



MSquared

2025  
Impact Report

# Intro Letter

Impact and returns are not mutually exclusive, but mutually reinforcing.

At a time when affordability and income inequality remain two of the most pressing challenges in the United States, we have an opportunity—and an obligation—to rethink the way we build our cities. To be successful, cities need to be inclusive, resilient, and promote diverse communities and sectors. Housing is the necessary foundation upon which that success will be built. Our approach of integrating affordable and market rate homes helps reduce economic segregation, expand access to opportunity, and support more vibrant local economies.

In our projects, we partner with experienced local developers, municipalities, and mission-aligned organizations to create high-quality housing where families of different income levels can thrive together. Beyond bricks and mortar, we prioritize access to transit, quality schools, economic opportunity, and essential services—factors that meaningfully shape household outcomes and quality of life. Evidence shows this approach works—mixed-income housing drives better outcomes by reducing concentrated poverty and increasing social interaction across income groups.<sup>1</sup>

2025 was a big year for us. We closed on investments valued at over \$500 million and broke ground on over 1500 units of new housing. More than half of those units are income-tested, rent-restricted Affordable homes. And all of those residents—regardless of income level—will have access to high-quality building amenities, including fitness centers, play areas, green spaces, and more. During this past year, we also celebrated the completion of several of our previous investments, cutting the ribbon and welcoming new tenants at our projects in New York City, NY, Ft. Wayne, Indiana, and Seattle, WA. Importantly, 2025 also marked the launch of our next Fund—Equitable Housing Solutions Fund II—providing new capital to scale our strategy and bring our mixed-income model to even more cities.

Your partnership does more than finance individual projects—it signals that private capital can play a constructive role in addressing systemic social and economic challenges. Through our work, we are proving that impact and returns are not mutually exclusive, but mutually reinforcing. We look forward to continuing this work in the year ahead.

Sincerely,



Alicia Glen





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# About This Report

The 2025 Impact Report covers the reporting period of January 1, 2025–December 31, 2025.

The field of impact measurement and management is ever evolving. While the impact investing universe has made significant strides in establishing standards and best practices, these standards don't always capture every form of impact or may not apply to every strategy. For this reason, we have worked to align our approach to impact with established frameworks while also incorporating our own metrics that reflect our unique strategy. Throughout, we aim to be as transparent as possible on our process and results.

This report incorporates frameworks from the Impact Management Project and IRIS+ metrics from the Global Impact Investing Network and aligns with the United Nations' Sustainable Development Goals. It also integrates our own proprietary impact framework and metrics that relate to the specific inter-disciplinary strategy we employ. We believe that this combined approach allows us to communicate our impact in a way that is both widely recognized but also captures the full breadth of our work.

This year, we also engaged with [Impact Evaluation Lab](#) to assess our work measuring and managing our impact. Their report validated the authenticity, consistency, and soundness of our approach and process.

It is important to note that because some of our projects were still under construction at the time of this report, some of the outcomes indicated have not yet have been realized. Rather, they reflect our “going-in” intentions and obligations. Moreover, the broader impact of our work in many ways defies traditional measurement: how a new building will impact the residents of not only the building, but of a whole neighborhood, how a “first of its kind” affordability mix impacts the housing ecosystem, how having women involved in the real estate development process may change what gets built and how it is designed.

Our commitment to promoting affordability, diversity, and sustainability across our platform is core to our strategy. The process of evaluating our methods, measuring and analyzing our results, helps us to improve our outcomes. As much as we hope this report provides important information, we also hope it generates conversation and uncovers opportunities to do more and do better.

We welcome your feedback and for any questions regarding this report, please contact Andrea Wenner at [awenner@buildmsquared.com](mailto:awenner@buildmsquared.com).



Museum Parc  
Rendering by: KSS Architects

# MSquared Overview<sup>2</sup>

MSquared is a women-owned real estate impact platform focused on creating mixed-income projects that drive strong risk-adjusted returns while also promoting affordability, diversity, and sustainability.

## Investment Management

MSquared manages a series of discretionary real estate impact funds.

MSquared Development Partners Fund

Equitable Housing Solutions Fund I

MSquared Impact Partners Fund

NYC Affordable Fund

Equitable Housing Solutions Fund II



## Development

Focusing on public-private partnerships, MSquared develops transformative mixed-income, mixed-use projects.

