

BPDA Real Estate Division Report



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**boston planning &
development agency**

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Executive Summary - Public Land for Public Good

The Boston Planning & Development Agency (BPDA) is deeply committed to planning and guiding inclusive growth in the City of Boston, creating opportunities for everyone to live, work, and connect. The BPDA Real Estate Department leverages the 13 million square feet of public land owned by the BPDA to support this mission and address Boston’s most critical challenges.

Guiding Principles

- **Community Development:** We work closely with communities to ensure that developments on BPDA-owned land meet community needs, including affordable housing, economic growth, and job opportunities in growing commercial sectors.
- **Fiscal Stewardship:** We ensure public real estate is appropriately valued and utilized, while also generating revenue to fund the agency’s other functions including planning, workforce development and development review.
- **Neighborly Service:** We strive to be good community partners; ensuring robust public processes, timely procurement, well-kept properties, and strong relationships with tenants.
- **Continuous Improvement:** We regularly assess our decision-making and performance through the utilization of data, documentation, and internal coordination in order to provide a systematic approach to asset management and long-term strategy building.

City-wide Initiatives:

In conjunction with the BPDA's other departments, the Real Estate Division helps to shape the future of Boston through a forward-looking, city-wide lens. Boston is made up of numerous unique communities, all with distinct history and character; and a portion of the work that our team manages extends across the entire City.

- **Responding to the COVID-19 pandemic:** The BPDA has used its position during the pandemic to support local businesses and has utilized its assets to further community health and safety.
- **Championing diversity and inclusion in development:** The BPDA is committed to using its leverage as a real estate owner to promote development and investment that builds wealth for minority and women-owned business enterprises and supports the existing fabric of Boston's communities.
- **Taking action towards the City's climate and resiliency goals:** The BPDA is actively managing its assets to be more resilient and to offset the impacts of climate change.

Neighborhood Specific Focus Efforts:

The BPDA manages a real estate portfolio spanning across the City of Boston, with the highest concentration of property located in Roxbury, Charlestown, Chinatown, Downtown and the Raymond L. Flynn Marine Park. Through public-centric processes, the BPDA identifies, assesses, and implements measures to ensure that these communities grow and thrive.

- **Prioritizing community-driven development in Roxbury:** The BPDA is actively working to implement the vision laid out in PLAN: Nubian Square and other public initiatives through continued engagement with community partners as development progresses.

- **Investing the historic Charlestown Navy Yard:** The BPDA is committed to furthering the redevelopment, preservation and activation of this historic area, through creative solutions with land use partners and continued capital expenditure.
- **Preserving Chinatown:** The BPDA utilizes its assets and authority to support local community and cultural organizations within the neighborhood, ensuring the vibrance of Chinatown remains and flourishes.
- **Supporting the marine economy in the Raymond L. Flynn Marine Park (RLFMP):** The BPDA's mission for the RLFMP is to preserve and grow Boston's maritime industries, and to create and protect jobs that pay decent wages for people at a variety of skill levels.

