

P3 Workshop #4

June 28, 2021

Recording

At the request of community members, this event will be recorded posted on the Roxbury Strategic Master Plan webpage at bit.ly/PlanNubian for those who are unable to attend the Zoom event live.

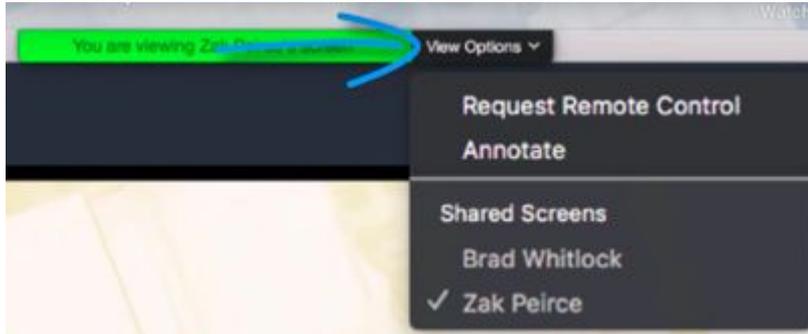
Also, it is possible that participants may be recording the meeting with their phone cameras or other devices. If you do not wish to be recorded during the meeting, please turn off your microphone and camera.

If your camera and microphone are off, you can still participate through the text chat feature.

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Interpretation and Translation



“Spanish” for Spanish
“Haitian Creole” for Haitian Creole
“English” for English

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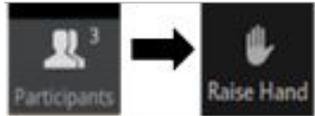
Zoom Tips

Welcome! Here are some tips on using Zoom for first-time users.

Your controls are at the bottom of the screen



Use the chat to type a comment or ask a question at any time – Members of the BPDA will moderate the chat



To raise your hand, click on “Participants” at the bottom of your screen, and then choose the “Raise Hand” option in the participant box, or press *9 on your phone



Mute/unmute – Participants will be muted during the presentation – the host will unmute you during discussion if you raise your hand and it is your turn to talk. To mute/unmute on your phone press *6.



Turns your video on/off

Zoom Etiquette

We want to ensure that this conversation is a pleasant experience for all attendees.

- Please remain muted until called on. If you'd like to speak during this time please use the "Raise Hand" function in Zoom.
- Please be respectful of each other's time.
- We ask that participants limit their questions so that others may participate in the discussion. If you have more questions, please wait until all others attending have an opportunity to ask questions.
- If we are unable to get to your question at this meeting please put them in the Chat at the end or email Kelly.sherman@boston.gov

