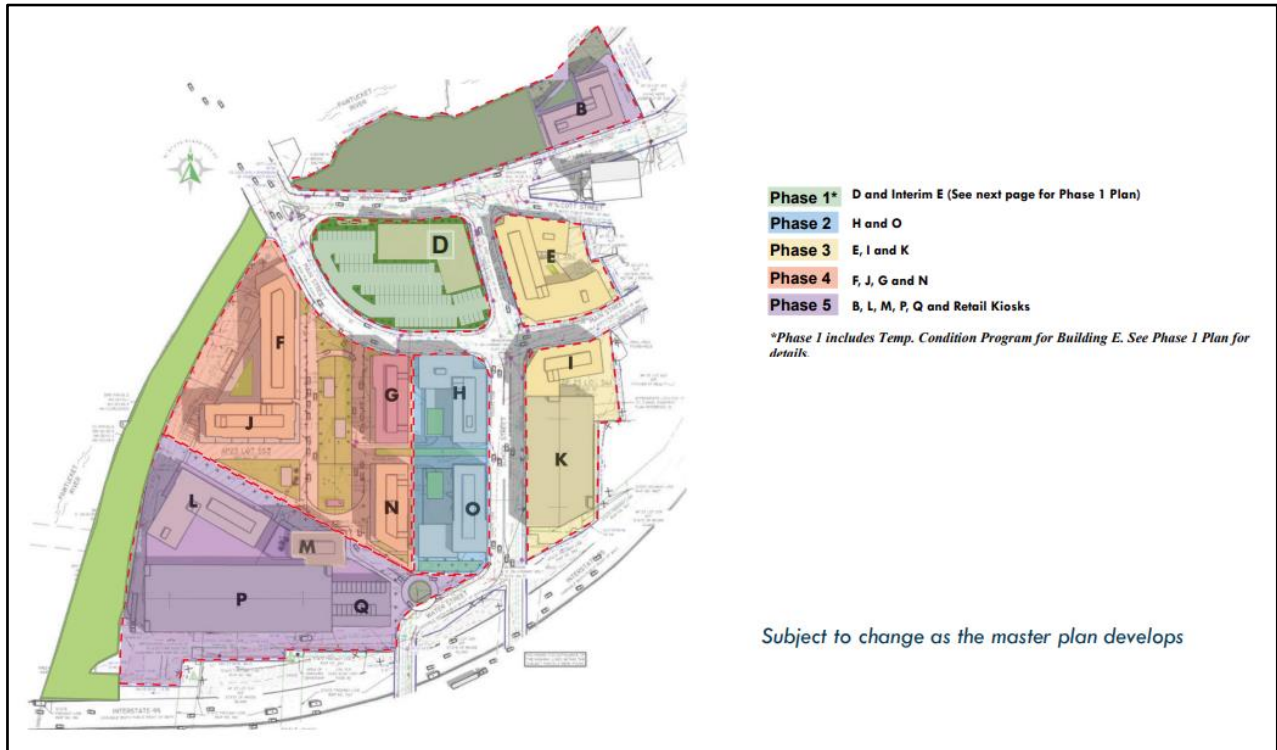


Figure 4. Proposed Phasing Plan, DREAM Development

DREAM Development has modeled its phasing and implementation on successful multi-phase master development practices used in major urban districts throughout New England. The multi-phase delivery proposed by DREAM Development is intended to catalyze economic development, build contingencies for delays, and provide a phase-appropriate financing structure to ensure project completion.

Estimated Costs

DREAM Development provided financial assumptions in its proposal, offering a high-level summary of the potential costs for each development phase. These figures are not final and are based on assumptions calculated between October and December 2025. If chosen, DREAM Development has stated that the financial costs associated with development will be refined and finalized as the project moves into due diligence, environmental review, engineering, and predevelopment. Overall, DREAM Development has assumed that full buildout of the site will cost approximately \$800-900 million.



Figure 5. Estimated Phase Cost, DREAM Development