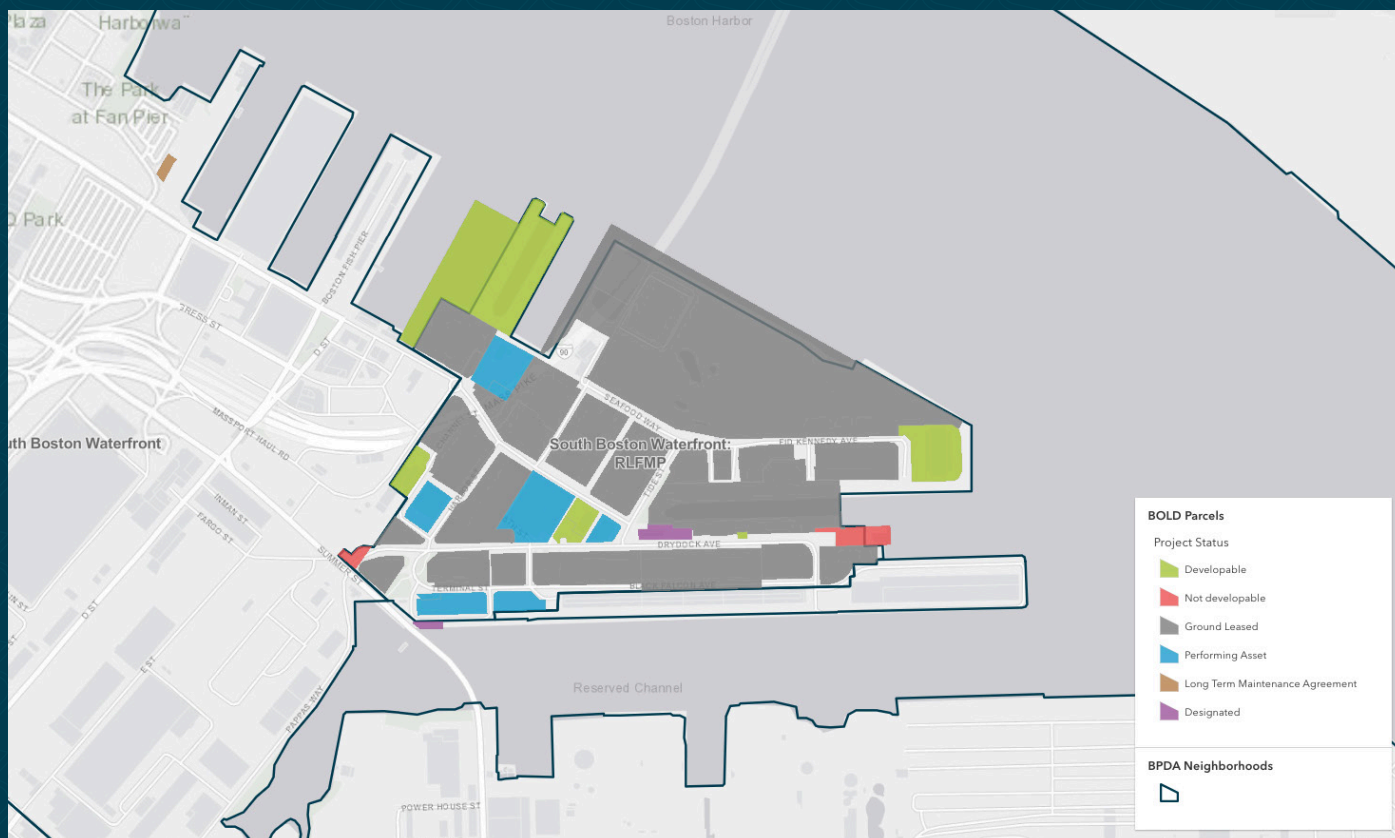
BPDA Properties

The BPDA has a comprehensive inventory of its real estate assets. Currently, we own:

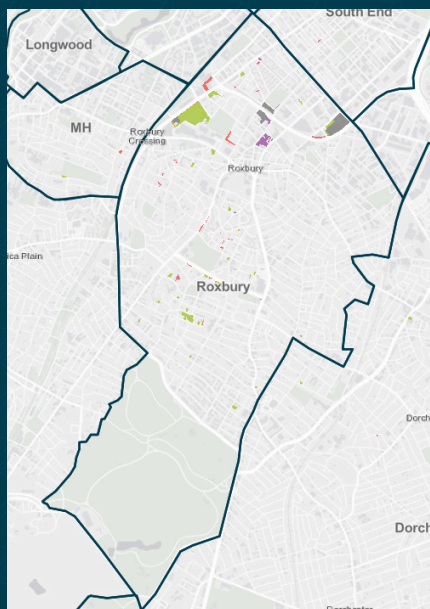
- **325 parcels**
- **13,372,420 square feet** of land total
- **6,558,478 square feet** of land is ground leased
- **1,784,179 square feet** is public open space
- **1,169,875 square feet** used for parking, including public lots
- **16,734 square feet** of community garden
- **\$19,298,193:** FY21 Property management budget

See map on next page for a set of comprehensive maps of BPDA owned properties across the City

BPDA Owned Properties



BPDA owned properties in the RLFMP



BPDA owned properties in Roxbury



BPDA owned properties in Downtown/Chinatown



BPDA owned properties in Charlestown Navy Yard

For a closer look and up-to-date information on BPDA owned properties please visit bold.bostonplans.org

About the BPDA Real Estate Department

As the team responsible for the Agency's real estate holdings, we manage, develop, acquire and lease the Agency's real estate with a focus on fiscal responsibility and community development. We treat our property like we live next door, and strive to find ways to use our real estate to make the lives of Bostonians better. Our efforts fund the Agency's planning and economic development functions, while supporting the Agency's mission to guide inclusive growth in our city.

The BPDA's 13 million square feet of real assets span Boston's neighborhoods. Our two largest land holdings are the Charlestown Navy Yard and the Raymond L. Flynn Marine Park in South Boston. The Agency's downtown properties include well-known properties such Long Wharf, Quincy Market, and the Custom House Tower. Our neighborhood-based properties are clustered in Roxbury, Charlestown, the South End, and Chinatown and provide the greatest near term community development opportunities.

Our department is organized into five divisions: Commercial Leasing, Dispositions, Capital Construction, Operations, and Administration. Staff members are based at both Boston City Hall and at 22 Drydock Avenue in the Raymond L. Flynn Marine Park. Our work includes actively marketing and negotiating opportunities with private and public entities for the redevelopment, re-use, and leasing of our property. We manage design, construction, and tenant relationships associated with all property assets under the BPDA's care and custody. Through close coordination with the Agency's Planning and Development Review departments, we ensure development on our property is planned through community engagement, aligned with community objectives, and conducted in an open and transparent way.

In addition, we work closely with our colleagues on the Finance and Legal teams to ensure commitments on the use of our land are honored and

that rent is collected appropriately. We also regularly collaborate with other city and state entities on shared goals and initiatives involving public land and represent the agency within the greater Boston real estate development community.

How the BPDA sells property

The BPDA property inventory consists of land parcels ranging from small, unbuildable parcels, to larger sites suitable for residential, mixed-use or commercial development. The Real Estate Department conducts strategic property dispositions with the goal of maximizing public benefit generated from public land.