Agenda

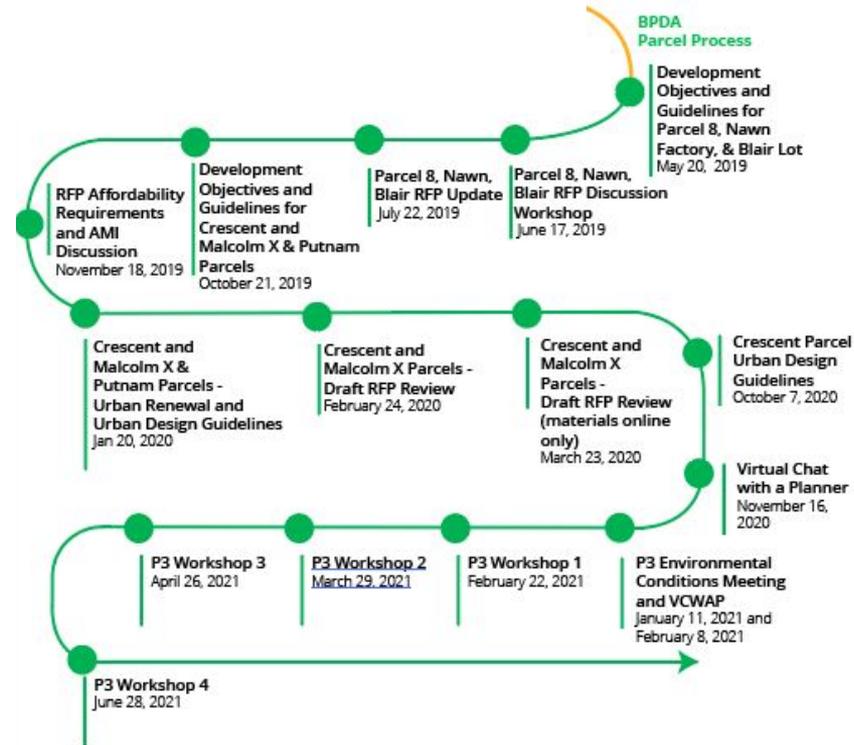
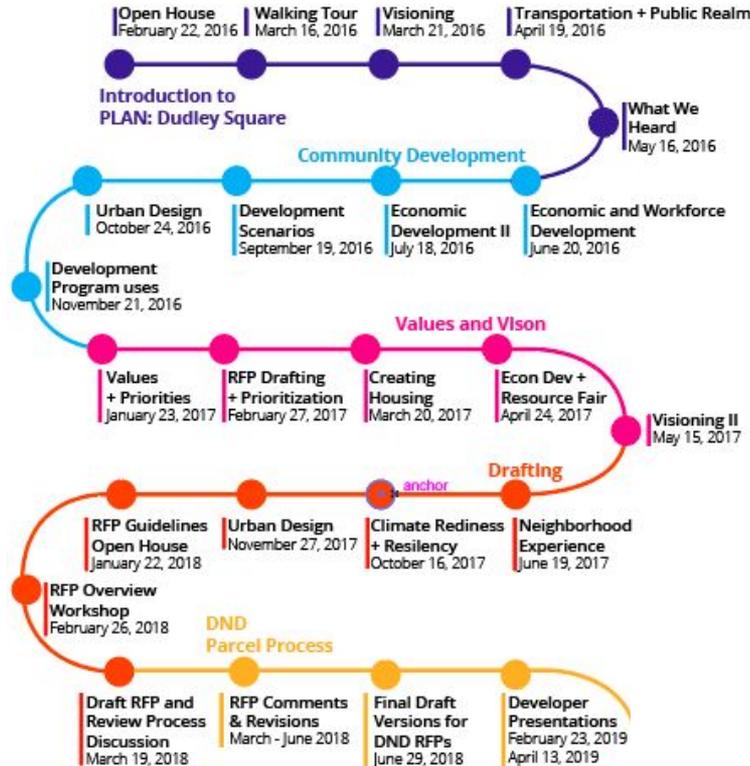
Presentation

- PLAN: Nubian Square Process to Date
- What we heard
- How can the Request for Proposals (RFP) best support local and Minority/Women Business Enterprise (M/WBE) developers?
- What uses will be the most beneficial for the people of Roxbury?

Questions + Comments - (throughout)