20 Littleton

78 units  
\$42M TDC

Miramar

698 units  
\$416M TDC

Westpark

329 units  
\$204M TDC

Peekskill

106 units  
\$54M TDC

665 NY Ave

134 units  
\$60M TDC

\$400M+

Capital Raised

100%

of Investment Committee members are women

75+

Combined Years of Real Estate & Impact Experience within our Leadership

14

Team members

MSquared focuses on projects that promote a holistic approach to a livable city: one that is affordable, sustainable, and inclusive.



# 2025 Year in Review



1600+

New units opened to tenants in 2025

52%

Percentage of units in 2025 investments that are Affordable Housing†

80%

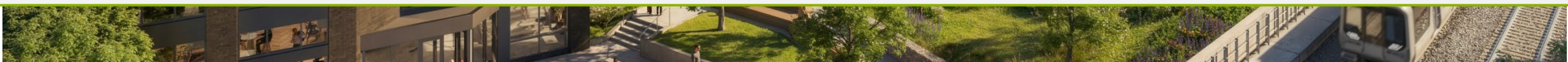
Percentage of investments in 2025 developed by a women/diverse-led and/or nonprofit sponsor

\$140M

Capital raised in first close of Equitable Housing Solutions Fund II, with a \$250M target

1550+

Units of new housing that broke ground on construction in 2025



# Impact Pillars

Our innovative approach focuses on driving and measuring impact across three dimensions.

## AFFORDABILITY

50%<sup>3</sup> of American renter households are rent-burdened<sup>4</sup>, and the traditional model for housing development segregates households on the basis of income.

MSquared invests in and develops buildings that have units that are affordable to households at a range of incomes.

## DIVERSITY & COMMUNITY

Women and people of color are grossly underrepresented in all aspects of real estate. And too often, developments don't consider community needs.

MSquared partners with underrepresented developers and works to incorporate community-serving spaces that strengthen neighborhood infrastructure.

## SUSTAINABILITY & RESILIENCY

Low density urban sprawl leads to higher pollution and increased energy consumption. And climate events pose a major threat to the built environment.

MSquared targets transit-oriented development,<sup>5</sup> maximizes residential density in its projects, and incorporates energy-efficient, resilient building systems.

Combining these impact pillars, MSquared's approach drives better outcomes for families and cities.

# Affordability

## THE PROBLEM

The U.S. housing market is undersupplied and the housing that often is available is too expensive. **The typical American renter is now “rent-burdened”<sup>6</sup>** spending more than 30% of their pre-tax income on rent. Government programs that help low- and moderate-income households are insufficient to meet demand, while also failing to serve the “Missing Middle” who cannot afford market rate rents in growing metro areas. When new multifamily housing does get built, the vast majority of projects are either 100% market rate or 100% affordable, exacerbating social and economic inequities and concentrating poverty.

Over **22 million households** are “rent-burdened” and **12 million** of those spend more than 50% of their income on housing<sup>6</sup>

The estimated **housing supply shortage** in the U.S. is around **3.7 million units**<sup>7</sup>

From 2001 to 2024, **renter incomes rose by 9% while rents rose by 30%**<sup>6</sup>

## MSQUARED’S APPROACH

We invest in and develop mixed-income housing that adds supply and takes a more equitable, inclusive approach to development. Our projects promote economic desegregation by combining market rate units with Affordable Housing<sup>†</sup> units affordable at a range of incomes. This unique strategy helps to address the breadth of the affordability crisis and enables households to have access to the same neighborhood resources like high-quality schools, healthcare, transit, and job opportunities.

## IMPACT MEASUREMENT

- Number of new units affordable to residents at or below 40% Area Median Income (AMI), 60% AMI, 80% AMI, 100% AMI, and 120% AMI
- Number of Affordable Units Created (PI5965)<sup>8</sup>
- Savings on housing unit compared to similar (PI7643)
- Duration of affordability restrictions