The BPDA conducts its property dispositions through an open, transparent, community-driven process. We endeavor to follow Massachusetts General Law (MGL) Chapter 30B as the guideline for our property sale process. Per Chapter 30B, we dispose of parcels in the following ways:

- **Issue a Request for Proposals (RFP).** The development guidelines of our RFPs are deeply informed by community feedback, from the uses of the site to circulation and community benefits.
- **Transfer the parcel to another government agency.** For example, we may transfer land to the Parks Department to preserve land as open space, or transfer land to the Department of Neighborhood Development to develop neighborhood infill housing.
- **Directly designate unbuildable parcels** with values of \$35,000 and below to abutters.

For parcels with values above \$35,000 in which there is only one qualified bidder, the BPDA may depart from 30B and directly designate these parcels. In these cases, the BPDA prioritizes community feedback and will conduct a community process.

All of our RFPs for the disposition of our property are posted on our procurement webpage and also advertised publicly across Boston.

City-Wide Initiatives

Responding to the COVID-19 Pandemic

2020 was a year marked by uncertainty and change as the City of Boston, along with the rest of the world, faced the impacts of the COVID-19 pandemic. BPDA staff worked with teams across the City on direct COVID-19 relief efforts, including emergency food access, and transitioned community engagement to a virtual format. Through our position as a landholder and lessor, the BPDA was able to help struggling businesses and offer up our property for efforts to expand community health and safety.

Supporting Local Businesses

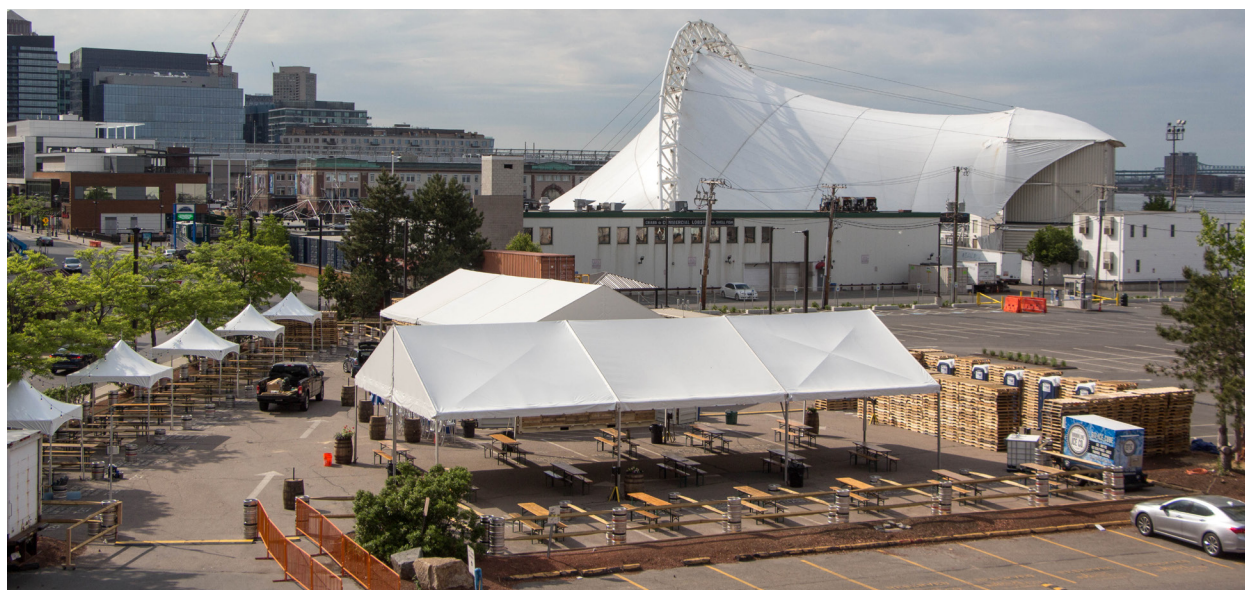
From April 1st through December 31st of 2020, the BPDA provided approximately \$2 million of rent relief to tenants occupying BPDA property. That amount has only increased as the impacts of COVID-19 have continued into 2021 and may ultimately be offered to tenants in 2022 as well. Through rent forgiveness, rent deferment, and renegotiated lease amendments, the BPDA was able to provide assistance to 15 separate businesses that illustrated financial hardship brought about by the pandemic.

Additionally, the Real Estate Department was able to quickly execute short-term licenses for space utilization that would expand and provide new opportunities for tenant business. In particular, these licenses were granted to expand outdoor seating for hospitality businesses in both in the RLFMP and elsewhere in the City, including Harpoon Brewery, Rockland Bank Trust Pavilion, The Chart House, Dovetail Restaurant and Lord Hobo Brewing Company.

Utilizing Assets to Contribute to Community Health and Safety

Uniquely positioned across the City, BPDA property offered up an accessible and convenient resource for Boston's expansive testing efforts to slow the spread of COVID-19. The BPDA's Blair Lot in Nubian Square served as a community testing site for many weeks during the latter half of 2020. Two parking facilities, one at Bunker Hill Community College and one in the RLFMP, were also licensed to local construction companies for expanded employee testing.

In addition, due to the proximity to local hospitals, discounted parking was provided to medical professionals at BPDA's Sargent's Wharf Lot as part of a broader City of Boston program.



