

2015 YEAR IN REVIEW: BOSTON REDEVELOPMENT AUTHORITY

Reflecting on the Past, Contemplating the Future





Mission Statement

In partnership with communities, the BRA plans Boston's future while respecting its past. By guiding physical, social, and economic change in Boston's neighborhoods, the BRA seeks to shape a more prosperous, resilient and vibrant city for all.

Special thanks to

BRIAN GOLDEN, *Director* JONATHAN GREELEY, *Director of*
HEATHER CAMPISANO, *Chief of Staff* *Development Review*
NICK MARTIN, *Director of Communications* ED O'DONNELL, *Director of Real Estate*
MICHAEL CHRISTOPHER, *Chris Giuliani, Director of Finance*
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DIRECTOR'S NOTE

The past two years have been a transformative period for the Boston Redevelopment Authority (BRA) and the Economic Development and Industrial Corporation (EDIC). In addition to managing an unprecedented amount of development activity in the City of Boston, we spent much of our working hours in 2014 and the first half of 2015 taking an honest assessment of our strengths and weaknesses. The lessons we learned from two independent operational reviews of the agency, and our own thoughtful reflection, provided valuable information that allowed us to set our sights on the future of this great city and our future as an organization. As we mark the end of another year, I'm proud to say the future is bright on both fronts.

Indeed, 2015 was full of positive momentum for the BRA, as we redoubled our commitment to inspiring greater trust and conveying a sense of fairness, transparency, accountability, and foresight through our actions.

We welcomed two new board members and several important additions to our senior staff, including a new Chief Financial Officer, Director of Real Estate, Director of Development Review, and Director of Human Resources.

In conjunction with Mayor Martin J. Walsh and the Department of Neighborhood Development, we carried out the first major update to the City of Boston's Inclusionary Development Policy in over eight years. The new policy, which capitalizes on the strength of Boston's development climate, will create more housing units for middle-income families by establishing a unique model based on three distinct geographic zones that account for the varied cost of development across neighborhoods. It represents a vast improvement over the previous one-size fits all approach.

For the first time, we created a standardized application process to disburse community benefits funding, releasing a combined \$830,000 for organizations serving South Boston and Fenway, and we expect to issue funding applications for other communities in 2016.

Our land and property assets are also headed in the right direction. We have tentatively designated development partners for three important sites in the Boston Marine Industrial Park, where underutilized parcels will be transformed into a new hotel, office building, and industrial space for a prominent local manufacturing company. Meanwhile, we're utilizing capital funds to upgrade the China Trade Center for new tenants and improve infrastructure and buildings within

the Marine Industrial Park. Ed O'Donnell, whose career in real estate development spans three decades, will help to elevate this work as Director of Real Estate so that we continue to optimize all of our assets.

We are responding to the call for more proactive planning, both citywide and through targeted neighborhood studies. Our staff is proud to be an essential partner in Imagine Boston 2030, our first citywide planning effort in over 50 years. Community members in Jamaica Plain, Roxbury, and South Boston have applauded our refreshing and more engaging style of planning along the Washington Street and Dorchester Avenue corridors. And we completed significant planning efforts along the Fairmount Indigo Line, Avenue of the Arts, South Huntington Avenue, and Stuart Street in 2015.

While all of this work is exciting and extremely gratifying, our approach to community engagement around the issue of urban renewal was perhaps the most symbolic marker of reform last year. In seeking a ten-year extension of these tools that help spur revitalization of Boston's neighborhoods, we held a dozen community forums (and close to 100 smaller meetings), created a website that provides an unprecedented amount of historical information on the topic, and issued a formal apology for the harm that urban renewal caused in the West End decades ago. This stands in stark contrast to the last time the BRA sought a ten-year extension in 2005, when there was virtually no public process.