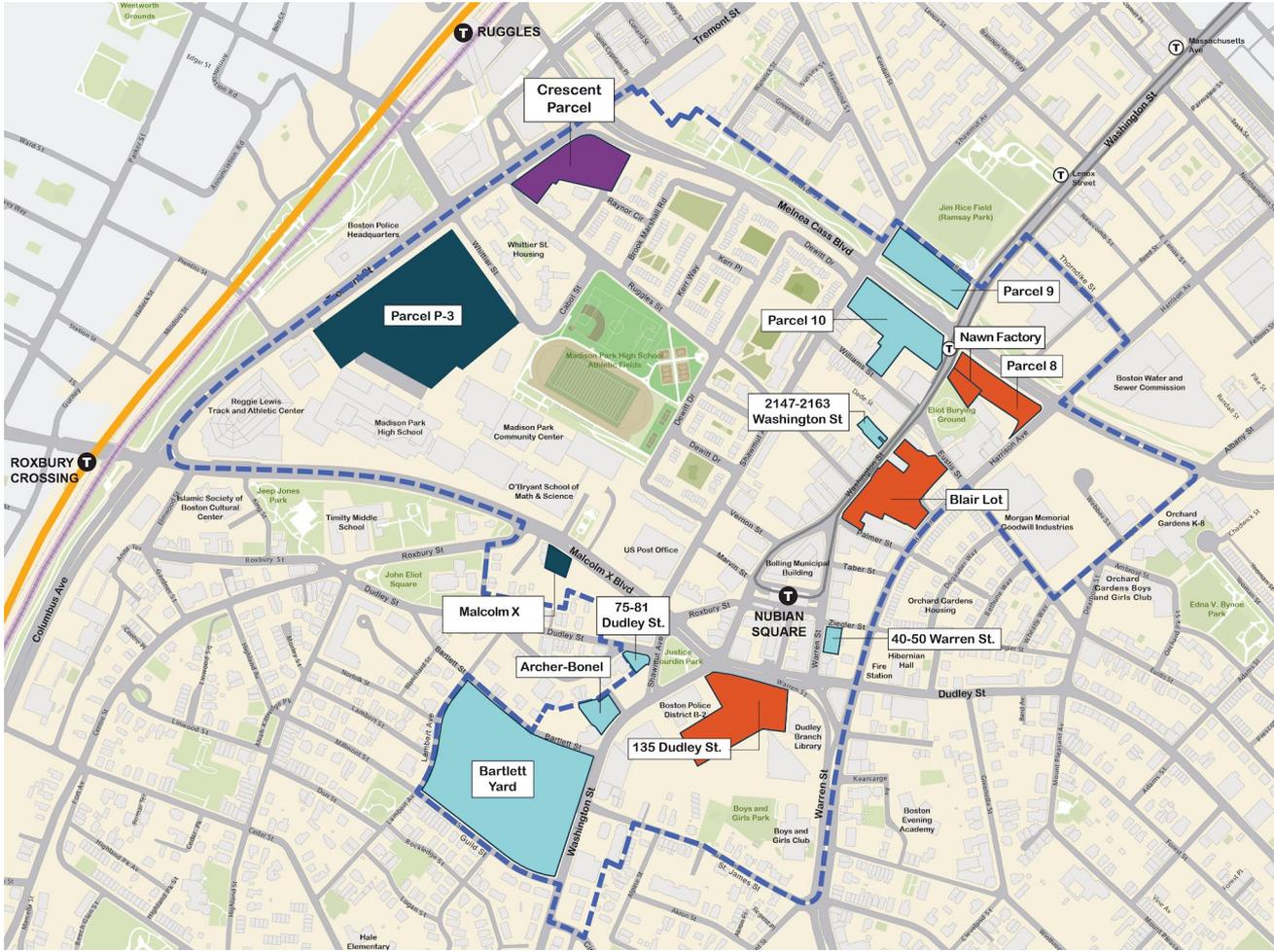
Next Steps

Process to Date



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PLAN: Nubian Square Area



-  PLAN: Nubian Square Study Area Boundary
-  Designated Parcel
-  Tentatively Designated Parcel
-  Development Parcel Pending RFP
-  RFP'd Site

Parcel Status

Article 80 Review:

Large Project

2147 Washington – Board Approved

Blair Lot – Under Review

135 Dudley Street – Under Review

Parcel 8 - Under Review

Small Project

75-80 Dudley – Board Approved

40-50 Warren – Board Approved

RFPs Issued:

Crescent Parcel - Proposals under review

P3 Timeline + Goals

February Workshop 1 (content available at bit.ly/PlanNubian)

To understand the existing conditions, how we can plan with the site, and identify potential uses for the site in the context of Nubian Square.

March Workshop 2:

Use feedback from workshop 1 and comments following the meeting, to discuss potential for the site layout, uses, opportunities, and challenges.

April Workshop 3:

Discuss urban design considerations - share potential site layouts with both design and program in order to draft a Request for Proposals

June Workshop 4:

Review of uses, opportunities, and challenges. Determine together, what uses will best benefit the people of Roxbury?



What we heard - P3 Workshop 1

Uses include housing, open space, commercial, office, lab, cultural

- **Affordable housing** (deep affordability to market rate)
- Connections to **open space** networks and creation of new open spaces or parks.
- **Commercial** - retail, pharmacy, grocery, small business, restaurants, child care
- Office, co-working, businesses
- Job creation through **life sciences and labs**
- Cultural entertainment complex
- Workforce training

Uses do NOT include:

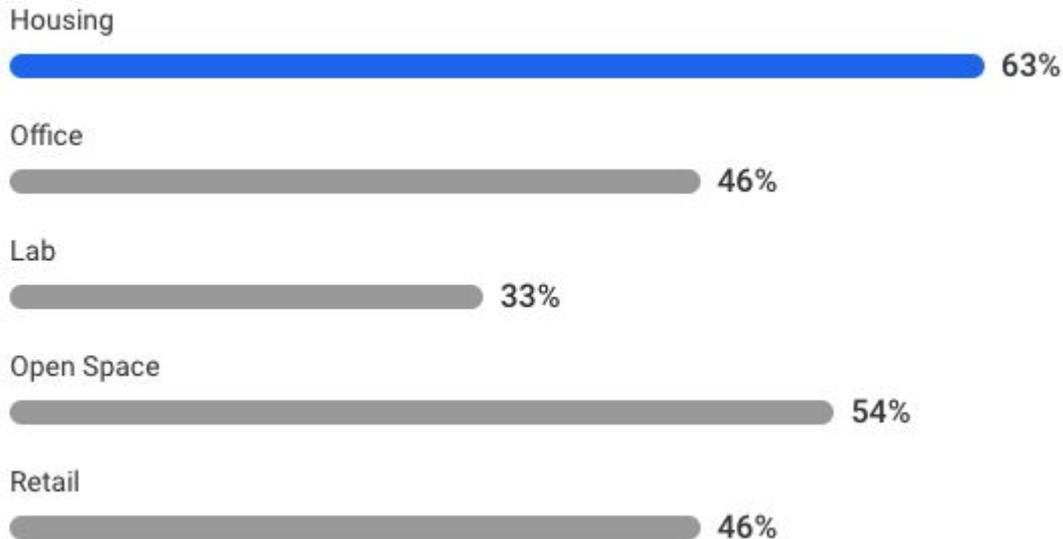
- Industrial
- Only housing (not high price condos, not paying more than 1/3 income towards rent)
- Affordable housing
- Churches
- Commercial - fast food, liquor store, hotel, gym, high rents, banks, night club, mall, big box retail
- Office - large corporations or any office use
- Lab uses that have negative health impacts
- College dorms
- Lack of open space
- Rushed planning
- Parking lots, parking garage, car oriented development, underground parking,
- Truck or bus storage
- Police parking

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What we heard - P3 Workshop 2

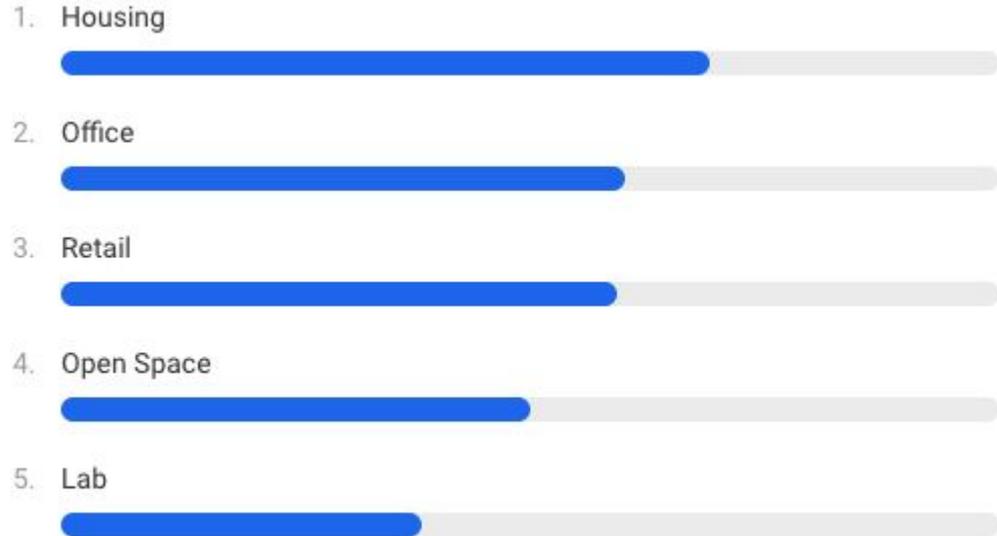
Knowing what exists in Nubian Square, and what does not exist, what mix of uses do you think are important to emphasize on this site



What we heard - P3 Workshop 2

Rank these uses

- 1 is the most desirable
- 5 is the least desirable



What we heard - P3 Workshop 3

Site Conditions

- Why can't we move the sewer line?
- Who will decide on whether we split up the site or not?
- Concentrate height on Tremont and step down towards the neighborhood

Uses

- Who will decide what uses go where?
- Affordable homeownership over rental
- Micro-Businesses
- Workforce training site
- Incubator Site
- Will there be job training for any uses that occupy the site?
- There should be a diversity of job types: Business incubation, green workforce jobs, technology, urban farming

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What we heard - P3 Workshop 3

Circulation

- “Knitting together and unifying the neighborhood particularly efforts which encourage mobility between the massive transit hubs at Ruggles and Nubian Station”
- “I appreciate seeing some ideas about pedestrian connections. I hope this will be on equal footing with vehicle connections.”