*Expanded outdoor patio during the COVID-19 pandemic at Harpoon Brewery in the Raymond L. Flynn Marine Park
bostonseaport.xyz/venue/harpoon-brewery/*

Championing Diversity and Inclusion in Development:

The BPDA plans and guides inclusive growth in our city - creating opportunities for everyone to live, work and connect. Our Diversity & Inclusion Policy aims to:

- **Increase** the participation of women and people of color in the workforce.
- **Support** wealth creation in marginalized populations by incentivizing developers to partner with Minority and Women Business Enterprises (M/WBEs), including finding creative ways to build capacity in smaller firms.
- **Help** current residents remain in their communities, afford housing, and find pathways to economic opportunity.

Proactive Disposition Processes

In 2018, the BPDA committed to include criteria in all RFPs for public land that evaluate proposals based on their plan to promote diversity and inclusion and their plan to prevent displacement.

In 2020, the BPDA reissued RFPs for three separate developments on BPDA-owned property in which the received responses did not sufficiently outline plans to further diversity and inclusion efforts. As a response, the BPDA strengthened and clarified the Diversity and Inclusion evaluation criterion to better communicate that we expect commitments to specific partnerships with minority- and women-owned businesses in pre-development, construction, and post-construction activities at the property. We also added a 25% weight to the Diversity and Inclusion evaluation criterion. Ultimately, we believe that these changes will advance using public land for public good by promoting a greater commitment to Diversity and Inclusion in real estate development in Boston.

In recent years, the real estate market has been a thriving engine of Boston's economy and it is critical that we use the value of real estate development to advance social and racial equity in our City.

The BPDA is proud of the results that this policy has generated on development projects across the City. Some key examples are:

Blair Lot, in Nubian Square:



Blair Lot, Nubian Ascends Partners, Rendering

Nubian Ascend Partners, LLC proposes a thoughtful and comprehensive Diversity and Inclusion plan throughout all aspects of the proposal. The development team partners, Nubian Square Development, LLC, Almiranta Development and Capital, and Black Market Development, are minority owned and controlled. The project architect role is a collaboration between Stantec and Dream Collaborative, an MBE. The design team also includes Ground, Inc. (WBE) as the landscape architect, and VHB (M/WBE) as the civil engineer. Consigli, the construction firm, is committed to identifying minority prime and second tier contractors to work on the project. Other MWBE partners on the project include Bevco and Associates, Attorney Joseph Feaster of McKenzie and Associates, and UHM Properties.

Building 108, in the Charlestown Navy Yard:

The Power House Partners LLC proposal incorporates diversity and inclusion throughout all aspects of the development. Thirty percent of Bruner/Cott's A&E sub-consultants on the project are MWBEs, and Bruner/Cott has a strong history of exceeding MWBE participation goals. Bruner/Cott exceeded the state's goal of 17.9% M/WBE participation on projects including the Mass Maritime Academy new residence hall (25%), UMass Dartmouth Charlton College of Business (28.65%) and UMass Amherst Lincoln Campus Center (22.7%). Lee Kennedy has a robust Participation Program which increases MWBE participation in the trades and develops capacity to participate in large scale development projects. Lee Kennedy employs strategies such as dividing larger trade packages into more manageable contracts, and has also successfully partnered smaller subcontractors with larger, more experienced subcontractors who provide collaborative guidance. The development team has also committed to identifying investors from underrepresented groups.

Cross-Agency Equitable Procurement

The BPDA, led by our Real Estate and Finance teams, have collaborated with the City of Boston on several steps to create more equitable and transparent procurement processes for our contracts, ranging from goods and services to construction to design.

The Agency's contracts are a powerful opportunity to promote diversity and inclusion. The Real Estate team has actively supported the BPDA's Disparity Study, and several staff serve as members of the Agency's Equitable Procurement Working Group. The Real Estate team has worked closely with the City's Equity and Inclusion Unit to improve outreach, yielding an increased number of responses to procurement opportunities for snow clearance and parking management, including responses from M/WBEs. The Agency has also made a significant investment to advertise procurements in local, multilingual publications.



The RFP for Building 108 in the Charlestown Navy Yard was reissued in 2020 seeking stronger diversity and inclusion plans

Taking Action In Support Of The City’s Climate And Resiliency Goals



The Long Wharf Seawall Stabilization project is expected to be completed in early 2021.

The City of Boston is taking aggressive steps to address climate change through the reduction of carbon pollution and the strengthening of resilient infrastructure. The BPDA continues to encourage community and development partners to consider ways to increase climate change preparedness and reduce emissions. Given the significant amount of BPDA-owned property across the City, with a large portion of that property residing along the waterfront, the Real Estate team is collaborating closely with internal and external environmental experts to establish best practices for ensuring a sustainable future.

Adding Renewable Energy to the Raymond L. Flynn Marine Park

The RLFMP already has several renewable energy sources under private ownership, and the BPDA is working to increase the amount of solar energy to the RLFMP with the implementation of new sources at publicly owned facilities. As laid out in the City of Boston’s 2019 Climate Action Plan, the installation of renewable energy equipment at

municipal buildings is one step that can be taken towards achieving a carbon neutral city.