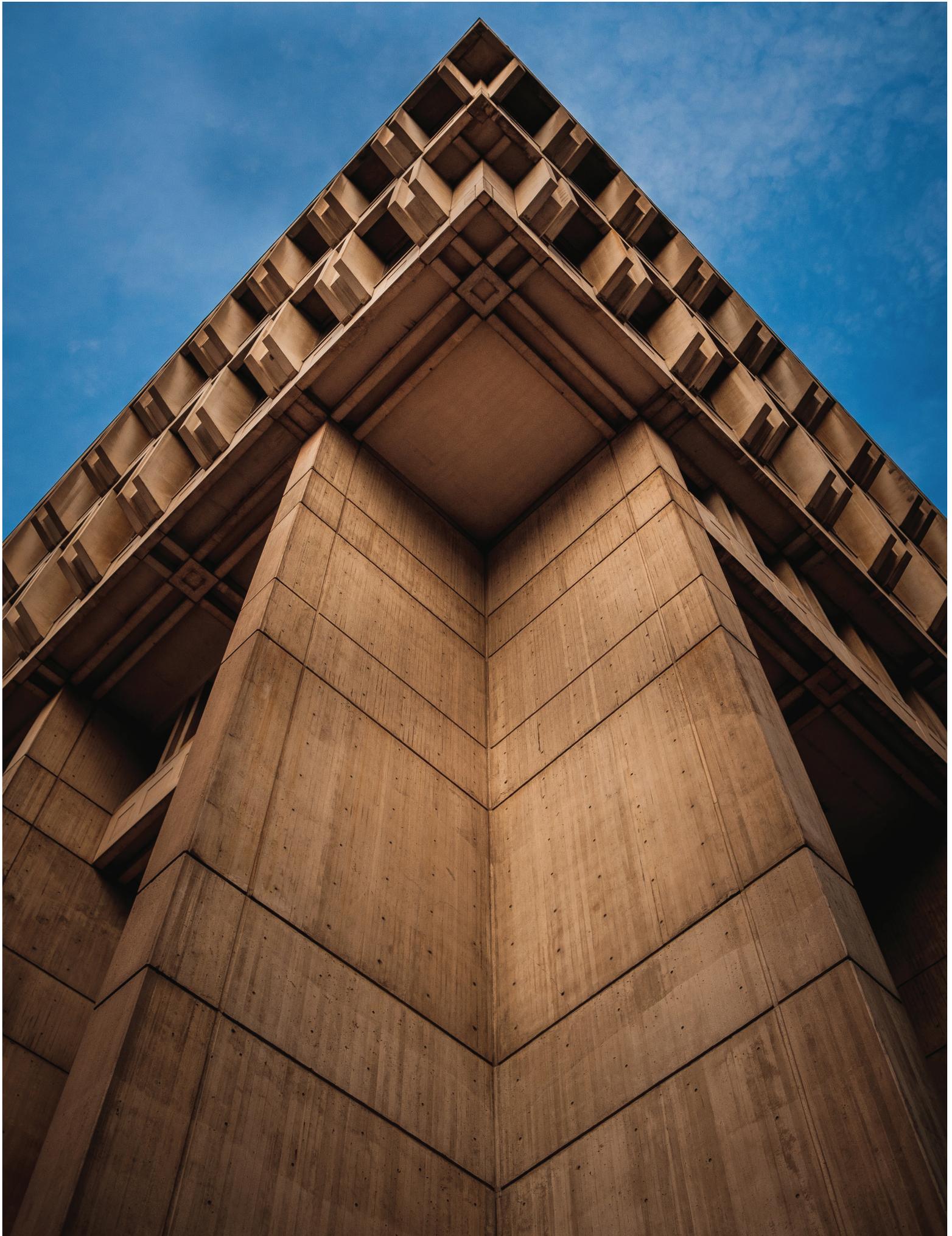
The BRA will continue a multi-faceted process of internal and external reform. The stakes are high, and the challenges are wide-ranging, but the payoff for the people of Boston will be significant. I'm heartened that—through the hard work of our professionals—we have been able to accomplish so much organizational improvement during a year in which we also approved 7.1 million square feet of new projects and witnessed another 14 million square feet under construction in Boston.

It's an honor to lead the talented staff of the BRA/EDIC during such a momentous time for our agency and the City of Boston, and I look forward to another eventful year in 2016.

Sincerely,

A handwritten signature in black ink that reads "Brian Golden". The signature is fluid and cursive, with the first name "Brian" and last name "Golden" clearly legible.