Open Space

- A four season water feature
- Community Garden Space
- Flexible event space
- Beer garden

General

- Encouraging relationship with Madison Park Technical Vocational School, Ruggles, and Whittier Choice



How can the RFP best support local and M/WBE developers?

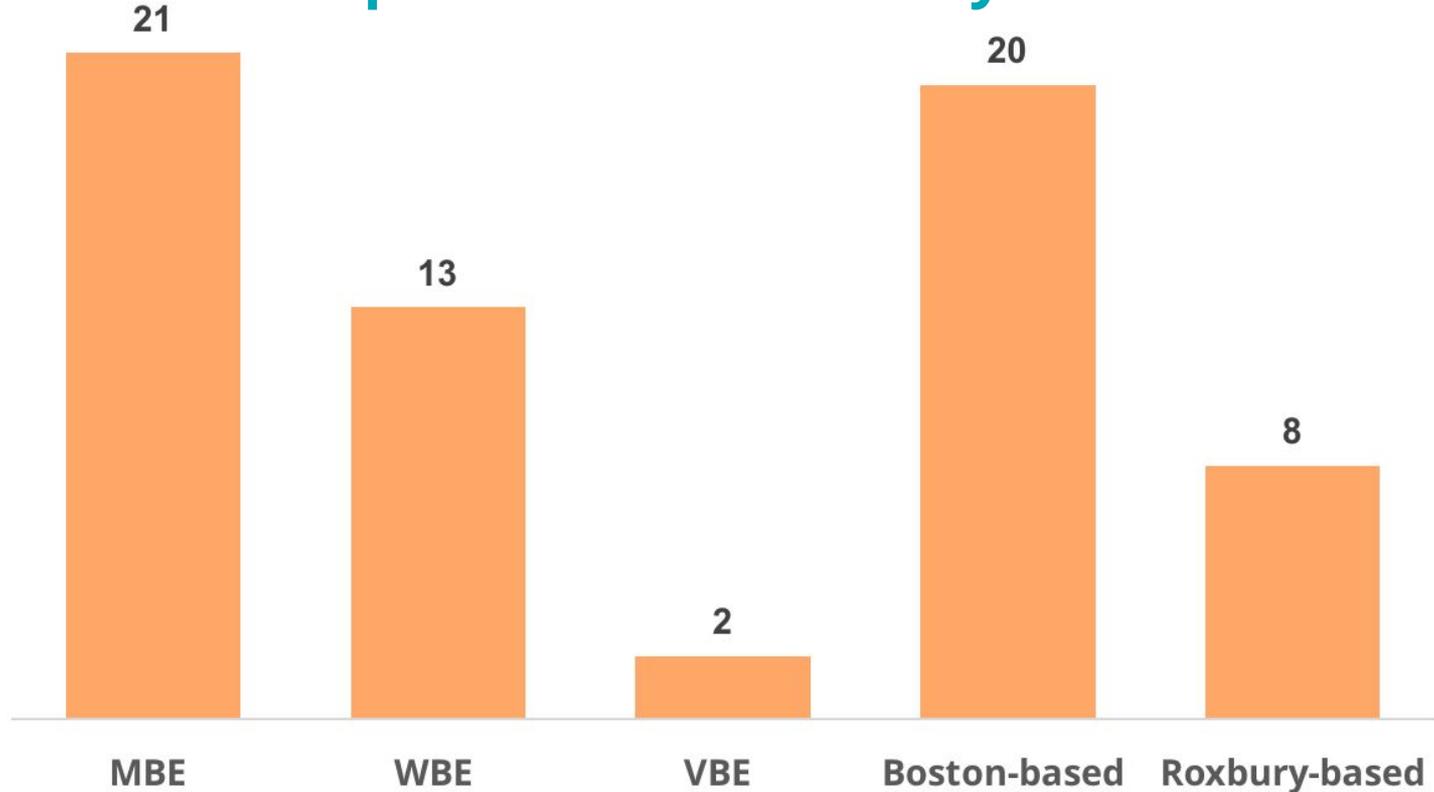
What do local and M/WBE developers need?