The RLFMP Garage is a valuable real estate asset with high solar potential due to the top story being virtually without shade because of its elevation and location within its FAA height restriction zone. The Real Estate team has issued an RFP for the air rights lease to install and operate a solar photovoltaic canopy on top of the garage which could generate between 1.5 –2.0 MW of solar capacity for the RLFMP and its tenants.

Structurally Reinforcing Long Wharf

Climate Ready: Downtown & North End identifies Long Wharf as the most significant flood pathway in that neighborhood area, with an elevated risk of damage caused by sea-level rise and coastal flooding. As highlighted in the Long Wharf Structural Conditions Assessment that was completed in 2018, BPDA has undertaken the Long Wharf Seawall Stabilization project. This project includes improvements to a 180-foot length of south-

facing seawall adjacent to the active ferry terminal to reinforce the granite seawall's foundation and prevent its eventual undermining.

Design and permitting for this project were completed in early 2020 and the engineering services and construction contracts for the work were awarded in April 2020. Completion of the seawall stabilization is expected in early 2021 and further resiliency investments will be coordinated with BPDA's Planning team.

Creating a Funding Mechanism for Future Resiliency Infrastructure Investments in the RLFMP

Due to its location and elevation, the 191-acre RLFMP is extremely vulnerable to coastal flooding and sea level rise. As identified in Climate Ready

South Boston, large scale district-wide solutions are needed to protect the neighborhood's community, jobs, and infrastructure. These high priority investments will prevent billions of dollars in physical damages and displacement costs.

Through a public-private cost sharing mechanism, the BPDA has devised a way to fund such investments which will ultimately benefit all tenants of the RLFMP. Each participating RLFMP tenant's share of the resiliency cost will be determined by their percentage of the RLFMP's total built square footage. The BPDA will fund the resiliency investments upfront and seek reimbursement from tenants after the projects are underway. This solution enables expedited investment in projects that will sustain the RLFMP for maritime and other industrial tenants.



Aerial of the Raymond L. Flynn Marine Park

Neighborhood Specific Focus Efforts

Prioritizing Community-Driven Development In Roxbury:

The neighborhood of Roxbury is at the heart of our commitment to use BPDA-owned land to respond to the needs and desires of the local community. Over the past few years, we've worked with the Roxbury community to develop visions for multiple properties across the neighborhood and to move planning efforts into implementation.

PLAN: Nubian Square

The two and a half year public process for PLAN: Nubian Square (formerly known as PLAN: Dudley Square) engaged the community on their vision for publicly-owned vacant parcels in Nubian Square. PLAN: Nubian Square was launched in February 2016 to build on and update the framework for development in the Roxbury Strategic Master Plan, and guide the RFPs for these nine properties. The planning initiative involved extensive community engagement that consisted of 21 public workshops, walking tours, community gatherings, and meetings in order to share information, establish a vision for the future, and solicit feedback from the community.

Based on community feedback, all PLAN: Nubian Square RFPs will stipulate that:

- All housing developments will be one-third deeply affordable and one-third moderately affordable.
- Proposals should be mindful of the rich cultural history of this important neighborhood, and use development as a catalyst to promote arts, culture, education, commercial, and retail enterprise.
- Commercial uses promote local business and job creation, with an emphasis on maximizing opportunities for local businesses, people of color, and women.
- The community and the City's goals for new construction emphasize sustainable, resilient, and healthy buildings.



PLAN: Nubian Square Public Meeting

Recently, we've taken big steps to execute PLAN: Nubian Square, in partnership with DND and the BPDA Planning Team:

Designation of Blair Lot:

In January 2020, the BPDA received proposals for the redevelopment of the Blair Lot, a two-acre vacant parcel in the heart of Nubian Square. After an in-depth community process, the BPDA designated Nubian Ascend Partners as redeveloper of the parcel in December 2020. The proposed redevelopment intends to create an economic development ecosystem to revitalize Nubian Square, including 140,000 sf of commercial space, a ground floor retail market, a 22,000 square foot cultural hall and performance space, fifteen units of artist housing, and a 350-space parking garage.

Designation of Parcel 8:

In June 2020, the BPDA received three proposals for the redevelopment of Parcel 8, an approximately one-acre site. The RFP issuance was a partnership between the BPDA, the City of Boston Department of Neighborhood Development, and the Commonwealth of Massachusetts Department of Conservation and Recreation. In April 2021, the BPDA designated NUBA LLC as the developer of Parcel 8. The proposed development includes about 100 units of affordable housing, both rental and homeownership; seven units of live-work housing with retail space, a location for the National Center of Afro-American Artists, and a public park on the corner of Melnea Cass Boulevard and Washington Street serving as a gateway to Nubian Square.

Release of Crescent Parcel RFP:

Over the course of 2020, the BPDA worked closely with the Roxbury community to develop and release an RFP for the Crescent Parcel, an assemblage of vacant parcels owned by the BPDA, the City of Boston Department of Neighborhood Development, and the Massachusetts Department of Transportation. The RFP reflected the community's strong desire to preserve trees on the parcel, create public

open space, create connections between the neighborhoods on either side of Tremont Street, and create affordable housing and economic development opportunities for residents. The RFP was issued in January 2021 and we are evaluating the 3 responses received in April 2021.