Brian Golden, *Director*
*Boston Redevelopment Authority/
Economic Development and Industrial Corporation*



THE YEAR IN NUMBERS

Personnel stats:

- 224 employees
- 46% of staff is female, 54% male
- 45% of staff is here for 10+ years
- 42% of staff is here 5 years or less
- 5 new planners have been hired since July to improve BRA's planning capacity
- 2 new members joined BRA/EDIC Board of Directors

Agency highlights:

- Approved 71 development proposals in 2015
- 7.1 million square feet of new development
- 3,380 residential units approved
- 804 affordable units approved
- BRA estimates approved developments will create 5,645 construction jobs
- Approved development of new hotel space more than doubled compared to 2014 (406,050 square feet in 2015 compared to 195,243 square feet in 2014)
- Over 275 community meetings and public events held
- Helped launch first citywide planning initiative in 50 years (Imagine Boston 2030)
- 2 Strategic Planning Areas launched
- \$19.2 million in funding secured by Office of Workforce Development in 2015
 - Support for over 120 workforce training programs
- 60,000 new books given away to youth by ReadBoston
- 535 high school students served by Write-Boston

- 12,291 residents received free tax prep services through Boston Tax Help
- \$830,000 in community benefits funding released through open and transparent process
- 13,785 Twitter followers

Economic/demographic indicators:

- Boston's population: 656,051 and growing
- Over 181,000 foreign-born residents (more than 25% of Boston's population)
- One in three residents between the ages of 20 and 34
- 46.5% of Bostonians over 25 hold a bachelor's degree or higher
- At 4%, Boston's unemployment rate was lower than state and national average
- Housing stats in 2015 outpace 2014 by 10%
- 14 million square feet of total development under construction
 - Valued at \$7.44 billion
- \$4.2 billion in residential development under construction
 - 7,626 units of housing under construction
 - 1,030 dorm beds under construction

TOP BLOG POSTS OF THE YEAR

Mayor Walsh, Director Golden release “Building the New Boston Redevelopment Authority”
January 21, 2015

Mayor Martin J. Walsh and BRA Director Brian Golden released a 20-page report today that offers an in-depth look at how Boston’s planning and economic development agency sought to improve its transparency, accountability, and operations in the past year through a series of policy reforms, personnel changes, and investments in technology.

“This document is a roadmap of the improvements underway at the BRA and the ones to come in the months ahead,” said Director Golden. “Our charge is to reinvent the way we do business in order to create an agency that reflects the world-class city it has helped to build. We don’t seek to erase past blemishes or hide our faults. We seek to learn from them.”

Boston Living with Water organizers announce nine finalists in international climate change competition
February 26, 2015

Architects, urban planners, designers, climate change advocates, and policymakers got a unique glimpse into what a more resilient and sustainable Boston might look like in the face of sea level rise last night. One proposal envisions a sort of Boston Common in the Fort Point Channel that visitors would explore via canoes, kayaks, and paddle boards. Another imagines elevating a section of Morrissey Boulevard and creating a living laboratory with marsh, aquatic grasses, and shellfish beds underneath.

These proposals were among the dozens of submissions entered in the ongoing Boston Living with Water competition, an initiative launched by the City of Boston, The Boston Harbor Association, the BRA, and the Boston Society of Architects last October to encourage planning for end-of-the-century climate conditions and rising sea levels.

City of Boston, BRA, and Boston Society of Architects to hold Innovative Design Alternatives Summit
April 27, 2015

Next week, the BRA and the City of Boston, with sponsorship from The Boston Foundation, the BSA Foundation, and Autodesk, will bring together designers, community leaders, developers, city officials, and academics in a unique two-day event called IDeAS: Innovative Design Alternatives Summit. The summit, set to take place at Faneuil Hall and BSA Space on May 6 and 7, is intended to jumpstart the conversation about enhancing design and architecture in Boston through an inclusive, interactive

BRA launches transit-oriented planning studies in Jamaica Plain, Roxbury, and South Boston

July 6, 2015

This month the BRA will formally begin comprehensive planning studies of two transit-oriented corridors, one spanning Washington Street and Columbus Avenue in Jamaica Plain and Roxbury and the other along Dorchester Avenue in South Boston. In a December speech to the Greater Boston Chamber of Commerce, Mayor Martin J. Walsh highlighted the need to create a holistic plan for these areas, both of which are experiencing market pressures to transform former industrial or underutilized sites into vibrant mixed-use developments that can better meet neighborhood needs.