We released a survey and held a follow-up conference in partnership with the Builders of Color Coalition to hear directly from local and M/WBE developers.

We asked:

- How can we structure the RFP to support M/WBE participation?
- What else can the BPDA do to encourage M/WBE participation?

28 businesses responded to the survey



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62 people attended the conference

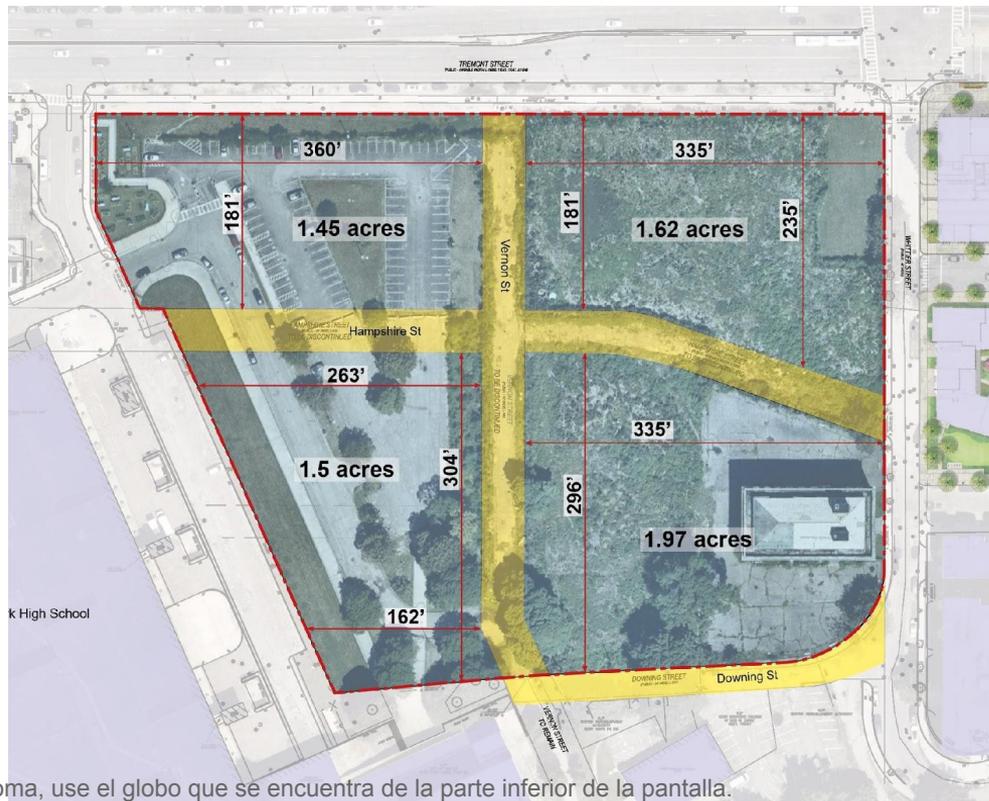
Attendees included:

- Madison Park Development Corporation
- 43 West Properties
- In Order Business Solutions
- Catalyst Ventures Development
- King Boston
- Dream Collaborative
- Redgate
- HYM
- LISC
- Rise Together
- OnyxGroup
- National Development
- Hilton Realty
- NAIOP MA
- Samuels
- Tishman Speyer
- Genesis Property Group
- Icon Architecture
- Mass Housing
- Planning Office of Urban Affairs
- Quaker Lane
- Studio G Architects
- Shanti Acquisitions
- Boston Jobs Coalition

Results: How can we structure the RFP to support M/WBE participation?

We asked which structure would be the most beneficial:

- One developer
- Four separate developers
- A lead developer with co-developers



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Results: How can we structure the RFP to support M/WBE participation?

Feedback: Smaller developers were most likely to participate as a co-developer in a joint venture.

- On average, all respondents would be most likely to participate as a co-developer.
- Respondents with limited resources felt they would be most successful as a co-developer because they would have support with financing, infrastructure, etc.

“We may not have the full capacity, expertise, and financials to be a sole developer or lead developer. We would work best as developers of one of the four sub parcels or as a co-developer.”

“We do not have the necessary experience to lead this work, but are eager to contribute our skills to support another developer who can set the vision.”