Community Process for RFP and Environmental Remediation at Parcel P-3:

Parcel P-3 is an almost 8-acre vacant parcel that presents a transformative development opportunity for Nubian Square. In 2021, the BPDA launched a community process to engage the Roxbury community in the future of the parcel, with the goal of issuing a request for proposal in 2021. In December 2020, the BPDA was awarded a Brownfields Redevelopment Fund grant through MassDevelopment to initiate environmental remediation on site, thus removing an obstacle to redevelopment. The first phase of remediation is expected to be completed by the end of 2021.

Additional Roxbury Development

Beyond the work completed as part of the PLAN: Nubian Square initiative, the Real Estate team has helped facilitate development in other areas of the Roxbury neighborhood. Through diligent and community-driven processes, the developments listed below have been progressing towards project completion.



Rendering of 41 Regent Street

41 Regent Street:

This proposed 14-unit condominium building is expected to begin construction in the late spring/ early summer of 2021 and will provide homeownership opportunities at a price point intended to attract local young professionals seeking to stay in the neighborhood. The development entity, architects, general contractor and legal team are all black-owned businesses

151 Lenox Street:

Tenants Development Corporation (TDC), the oldest minority developer of affordable housing in Boston, has been tentatively designated to construct an approximately 18,000 square foot community center adjacent to Ramsay Park. In addition to managing an affordable housing portfolio, TDC partners with many local non-profits

to deliver programs and services to the community including dance classes, health and wellness programs, peer leaders programming, academic assistance and arts and cultural programming. The new center will house TDC offices as well as programming space including a gymnasium, computer lab, food pantry, commercial kitchen and community dining area.



Rendering of 151 Lenox Street

Investing The Historic Charlestown Navy Yard:

The Charlestown Navy Yard is a national historic landmark, and we are proud of our stewardship of the Navy Yard's architectural and historical legacy. The Historic Monument Area of the Navy Yard in particular reflects major stylistic developments and evolution of military technology. In the past few years, we have made strides in the preservation and redevelopment of key Historic Monument Area buildings.



Aerial of Charlestown Navy Yard, Alex McLean

Redevelopment and Restoration

In 1978, the United States Department of Defense conveyed a portion of the Charlestown Navy Yard to the Boston Redevelopment Authority. As a part of that transfer, approximately 30 acres of the land was designated the Historic Monument Transfer Area, which includes a number of underutilized and dilapidated buildings. Through both public and private investment, the BPDA is committed to revitalizing the Charlestown Navy Yard while also maintaining its original character.

Building 108 Demolition and RFP Award:

Building 108 is the former power plant for the Charlestown Navy Yard, and is currently in an unsafe condition. In 2020, the BPDA completed design and awarded a contract for the demolition of the building. After cancelling a previous RFP issuance in order to solicit proposals with stronger diversity and inclusion proposals, the BPDA reissued an RFP for Building 108 in September 2020, and awarded designation in February 2021 to Power House Partners. The proposed development will be contained within the volume of the existing power plant and the design will complement the historic neighborhood and honor the original building's design. It will contain about 60,000 square feet of R&D space as well as ground floor amenities such as a cafe and small convenience store.



Ropewalk Apartments, 317 Fifth Street, Charlestown, Boston, MA

Ropewalk Nearing Construction Completion:

This historic building serves as the gateway to the Navy Yard and has been vacant since the Navy departed in the 1970's. After years of sustained effort, the project set to complete construction in 2021 with 97 residential units, a

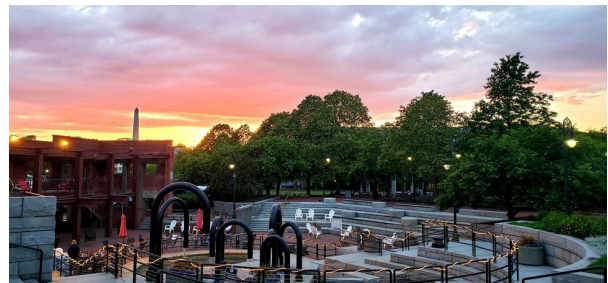
new community space exceeding 10,000 square feet, and the complete historic restoration and preservation of the entire facility which includes the return of the historic "flirtation walk" public open space spanning the length of the property.

Pier 5 RFP Process:

In September 2020, the BPDA issued an RFP to gauge market interest in the redevelopment of Pier 5 in the Charlestown Navy Yard. The World War II-era pier is structurally unsound, and the BPDA sought creative solutions from the private sector that would support the demolition of the pier and benefit the surrounding community. The BPDA received 3 proposals - two focused on floating housing and one proposing to rebuild the pier while providing 100% affordable rental housing.

Activation and Access

The Charlestown Navy Yard is a unique asset that should be usable and accessible to all residents and neighbors of Boston. Through creative activation of the neighborhood open space and waterfront area, the BPDA enables local placemaking, educational opportunities, and support for Boston artists and entrepreneurs.