City receives eight proposals for Imagine Boston 2030 consultant services

July 22, 2015

The City of Boston has received eight responses to a request for proposals (RFP) issued last month by Mayor Martin J. Walsh for consultant services to support Imagine Boston 2030. The bidders include several nationally- and internationally-recognized firms hoping to advise on the creation of Boston's first citywide plan in 50 years. The RFP identified the need for the following core services: a) overall Citywide Plan project management and content production; b) expertise in land use, urban design, and comprehensive urban planning; and c) public engagement and communications expertise to lead an extensive outreach effort and public process.



INFUSING NEW TALENT

The BRA's self-improvement efforts benefited from the introduction of new leaders and the elevation of staff to important new roles. The BRA/EDIC Board this year welcomed two new appointees, each with a distinct investment in the City of Boston. A local restaurant owner, Carol Downs brings a neighborhood-based small business perspective to the Board's oversight of the Authority, while Priscilla Rojas brings professional auditing acumen and a long-standing commitment to the causes of women, people of color, and the arts.

The BRA has also revitalized its senior staff in several key areas, bringing on new Directors of Finance, Real Estate, Human Resources, and Development Review. Moran Elitsur and Chris Giuliani, the new Directors of Hu-

man Resources and Finance respectively, represent an infusion of fresh talent from the worlds of private consultancy and municipal government. In his return to the BRA after overseeing economic development for the City of Somerville, Ed O'Donnell fills a critical role as the Director of Real Estate, a position that had long been vacant. As Director, O'Donnell catalogues the BRA's real estate holdings to create a systematic approach for maximizing their value. Finally, the promotion of Jonathan Greeley from Planner to the BRA's new Director of Development Review embodies the Authority's commitment to synchronizing its planning and development review efforts, to ensure that project proposals fit within the frameworks of neighborhoods' carefully considered plans.



CAROL DOWNS
Treasurer of the BRA/EDIC Board

PRISCILLA ROJAS
Vice Chair of the BRA/EDIC Board



MORAN ELITSUR
Director of Human Resources

CHRIS GIULIANI
Director of Finance

JONATHAN GREELEY
Director of Development Review



ED O'DONNELL
Director of Real Estate

TERESA POLHEMUS
BRA/EDIC Executive Director/ Secretary



BOSTON PUBLIC MARKET

CONGRESS ST
HANOVER ST

NO RIGHT TURN
TRUCKS & BUSES

REDEFINING URBAN RENEWAL

Urban renewal is an important tool that the BRA uses to stimulate community development in Boston's neighborhoods. The urban renewal program, established by the Federal Housing Act of 1949, provides the BRA with the ability to create affordable housing restrictions, promote/protect open space, and assemble parcels and clear titles for development, which is key to securing project financing and title insurance. The sum goal of these powers is to redevelop and revitalize Boston's neighborhoods for the benefit of its citizens.

Over its 58-year history, the BRA has used its urban renewal tools to create one of America's greatest cities. However, it must also be acknowledged that the agency has erred and caused pain with past heavy-handed approaches. As it enters a necessary period of self-reflection, the BRA recognizes that honest conversation about the uses and misuses of urban renewal in the past is the only reliable way to ensure more responsible and beneficial uses in the future. In 2015, the BRA embraced this overdue dialogue by acknowledging and apologizing for the destruction of the West End, creating an unprecedented clearinghouse of local urban renewal information online (www.bostonurbanrenewal.org), and seeking feedback from community members regarding the best uses of urban renewal. This extensive community process

included the following: twelve large public meetings across various neighborhoods; two public working sessions with the City Council; five neighborhood Q&A sessions in partnership with the City Hall To Go truck in May; an exhibition on the past, present, and future of urban renewal in conjunction with West End Museum; and nearly 100 opportunities for public conversation on the subject. An Urban Renewal Task Force, whose members represent neighborhoods of active urban renewal plans, informed the public outreach effort at multiple points of the process.