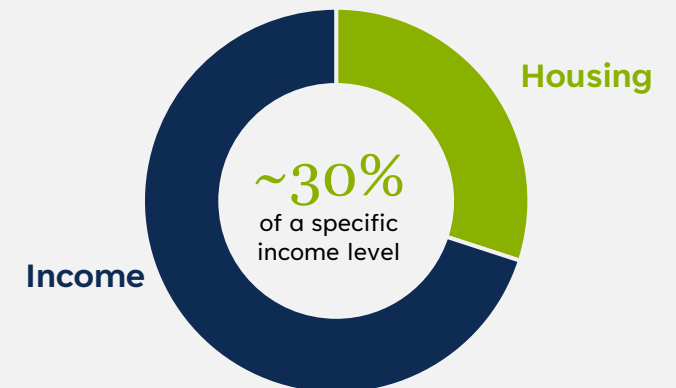




## What Is Affordable Housing?

Capital “A”, capital “H” Affordable Housing are units that are both income-tested and rent-restricted. Income testing means that our “Affordable Housing” units are rented only to households that qualify based on their income level when they lease their unit. This ensures that Affordable units are occupied by households who truly need them.

Rent-restricted means the initial and renewal rent on the Affordable units is not based on what the market can bear but is capped at 30% of income, assuring these households are not and will not be rent-burdened.<sup>9</sup>



# Impact in Action: Advancing Affordability

## SPOTLIGHT

Imagine a public school teacher and her children lived in an Affordable Housing unit at Oakhouse II (Loma), one of the investments in MSquared's portfolio. More than 50% of the units in the building are affordable to households earning from 50% to 80% of Area Median Income (AMI), currently equivalent to \$58,659-\$93,840<sup>10</sup> for a 4-person household.

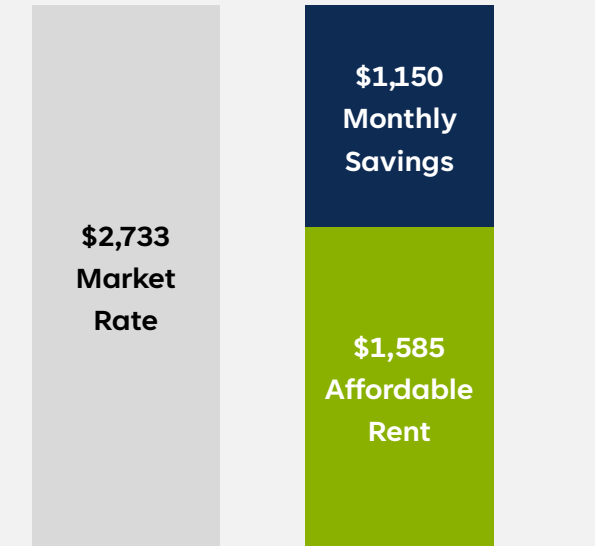


Rendering by: WDG Architecture

At the teacher's salary of \$60,000, she would qualify for one of the units that is set aside for households earning up to 60% AMI, and the initial rent for her family of three on a two-bedroom apartment would be restricted to \$1,585. Compared to Loma's \$2,733 market rate unit, she benefits from nearly \$14,000 in annual savings.

The family would have the opportunity to live in a high-quality, fully amenitized building. And as market rate rents rise in the neighborhood, she will not be in danger of becoming rent-burdened, because rent increases on her apartment are capped by the 30% of the 60% AMI formula.

## AFFORDABLE UNIT VS. MARKET RATE UNIT



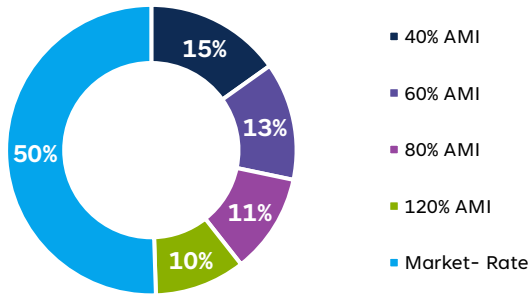
**\$13,800** Annual savings

# Impact in Action: Tenant Spotlight

Miramar, one of MSquared’s first projects, gave Daira Jackson an opportunity to return to the city she has always called home and live in an apartment that was both desirable and affordable.

## AFFORDABILITY MIX

281 units at Miramar are set aside as Affordable at 40%-80% of AMI, 69 units are workforce, and market rate unit rents are affordable at an average of 114% of AMI, making the building affordable to 4-person households with incomes ranging from ~\$64,000-\$195,000.