The Anchor, an outdoor community gathering space in Shipyard Park

Following Navy Yard Activation planning in 2017 and a RFP process in 2018, the BPDA licensed in 2019 a community activation space in Shipyard Park now known as The Anchor Wine and Beer Garden. This community action partnership returned in 2020, and despite COVID19 impacts, was able to generate nearly \$60,000 worth of free and open-to-the-public community activation activities including fitness classes, live music, art classes, live place making events, and holiday celebrations.

Preserving Chinatown

Boston's Chinatown is a commercial and cultural hub for the City's Chinese community. The neighborhood is comprised of a dense mix of shops, restaurants, and housing in historic buildings with easy access to Downtown, the Theater District, and Boston's waterfront. We work closely with the Chinatown community to continue to build affordable housing and support key community institutions.

Neighborhood Redevelopment and the Creation of Affordable Housing

The BPDA is committed to ensuring the long-term viability of the Chinatown neighborhood. Consistent with goals outlined in PLAN: Downtown, the 1990 Chinatown Community Plan, and the 2020 Chinatown Master Plan, the Real Estate Division *is focused on the following objectives as part of our disposition efforts:*

- 1. Upgrade** the quality of life; ensure long-term viability of Chinatown as a historic residential neighborhood and a unique cultural, business, and service center
- 2. Create** high percentage of affordable housing for all segments of the community
- 3. Encourage** community businesses and trades
- 4. Diversify economy;** improve employment opportunities for neighborhood residents

Parcel R-1: in support of the goals outlined above, the BPDA engaged the community in a robust conversation to discuss the disposition of Parcel R-1, an approximately 18,700 SF parcel located between Kneeland and Harvard Streets at Tyler and Hudson Streets. Feedback received from the community strongly supports R-1's development as a mixed-use project consisting primarily of affordable housing, including both homeownership and rental units. The community is also strongly in

favor of the inclusion of a permanent home for the Chinatown branch of the Boston Public Library (BPL) at R-1. The BPDA is currently working closely with the BPL to ensure the feasibility of locating a branch within a development at this parcel. The RFP to solicit proposals for the site is slated for issuance in 2021.

The China Trade Building: A Unique Community Focused Asset



Liberty Tree Plaza

The China Trade Center is a historic building and community space in the heart of Chinatown. The BPDA acquired the China Trade Center in 1993 as part of the City's commitment to revitalize downtown Boston. After a major tenant vacated the building in 2014, the BPDA embarked on a major renovation project, investing several million dollars in building improvements. The Agency continues to make yearly investments at China Trade Center, carried out by the Real Estate Capital Construction team. The BPDA Leasing team's work at the property helps subsidize the rent of long-term non-profit and mission-oriented tenants at the China Trade Center.

Current tenants at the China Trade Building include Chinatown Main Streets; the Gund Kwok Dance Troupe, Boston's only all female Lion Dance company; the Chinatown Historical Society; the temporary location for the Boston Public Library Chinatown Branch; Urban College of Boston which is a two-year college that provides the opportunity for a post-secondary education to urban communities typically underserved by higher education; the International Institute of New England which creates opportunities and pathways for refugees and immigrants to succeed; as well as several locally owned small businesses.



Gund Kwok, Boston Chinatown Lunar New Year Celebration

Supporting the Marine Economy in the Raymond L. Flynn Marine Park



Raymond L. Flynn Marine Park

The RLFMP has a unique mission to serve as a reserve for industrial businesses and Boston-based jobs, a majority of which are marine industrial given its proximity to the waterfront and its classification as a Designated Port Area. The RLFMP is also comprised of underutilized land and aging infrastructure, which the BPDA is managing in tandem with the rapid development of the South Boston Waterfront.

Through an effort led by BPDA Planning staff, the Real Estate team is supporting the preparation and submission of an amendment to the 1999 RLFMP Master Plan. The RLFMP Master Plan Update is expected to be reviewed and approved by the Commonwealth of Massachusetts in the coming months. The Master Plan Update highlights BPDA's continued focus on preserving the existing industrial tenant base while also integrating new

uses to facilitate reinvestment in the RLFMP. As allowed under the proposed Master Plan Update, ground floor marine industrial uses will be subsidized by general industrial life science and research and development uses on upper floors.

Sustaining the RLFMP Ecosystem and Developing Vacant or Underutilized Industrial Parcels

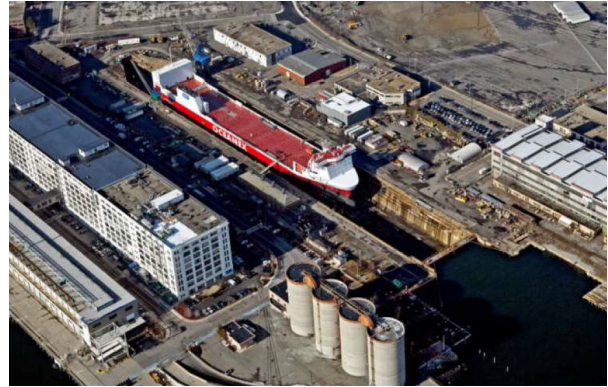
As a steward of the RLFMP, we take an active role in ensuring that the RLFMP is a vibrant and activated area that supports Boston's marine industrial community. Through the incorporation of new developments and new tenants, the BPDA is overseeing the sustainable and thoughtful growth of the RLFMP.