Informed by this period of reflection and engagement, the BRA in December sought a ten-year extension of fourteen of the City's remaining sixteen urban renewal plans (excluding the North Station Urban Renewal Plan and the West End Land Assembly and Redevelopment Plan). At its December meeting, the BRA Board approved this request, which will next go before the City Council. If approved by the Council, the matter advances to Mayor Walsh and the state's Department of Housing and Community Development for ultimate approval. The BRA believes that with continued public engagement, urban renewal can help to achieve thoughtful, responsible development of the City's neighborhoods.

2015 FINANCIAL ACCOMPLISHMENTS

Financial Outlook

The Agency's financial outlook has seen a marked improvement over the last eight years. Three consecutive years of losses from 2008 to 2010, during a severe economic downturn, resulted in a cumulative loss of over \$14 million. By controlling expenses and enhancing revenue opportunities, the Agency's financial position has significantly improved.

Based upon these positive circumstances, the Agency is in a cash position that allows for reinvestment within. The Agency is adding staff in areas designed to support the current building boom (the highest four-year volume of real estate development in Boston's history) and to support future City planning initiatives. Additionally, the Agency is investing approximately \$15 million in renovations for the "China Trade Building" at 2 Boylston Street, as well as another \$5 million at the 12 Channel Street facility located in the Boston Marine Industrial Park.

Lease Administration

After several months of collecting lease documentation from various sources, all of the Agency's 126 leases were reviewed. Material provisions were abstracted and entered into state of the art lease administration software called "Yardi". In addition, over 1,100 lease documents were scanned and added to this

web-based software, allowing employees to easily share access to documents. Subsequently, the Agency commenced "lease compliance reviews" to ensure that its tenants were adhering to all lease terms and that all lease revenue was being collected. Examples of these reviews include Consumer Price Index (CPI) adjustments, percentage rent to be shared with BRA, and revenue sharing on property sales. To date, leases reviewed have resulted in:

- \$184,000 collected from tenants for previously unbilled rent
- \$3,000,000 plus for future billing over the next ten years based on identified CPI increases

The Yardi system also provides the Agency with reports at a level of detail that never existed previously. Today, we are able to produce reports that help the Real Estate Department manage its business better and provide senior leaders with succinct portfolio-wide information. We have also developed a standardized lease policy and process workflow, as well as improved collaboration between the finance, legal, and real estate departments.

REDEVELOPING KEY BRA/EDIC PROPERTIES

Through the directives of the July 2014 KPMG audit and the January 2015 McKinsey & Company report, the EDIC is continuing to look at ways to maximize assets. The disposition of Parcels A, N and Q1 in the Boston Marine Industrial Park (BMIP) are examples of how we are moving towards realizing our goals and maximizing future development on underutilized parcels or buildings.

Parcel A – Stay tuned for a New Hotel in the BMIP

In September 2015, the South Boston Waterfront, already a hotbed of development activity, received another boost as the EDIC Board, the BRA's sister agency, granted tentative designation to Harbinger Development, LLC (Harbinger) to construct a 405-room hotel on Parcel A, one of two locations in the BMIP that is not limited to either maritime or industrial use. The project, which is still in the early stages, would be built on a 57,120 square-foot parcel located at the Summer Street entrance of the BMIP. The hotel would include over 6,500 square feet of restaurant and retail space, 4,000 square feet of function space, and an indoor pool. Harbinger is in talks with Hilton Worldwide to operate the hotel. Perkins + Will is the project architect. The developer proposes to lease the land under a 70-year agreement with EDIC.

Parcel N – Substantial Rehabilitation Planned for 25 Kennedy Avenue

J.C. Cannistraro (Cannistraro), a Water-

town-based provider of plumbing, fire protection, HVAC, and sheet metal pre-fabrication services, was awarded tentative designation for Parcel N in the BMIP by the EDIC Board in June 2015, which was later extended by the Board in December 2015. This designation followed a competitive Request for Interest process. Cannistraro plans to substantially rehabilitate an approximately 157,000 square foot, dilapidated industrial building located at 25 Fid Kennedy Avenue in the BMIP. The proposal is consistent with EDIC's objectives for the redevelopment and operation of Parcel N. The EDIC objectives are the promotion of maritime-dependent and general industrial uses to further economic development, support for both the Port of Boston and the Innovation District, and creation of job opportunities for Boston residents. Cannistraro and EDIC have come to terms on a 50-year lease for the parcel that paved the way for final designation. The company will overhaul the building to accommodate welding, assembly, fabrication, materials storage, and new office space. The existing freight elevators and stair towers will be upgraded and supplemented by a new enclosed fire staircase and an open-sided vertical lift for materials. Cannistraro expects to close its suburban facilities and relocate over 400 jobs to the BMIP.