## TENANT SPOTLIGHT

Daira Jackson grew up in Queens, moved to Miami when she was 8 years old, and longed to move back to New York ever since. She went to college in Florida and instead of moving back to New York upon graduation, she enlisted in the National Guard motivated in part by the September 11<sup>th</sup> terrorist attack.

Years later when Ms. Jackson, her partner, and their new-born daughter were finally ready to move back to New York, they were looking for an affordable place to call home, one that also had plenty of green space, a family-friendly neighborhood, and other conveniences like in-unit washer/dryer. They discovered Miramar, which checked off all of their boxes. The Jacksons moved into the building when it opened in July 2025 and are now regulars in the building’s central courtyard and the building’s communal spaces.

Finding an affordable home in New York City oftentimes feels out of reach, but Miramar is a powerful example of how mixed-income development can keep a city like New York accessible to all.

Miramar [feature](#) in the NY Times



# Diversity & Community

## THE PROBLEM

Real estate is one of the least diverse sectors of the economy, but the people who are most impacted by the affordability crisis are women and people of color. **Only two of the top 25 development firms are run by a woman or person of color<sup>11</sup> and less than 4% of real estate funds are women- or minority-owned.<sup>12</sup>** Diverse development firms have a harder time accessing institutional capital. Without these perspectives, the buildings often lack context-sensitive design and ground-floor activation that addresses the needs of the neighborhood and community.

**More than 50%** of women-led households are rent-burdened as compared to 43% of male-headed households<sup>13</sup>

**Less than 1%** of real estate development companies in the U.S. are minority-owned<sup>14</sup>

Women- and minority-owned real estate investment management firms comprise only **0.8% and 1.2% of industry AUM**, respectively<sup>12</sup>

## MSQUARED'S APPROACH

We know that if we are going to change the status quo, we must change who invests in, develops, builds, and owns real estate. MSquared targets capital to women- and diverse-led development firms, whose market knowledge and focus on inclusive, equitable growth represents an opportunity to create both strong financial returns and demonstrable social impact. Putting these teams in a position to lead projects, creates an opportunity for a more thoughtful, comprehensive approach to design and community-building.

## IMPACT MEASUREMENT

- Number and percent of Investee Companies founded or led by women or people of color (PI7869 & PI9652)
- Women and minority ownership stake in development entity
- Total capital directed to firms owned or led by women or people of color



# Impact in Action: Advancing Diversity

MSquared partners and invests with the people most proximate to the housing crisis:

79%

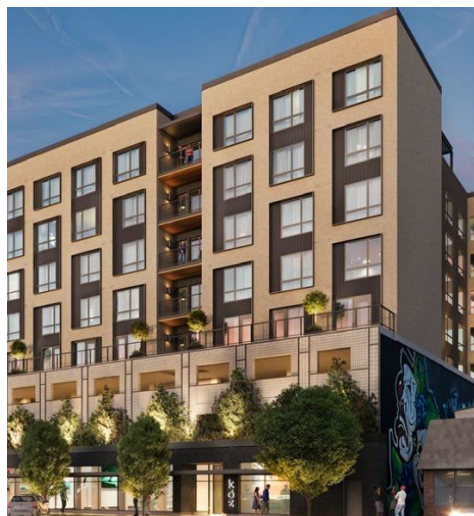
of projects are developed by a women/diverse-led or nonprofit sponsor

\$152M

of capital directed to projects with women/diverse-led or nonprofit sponsors

## SPOTLIGHT

The first three investments in Equitable Housing Solutions Fund II are *all* with women- or minority-led sponsors.



**Koz on Wetmore – Everett, WA**

Woman-led developer  
Repeat MSquared partner



**Oakhouse Phase II (Loma) – Dallas, TX**

Woman-led developer  
Repeat MSquared partner



**The Renaissance on Jefferson – Nashville, TN**

Minority-led developer

# Impact in Action: Strengthening Communities

MSquared projects aren't just for our tenants.

We work with our partners to include a mix of uses that benefit not only the building's residents, but also the surrounding community.

Far too many communities lack the amenities and services that families rely on and need to live fulfilling, fun, and healthy lives. Where non-residential uses are permitted, we have included spaces for cultural programming, local retail, health care facilities, and incorporated public open spaces.



## MIRAMAR – NEW YORK, NY

Miramar includes a new home for the LatinX-led The People's Theatre and the Centro Cultural Inmigrante.