2 Harbor Street: In 2021 construction began on this former warehouse site to replace it with a 380,000 square foot facility focused on laboratory, research and development, office and supporting uses. The development also includes a signature public open space that will serve a new gateway to the RLFMP.

19 Fid Kennedy Avenue/ 3 Anchor Way (Parcels O and P): The former Au Bon Pain headquarters and adjacent McDonald Steel property were acquired by Marcus Partners in 2021. The proposed new development includes a 219,000 square foot life sciences/research and development building, and an approximately 9,000 square foot adaptive reuse of the existing building on Parcel P to serve as amenity space for the tenants of the new life sciences/research and development building.

24 Drydock Avenue and Boston Ship Repair: **Boston Ship Repair (BSR)**, a division of Northeast Ship Repair, is the only major drydock facility in New England capable of handling large vessels such as military cargo ships and cruise vessels, for repair and overhaul. In order to bolster the operations of BSR and the 500+ direct and indirect jobs generated by the drydock, the BPDA issued an RFP in 2019 to decouple the building located at 24 Drydock Avenue from BSR's lease of the overall Drydock #3 property. The now-tentatively-designated developer of 24 Drydock will

construct a state-of-the-art new building featuring the marine industrial use of BSR office space at ground level at a subsidized price, with laboratory space on upper floors for life science / research and development (R&D) tenants.



24 Drydock Avenue and Boston Ship Repair: Boston Ship Repair

Infrastructure Investment to Bolster Aging Infrastructure and Respond to the Changing Needs of the RLFMP

In February 2020, the BPDA Board approved the establishment of a Maritime Capital Reserve Fund to provide a targeted source of capital for infrastructure improvements to support the maritime economy. While the BPDA has long been committed to short-term maintenance and long-term improvements to maritime infrastructure, the Maritime Capital Reserve Fund provides a clear vehicle for executing the agency's mandate of protecting the maritime economy, particularly in the RLFMP. Through the revenue generated by the BPDA's real estate portfolio, independently-generated funds can be leveraged to accelerate investment in maritime infrastructure. Based on a capital needs assessment, these costs are estimated to be approximately \$80 million for capital improvements plus approximately \$115 million for RLFMP district-scale resiliency investment.

The Capital Construction team continues to move forward on multiple projects to protect and improve infrastructure in the RLFMP. The projects span from direct maritime improvements to roadway updates to building facility investments.

Maritime Infrastructure

- **East Jetty:** Construction was recently completed for the bulkhead rehabilitation at the East Jetty. Work included constructing a new concrete bulkhead wall, new fencing and gates, and electrical duct bank, stockpiling contaminated soil and installing four ship bollards.
- **South Jetty:** The BPDA has initiated the process for the rehabilitation of the South Jetty seawall bulkhead. The project will serve to prevent shoreline erosion that could impact public safety and the structural integrity of adjacent property. We have drafted a Request for Proposals for the design work and are seeking State funding for a portion of the project cost.



East Jetty Construction

- **Dry Dock 4 / Pier 5 Dewatering Pumps:** The BPDA replaced a dewatering pump at this location after emergency repairs were completed in 2019. Work included all necessary plumbing, hose and electrical connections and modifications for the active pump and installed cathodic anodes. In coordination with the BPDA Operations Department, we implemented a new three-year maintenance contract to ensure pumps are rotated into service and properly maintained when at rest.

Roadway Improvements

- **Northern Avenue Mobility Project:** Updates to Northern Avenue will address the increasing multi-modal transportation needs within the RLFMP by increasing accommodations for sustainable modes of transportation. The project will redesign the public transportation routes, increase pedestrian access, and introduce accessibility features. The design phase of the project has been completed and the project is currently going through the Invitation to For Bid process to find a qualified contractor to execute the design, with expected project completion by the end of 2021.
- **Black Falcon Avenue: Construction** is substantially complete for roadway improvements at Black Falcon Avenue and Terminal Street. Improvements include new pavement, drainage, and street lights; ADA compliant sidewalks; and the installation of signage and pavement markings. The BPDA and Massport collaborated to design and implement the layout to accommodate general traffic on the roadways and the operations of the cruise-ship terminal.



Black Falcon Avenue



Environmental Remediation in the Marine Park

Building and Site Investment

- **12 Channel Street Stair Pressurization and Code Compliance:** The project will increase the fire and life safety of the high-rise building by pressurizing egress stairwells for smoke control, and addressing outdated code compliance within the stairwells. The project is currently in the design phase and the overall project is expected to be completed by mid-2022.
- **339 Northern Avenue / 20 Drydock Avenue** Environmental remediation was completed at this site which contained hazardous materials related to uses as part of the former South Boston Army Base and soil contamination from underground storage tanks. The tanks and surrounding materials have been removed and the area has been back-filled with clean structural fill.
- **Marine Park Garage:** Construction is underway for renovation and repairs to the garage, including the replacement of existing drainage and the addition of new supplemental drainage; the replacement of corroded waterproofing, roofing materials over stair landings, and corroded stairs; and updates to the fire protection system. This is the first comprehensive repair and maintenance program for the garage since its original construction in 1991 and work is expected to be completed in 2021.



Marine Park Garage Construction