Parcel Q1 - New Office Building Planned for the BMIP

In May 2015, the EDIC Board awarded Skans-



ka USA Commercial Development (Skanska), Inc., tentative designation to lease and develop Parcel Q-1 in the BMIP. This 36,799 square-foot site and Parcel A are the only two parcels in the BMIP that are not restricted

to either maritime or industrial use. Skanska plans call for approximately 215,000 square feet of office space with first floor retail. The lease term would be for 70 years.

COLLABORATING TO EXPAND AFFORDABLE HOUSING

For Boston to become more affordable, the City must increase its available housing stock. In response to this need, Mayor Walsh announced the creation of “Housing a Changing City: Boston 2030,” an ambitious plan to produce 53,000 new units of housing by 2030.

This year the BRA, in partnership with the Department of Neighborhood Development (DND), took strides toward realizing this goal by revising one of the City’s primary tools of affordable housing creation: the Inclusionary Development Policy (IDP). The IDP policy requires that developers of housing that benefits from city financing, city-owned land, or zoning relief must take one of three actions to help generate units for moderate to middle-income households. They must provide deed-restricted affordable units by incorporating them within the market rate project, construct them at an off-site location, or make a monetary contribution to a city fund for affordable housing.

The IDP, though reasonably successful, had not been revised in over eight years and

could not fully capitalize on current market conditions. The BRA and DND worked with development finance experts, affordable and market rate housing developers, and housing advocates to update and improve the policy.

Among the reforms were:

- Creating a three-zone model to account for market differences between Boston’s downtown and outer neighborhoods.
- Tying developer requirements to these zones, such that development in more expensive areas requires a greater number of affordable units, while the contribution in neighborhoods with less robust development climates is less burdensome (otherwise, increasing the contribution could serve as a disincentive to development).
- Creating a new option for developers to purchase and convert existing buildings for income-restricted housing.
- In December, Mayor Walsh signed a new executive order to implement this nimbler, smarter IDP.

TECH INNOVATIONS IN 2015

The **Imagine Boston 2030 Digital Tools** engage residents in the city's first citywide planning effort in 50 years. The website provides broad access to the plan's strategy and objectives and encourages public input via text message, social media, and a contact page. This input will lay the foundation for the next two years of work to articulate the city's planning objectives and strategies.

The **Urban Renewal Web Portal** empowers the public to learn more about the process of urban renewal, subscribe to related news and events, and learn about featured urban renewal projects through photos, documents, and explanatory text. An interactive map situates these featured projects within the geo-

graphical context of urban renewal areas and urban renewal overlay districts.

The **Mayor's Office of Workforce Development (OWD) website** represents a significant piece of the re-branding of the agency from its former identity as the Office of Jobs and Community Services. The new website creates a public face for the agency, explains the OWD's mission and work, and constitutes an easy-to-use platform for OWD partners to access reporting forms and requests for proposals. The new OWD website also necessitated the creation of new sites for several of the OWD's constituent agencies, including ReadBoston, YOU Boston, the Office of Financial Empowerment, and the Boston Tax Help Coalition.



COMMUNITY BENEFITS SPOTLIGHT

In an effort to provide greater transparency throughout the development process, the BRA piloted a new method for allocating community benefits funds in 2015, beginning with the D Street Hotels project (now called the Element and Aloft) in South Boston. In the new process, the BRA solicited proposals from South Boston non-profits detailing how they would use funding and what impact they intended to achieve. After the review process, the application and names of all grant recipients were made publicly available on the BRA website. As a result of this community benefits allocation, a total of \$630,000 was distributed to 26 non-profit organizations over two rounds of funding from July to September. This money funded a wide range of improvements in South Boston: new equipment and uniforms for youth softball and basketball teams,

free community concerts, facility upgrades to community centers, and programming resources for organizations helping residents in addiction recovery, to name only a few.