“Splitting up the parcels makes it difficult to finance any one of the projects as infrastructure costs and other site-wide readiness projects would not be possible, lengthening the timeline significantly for any development to happen on any of the four sites.”

Results: How can we structure the RFP to support M/WBE participation?

Feedback: A comprehensive site plan is necessary for a good outcome on the site - as well as robust Diversity, Equity, and Inclusion requirements.

“Establishing a comprehensive vision for the site is critical to the project’s success and ability to be financed.”

“Having separate RFP's for each parcel is not a good idea in my opinion. This parcel needs a master vision for the whole site. If it is put out as separate RFPs/parcels, the end uses may be disjointed, not well related to each other, and perhaps some may never even be built.”

“Developers typically use the same teams because of reliability and efficiency so the RFP needs to clearly state the need for more diverse participants.”

“There needs to be a ton of emphasis on making it one project but a joint venture and to outline the amount of MBE/WBE participation needed and to make that percentage of equity high (50/50).”



Results: How can we structure the RFP to support M/WBE participation?

Takeaway: We will issue one RFP for P-3, with a heavy emphasis on joint ventures and MWBE participation.

Results: What else can the BPDA do to encourage M/WBE participation?

We have included the Diversity & Inclusion (D&I) evaluation criterion in every City and BPDA RFP starting in 2018 because of community advocacy in Nubian Square. In summer 2020, we strengthened the language and added a 25% weight.

What does the D&I Evaluation Criterion say?

- We ask for a Diversity and Inclusion Plan for how the development will include significant economic participation and management roles by people of color, women, and M/WBEs in as many aspects of the project as possible, including:
 - *Predevelopment:* Ownership, equity and debt investment, design, engineering, legal services, other consultants
 - *Construction:* General contractor, sub contractor, trades
 - *Post-Construction:* Facilities management, building tenants, other consultants

Results: What else can the BPDA do to encourage M/WBE participation?

We've seen some great outcomes in PLAN: Nubian Square so far:

- **135 Dudley:** MBE developer, Design joining venture including an MBE firm, MBE general contractor with successful track record of employing MWBE subcontractors, MWBE building operations.
- **2147 Washington:** MBE development partner, WBE development consultant, MBE project architect, MWBE design and engineering consultants, WBE construction firm.
- **40-50 Warren:** MBE developer, MBE general contractor with successful track record of employing MWBE subcontractors, MBE and WBE committed as operations partners
- **75-81 Dudley:** MWBE development partners, MBE architecture firms, WBE design and engineering consultants, commitment to MWBE participation in contractor and subcontractors, MBE diversity consultant
- **Blair Lot:** MWBE development team partners, design partnership including an MBE firm, MWBE design consultants, general contractor has made commitments to identifying MBWE prime and second tier contractors, MWBE permitting and legal consultants, MWBE building operations
- **Nawn Factory:** MBE developer and operator
- **Parcel 8:** MBE development partner, MBE architecture and engineering consultants, MBE property management, MBE legal, MBE community engagement consultant

Results: What else can the BPDA do to encourage M/WBE participation?

Networking

- **The feedback:** Partnerships with larger firms can help build capacity or smaller M/WBE firms, but it's difficult for developers and contractors to make these vital connections.
- **What we can do now:** Our P3 Outreach Conference included a networking portion to support relationship building.
- **What we can do in the future:** Use this model for future RFPs, before and after the RFP is released.

“Real estate is a team sport and joint ventures and equity partnerships enable all parties to grow their businesses while decreasing risk.”

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Results: What else can the BPDA do to encourage M/WBE participation?

Pre-development financing

- **The feedback:** RFP requirements often require tens of thousands of dollars in upfront investment which deters smaller firms from coming to the table. Funding sources exist to support pre-development but awareness is low.
- **What we can do now:** Reach out to City, State, Federal, and private foundation funders to prime them for requests for P3; compile potential funding sources as a resource in the RFP.
- **What we can do in the future:** Simplify RFP submission requirement for smaller, simpler projects.

Results: What else can the BPDA do to encourage M/WBE participation?

Provide explicit DEI requirements and hold developers accountable

- **The feedback:** RFPs should require a certain percentage of equity and subcontractor spending to M/WBEs in order to get real results. Also ensure that developers actually carry out the DEI plan they include in their proposals
- We can't legally require specific percentages of MWBE participation in an RFP.
- **What we can do now:**
 - Checklist for best practices
 - Joint venture requirement language in RFP.
 - Strongly encourage developers to partner with new and emerging development partners.
- **What we can do in the future:** Lease language enforcing the DEI plan included in the proposal.