## MUSEUM PARC – NEWARK, NJ

Museum Parc includes new gallery space for the Newark Museum of Art and a public sculpture garden.



## WESTPARK – PHILADELPHIA, PA

Westpark will include a playground and a new pedestrian plaza with two acres of public open space.



## THE CLARK ON 54<sup>TH</sup> – LOS ANGELES, CA

The Clark on 54<sup>th</sup> will include locally-based retail in partnership with Destination Crenshaw.

# Sustainability & Resiliency

## THE PROBLEM

The **built environment** is simultaneously a **major contributor** to the current climate crisis and **most at risk** from extreme weather events. Buildings produce almost half of US carbon emissions, and cities consume 70% of global energy.<sup>15</sup> **Urban sprawl** has been tied to increased energy consumption, pollution, and traffic congestion. Despite the growing climate crisis, many jurisdictions have few, if any, green-building regulations or incentivize new development near mass transit. At the same time, the built environment is exposed to **physical risks** from floods, fires, hurricanes, heat, and rising sea levels.

The built environment generates at least **40% of annual U.S. carbon emissions**<sup>16</sup>

Household energy consumption in car-dependent single-family homes is **2X** that of households in multifamily buildings<sup>17</sup>

In 2024, communities across the United States incurred over **\$182 billion of damage** from weather and climate disasters<sup>18</sup>

## MSQUARED'S APPROACH

We focus on **(1) siting new housing in transit-oriented**, urban infill, resilient locations, **(2) building with sustainable, resilient materials**, including sustainable infrastructure, and embracing sustainable approaches to construction that reduce embodied carbon, and **(3) operating buildings efficiently with electric infrastructure** to reduce carbon emissions and improve air quality for residents. This approach has the added benefits of reducing the cost of living for residents by reducing expenditures on transportation and utilities, while also improving health outcomes.

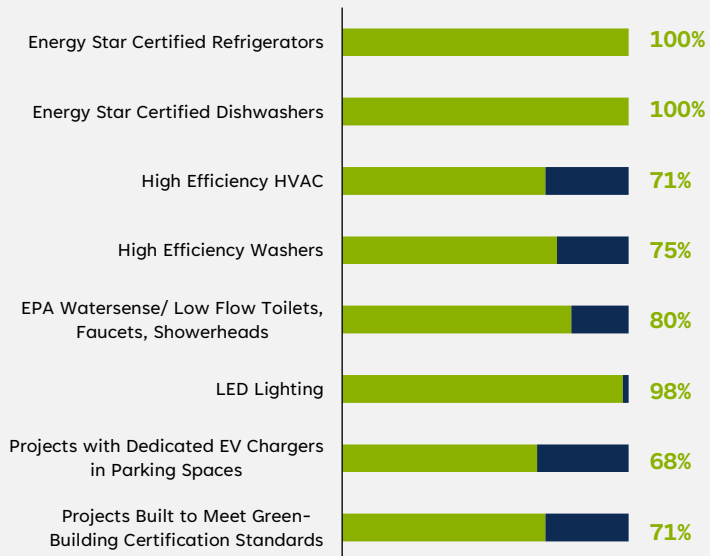
## IMPACT MEASUREMENT

- % of projects within 0.7 miles of transit, bike and multi-modal infrastructure
- Solar, geothermal, green roofs, EV chargers and other sustainable infrastructure
- Walk Score, Bike Score and Transit Score
- Energy-efficient appliances that integrate the most up to date green technology
- Green building & Housing quality certifications (PD2756)



# Impact in Action: Advancing Sustainability

MSquared works with its partners to prioritize sustainable approaches to construction, incorporate energy-efficient systems, and invest in long term structural resiliency. This both reduces tenant and building expenses and increases asset lifespan.