In October, the BRA released an application for \$200,000 in community benefits associated with the Fenway Park Demonstration Project, an agreement with the Boston Red Sox that was approved under previous leadership by the BRA in September 2013. The team agreed to contribute \$100,000 a year for ten years to support beautification efforts in the Fenway neighborhood. The BRA accepted applications through the beginning of November and is in the process of reviewing applications with the help of its affiliate, the Mayor's Office of Workforce Development, which has wide-ranging grant-making expertise.



PLANNING TAKES CENTER STAGE IN 2015

The Planning Division enables the BRA to take proactive steps toward realizing long-term visions for Boston's distinct neighborhoods, guided by the goals of their communities. To that end, the BRA seeks to collaborate with Boston's residents to shape a meaningful future for the city that honors the legacy of the past and responds to the needs of current inhabitants. Since July, the BRA has added five new planners to increase capacity for these efforts.

Major planning initiatives of 2015 include:

PLAN: South Boston Dorchester Avenue

The Dorchester Avenue corridor through South Boston has long been characterized by light manufacturing. But as development pressure on the area increases, the BRA has begun early work with the public on developing a plan that considers possibilities for walkable and easily accessible housing, open space, and retail. Since the planning initiative's July launch, the BRA has helped host six workshops to solicit community input and participated in an interdepartmental working group that integrates the perspectives of various city departments and state transportation agencies. The goal of this planning is to develop zoning recommendations to guide future growth and to establish explicit development guidelines for the delivery of community benefits.

PLAN: JP/Rox

A planning study of a 250-acre belt joining Jamaica Plain and Roxbury, Plan JP/Rox seeks to create a new outlook for livability and visual character in an area that is home to over 6,000 residents. The study began holding monthly public advisory group meetings in July and received over 850 comments by October. Affordable housing and mobility were issues of particular public concern, as well as the question of whether to retain the area's industrial sections. In addition to workshops, the planners also held "walkshops" – expeditions to gain a walking and biking perspective of the area. Plan JP/Rox will ultimately help inform new zoning regulations for key parts of the study area.

Downtown Waterfront Planning Initiative

The Rose Fitzgerald Kennedy Greenway District Use and Development Guidelines, adopted in 2010, aim to preserve the Greenway's open space and connect Boston's downtown with its waterfront, one of the most active waterfronts in New England. A key step in implementing these guidelines is the Downtown Waterfront Planning Initiative, which seeks to bring the guidelines into alignment with state regulations designed to ensure public access to the water. The initiative held eight Municipal Harbor Planning Advisory Committee meetings in 2015, its second year of public engagement.



Boston Marine Industrial Park Master Plan Update

In 1999 the City of Boston created a master plan to guide development of its Marine Industrial Park. Since that time, the area has seen considerable changes, including job growth in certain tech sectors, increased mixed-use, and greater investment in seafood processing and motor freight facilities. The Boston Marine Industrial Park Master Plan Update, which the

BRA initiated in January, seeks to modernize the master plan to preserve industrial activity in the area, alongside commercial and residential uses, for the next 10 years. This year the BRA has conducted an analysis of the parcel, studied the port's relevant economic and growth trends, and engaged stakeholders and tenants in the revision process. .

ENHANCING WORKFORCE DEVELOPMENT STRATEGIES

An affiliate agency of the BRA, the Mayor's Office of Workforce Development (OWD) funds programs that strengthen the city's workforce through education, job training, apprenticeships, financial coaching, and literacy initiatives. Formerly known as the Office of Jobs and Community Services, the OWD was re-structured and re-branded in 2015 to better align its grant disbursement efforts with Mayor Walsh's goal of reducing income inequality citywide. In March, the agency revised the request for proposals (RFP) process for several key grants to better direct resources to organizations that help residents access career pathways to living wage jobs.

One example of the kind of advancement-driven program fostered by the OWD is Operation Exit, an initiative that trains high-risk and court-involved young people for jobs and apprenticeships. In June 2015, the second cohort of Operation Exit participants graduated from a training program in the building trades in which they received certifications in workplace safety, visited trade unions, and learned basic job skills. In November Mayor Walsh announced an expansion of the program into the web technology field.