†

## SPOTLIGHT

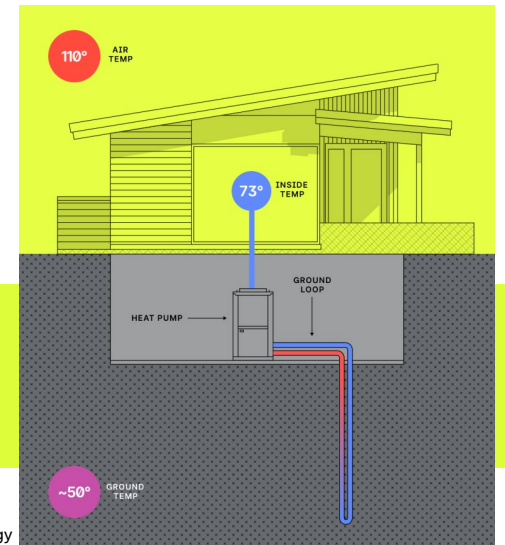
**THE RENAISSANCE ON JEFFERSON** is a 66-unit, mixed-income, ground up, fully electric building with a geothermal loop system and photovoltaic solar panels on the roof.

**WHERE WE BUILD:** The Renaissance on Jefferson is 10 minutes from Downtown Nashville, directly adjacent to the bus rapid transit. The site is also walking distance from major education and employment centers in North Nashville including Fisk University and Meharry Medical College. Access to public transportation will **reduce car dependence**, which simultaneously **improves carbon footprints** and **drives savings** on one of the largest household expenditures.

**WHAT WE BUILD:** The heating and cooling system utilizes a **geothermal ground loop system** that leverages the steady temperature below the earth's surface to provide highly efficient heating and cooling. **Photovoltaic solar panels** will also be installed on the roof to **power the heat pumps** that are connected to the geothermal loop system.

**HOW WE OPERATE:** The Renaissance on Jefferson is **100% electric** and will receive energy through the **on-site solar and geothermal system, reducing its carbon footprint and eliminating reliance on the energy grid.** This approach both reduces the amount of electricity needed to regulate indoor temperatures and lowers tenant utility bills.

## Rooftop Solar + Geothermal + All-Electric



Graphic by: Dandelion Energy

# Driving Impact at Every Stage

We apply an impact lens at every stage of our investment and development process, integrating our three impact pillars of Affordability, Diversity and Community, and Sustainability into our strategy, decision-making, and day-to-day work.



# MSquared: Our Impact to Date

Across our investment management and development portfolio, MSquared works to create transformative mixed-income developments in cities nationwide, with a focus on promoting sustainability and targeting capital to women and minority-led developers.

6,784

Total housing units

4,193

Affordable Housing Units

62%

of portfolio is Affordable Housing

39

Average duration of affordability restrictions (years)

79%

Projects with a women or diverse-led or nonprofit sponsor

24

Projects

71%

of projects meet green building certification standards

81

Average Walk Score

## SDG ALIGNMENT



Oakhouse Phase II (Loma) as seen from the rooftop of the adjacent Oakhouse Project  
 Rendering by: WDG Architecture

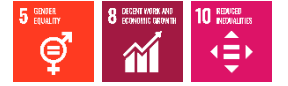
# Firm-level Impact Data

## Affordability



Metric	Data	IRIS Alignment
Total number of housing units developed or acquired	6,784	P15965
Total number of Affordable Housing units developed or acquired	4,193	P15965
Percent of total units that are Affordable Housing units	62%	PD5833
Number of new housing units developed	5,402	P15965
Number of new Affordable Housing units	3,511	P15965
Percent of total new units that are Affordable Housing units	65%	PD5833
Number of units designated for households earning up to 120% AMI	149	PD5833
Number of units designated for households earning up to 100% AMI	126	PD5833
Number of units designated for households earning up to 80% AMI	1,645	PD5833
Number of units designated for households earning up to 60% AMI	639	PD5833
Number of units designated for households earning up to 50% AMI	1,036	PD5833
Number of units designated for households earning up to 30% AMI	144	PD5833
Number of units designated for formerly homeless individuals	423	PD5833
Number of units designated for formerly incarcerated individuals	47	PD5833
Average duration of affordability within regulated units (years)	39	
Projected average tenant monthly savings (vs. market rate unit) †	\$691	PI1748

## Diversity



Metric	Data	IRIS Alignment
Percent of projects developed by a women/diverse-led or nonprofit sponsor	79%	PI7869
Total firm capital invested with women/diverse-led or nonprofit sponsor	\$152.7M	
Percent of projects with commercial spaces anticipated to be leased to community-serving retail, local businesses, and/or nonprofits	100%	P18007

## Sustainability



Metric	Data	IRIS Alignment
Percent of projects meeting green building certification standards	71%	PD2756
Percent of projects with parking that are anticipated to have dedicated EV Chargers	68%	
Number of units with energy-efficient systems and appliances including energy star appliances and low-flow plumbing fixtures	6,382	
Percent of projects within 0.7 miles of public transit	100%	
Average walk score	81	
Average transit score	78	
Average bike score	65	

# Endnotes

1. Chetty, Raj, et al. (January 2026). Creating High-Opportunity Neighborhoods: Evidence from the HOPE VI Program. [Creating High-Opportunity Neighborhoods: Evidence from the HOPE VI Program](#)
2. Metrics highlighted are firmwide, across all funds and represents projects either acquired, complete, in construction, or in pre-development or planning phases. All metrics as of year-end 2025.
3. US Census Bureau (September 12, 2024). Nearly Half of Renter Households Are Cost-Burdened, Proportions Differ by Race. <https://www.census.gov/newsroom/press-releases/2024/renter-households-cost-burdened-race.html>
4. The United States Department of Housing and Urban Development (HUD) considers families to be rent-burdened when they spend more than 30% of their pre-tax income on rent.
5. Transit-oriented development is commonly defined as high-density development within a half a mile of a public transit station. Sites within 0.7 miles of public transit are also included in definition of transit-oriented development for urban infill sites for the purposes of this report.
6. Joint Center for Housing Studies of Harvard University (2026). [America's Rental Housing 2026](#)
7. Freddie Mac (November 26, 2024). Housing Supply: Still Undersupplied by Millions of Units. <https://www.freddiemac.com/research/insight/housing-supply-still-undersupplied>
8. The PI number refers to the IRIS+ impact measurement and management system.
9. MSquared uses the term “Affordable Housing” throughout this report. We define “Affordable Housing” as housing that is both income-tested and rent-restricted, meaning 1) a household must qualify for the unit based on a specific household income level and 2) the legal rent is set at 30% of a specified Area Median Income level, e.g. 30% of 60% AMI or 30% of 80% AMI. This is distinct from “Naturally Occurring Affordable Housing,” which is neither income-tested nor rent-restricted, meaning that anyone, regardless of income level, can rent a unit and the rent is not capped based on income level. It is also distinct from housing that may have rent- restrictions attached, but that is not income-tested, so it is available to anyone, regardless of income level.
10. Throughout the report, income levels are based on 2025 Area Median Income for a 4 Person Household.
11. National Multifamily Housing Council. NMHC 25 Largest Developers. <https://www.nmhc.org/research-insight/the-nmhc-50/top-50-lists/2025-top-developers-list/>
12. Knight Foundation (2019). Diversifying Investments: A Study of Ownership Diversity in the Asset Management Industry. <https://legacy.knightfoundation.org/reports/diversifying-investments-a-study-of-ownership-diversity-and-performance-in-the-asset-management-industry/>
13. Zillow.com (May 5, 2025). Renters: Who is Most Likely Rent Burdened? <https://www.zillow.com/research/rent-burdened-households-35131/>
14. Initiative for a Competitive Inner City (2023). Breaking the Glass Bottleneck: The Economic Potential of Black and Hispanic Real Estate Developers and the Constraints They Face. <https://reports.groveimpact.org/breaking-the-glass-bottleneck/>
15. International Energy Agency (2020). Empowering Cities for a Net Zero Future: Unlocking Resilient, Smart, Sustainable Urban Energy Systems. <https://iea.blob.core.windows.net/assets/4d5c939d-9c37-490b-bb53-2c0d23f2cf3d/G20EmpoweringCitiesforaNetZeroFuture.pdf>
16. World Green Building Council (2019). Bringing Embodied Carbon Upfront. <https://worldgbc.org/advancing-net-zero/embodied-carbon/#:~:text=Buildings%20are%20currently%20responsible%20for,11%25%20from%20materials%20and%20construction>
17. Joint Center for Housing Studies at Harvard University (July 11, 2018). U.S. Households are Using Less Energy. <https://www.jchs.harvard.edu/blog/us-households-are-using-less-energy>
18. National Centers for Environmental Information (January 10, 2025). Billion Dollar Weather and Climate Disasters. <https://www.ncei.noaa.gov/access/billions/>

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Rendering by: KFA Architecture

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