Over the course of 2015, the OWD secured nearly \$20 million in funding to benefit over

120 job training programs. A hallmark of these efforts to bring workforce dollars to Boston was the November announcement of a \$3 million federal grant to create a local apprenticeship program in the hospitality and construction industries. The five-year Greater Boston American Apprenticeship Initiative (GBAAI) will provide 405 low-income participants with pre-apprenticeship training, union apprenticeship placements, and opportunities to earn college credits while working.

In addition to its funding activities, the OWD is also working to ensure fair payment practices. In September Mayor Walsh signed an executive order establishing the creation of the OWD's new Wage Theft & Living Wage Division to address wage theft – employers' unlawful failure to pay workers the wages they are due. If the OWD receives a complaint that a city licensee has wrongfully withheld wages, the division will refer the case to the Boston Licensing Board to determine whether a hearing or disciplinary action is in order.



DEVELOPMENT HIGHLIGHTS IN 2015

Ribbon Cuttings

Homes at Brighton Mills (Allston, January 30)

Square Footage: 496,696

Development Cost: \$180,000,000

Associated Jobs: 603

Bruce C. Bolling Municipal Building

(Dudley Square, April 25)

Square Footage: 215,000

Development Cost: \$115,000,000

Ink Block (South End, May 6)

Square Footage: 548,900

Development Cost: \$200,000,000

Associated Jobs: 730

Tropical Foods (Roxbury, May 12)

Square Footage: 146,098

Development Cost: \$44,000,000

Associated Jobs: 235

The Viridian (Fenway, June 10)

Square Footage: 337,000

Development Cost: \$140,000,000

Associated Jobs: 727

Boston Public Market (Downtown, July 30)

Square Footage: 29,460

Development Cost: \$15,000,000

Associated Jobs: 67

Troy Boston (South End, September 9)

Square Footage: 332,285

Development Cost: \$165,000,000

Associated Jobs: 539

The Van Ness (Fenway, September 15)

Square Footage: 731,000

Development Cost: \$250,000,000

Associated Jobs: 1,809

161 South Huntington, aka Olmsted Place

(Jamaica Plain, November 2)

Square Footage: 193,000

Development Cost: \$60,000,000

Associated Jobs: 222

Groundbreakings

One Dalton (Back Bay)

Square Footage: 712,000

Development Cost: \$700,000,000

Associated Jobs: 1,072

121 Seaport (South Boston Waterfront)

Square Footage: 425,000

Development Cost: \$281,000,000

Associated Jobs: 1,688

Pierce Boston (Fenway)

Square Footage: 390,460

Development Cost: \$175,000,000

Associated Jobs: 590

50 Liberty at Fan Pier

(South Boston Waterfront)

Square Footage: 120,000

Development Cost: \$50,000,000
Associated Jobs: 138

Emerson College 2 Boylston Place (Downtown)

Square Footage: 89,900
Development Cost: \$63,000,000
Associated Jobs: 239

1350 Boylston (Fenway)

Square Footage: 196,500
Development Cost: \$80,000,000
Associated Jobs: 235

New to the Pipeline or Approved

Back Bay Station

Square Footage: 1,260,000
Construction Jobs: 2,500
Permanent Jobs: 3,200

Garden Garage

Square Footage: 536,000
Development Cost: \$350,000,000
Associated Jobs: 768

New Julie Hall

Square Footage: 267,000
Development Cost: \$125,000,000
Associated Jobs: 346

125 Guest Street

Square Footage: 311,000
Development Cost: \$135,000,000
Associated Jobs: 470

Dot Block

Square Footage: 388,400
Development Cost: \$150,000,000
Associated Jobs: 490

South Bay Expansion

Square Footage: 1,041,000
Development Cost: \$200,000,000
Associated Jobs: 1,217

Washington Village

Square Footage: 977,450
Development Cost: \$40,000,000
Associated Jobs: 1,135

Harvard Science and Engineering Complex

Square Footage: 556,850
Development Cost: \$1,000,000,000
Associated Jobs: 1,490