What uses will be most beneficial for the people of Roxbury?

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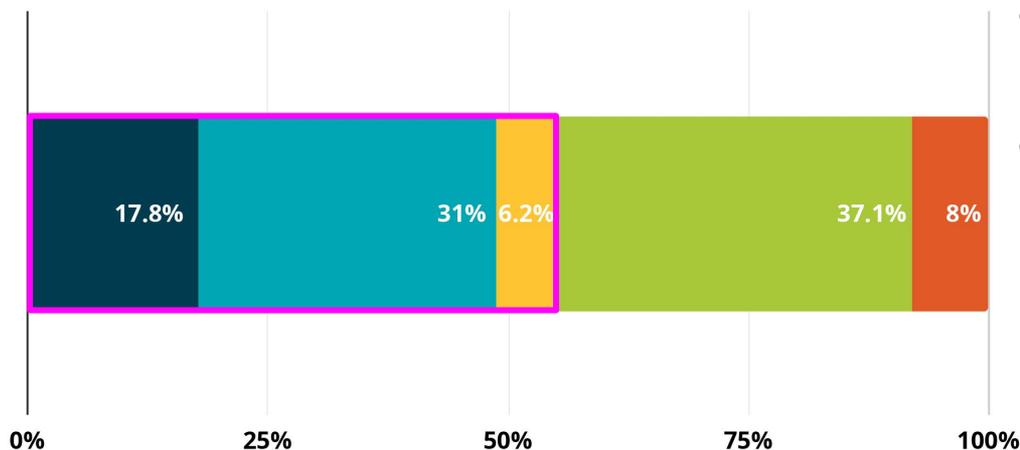
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You Asked:

What are the demographics of Roxbury residents and how can this site support residents who live here?

Roxbury Household Type

■ Married Couple ■ Female Householder no Spouse ■ Male Householder no spouse
■ Householder living alone ■ Householder not living alone

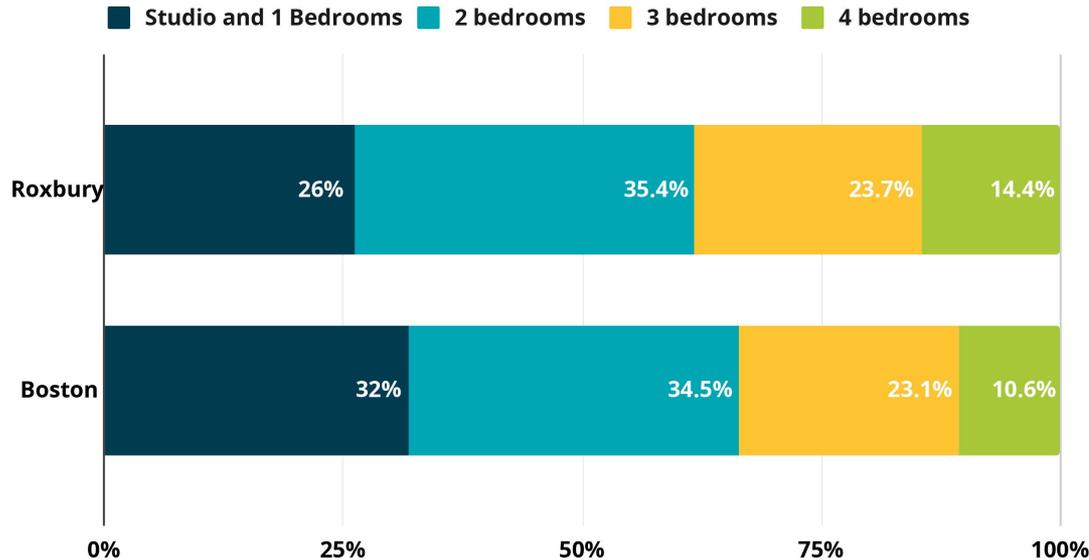


- 55% of households in Roxbury are Family Households
- The average household size in Roxbury is 2.5

□ Families

Source: U.S. Census Bureau, 2015-2019 American Community Survey, BPDA Research Division Analysis
Universe: Households

Bedrooms



- There is a larger percentage of 4 bedrooms in Roxbury than in the Boston average.

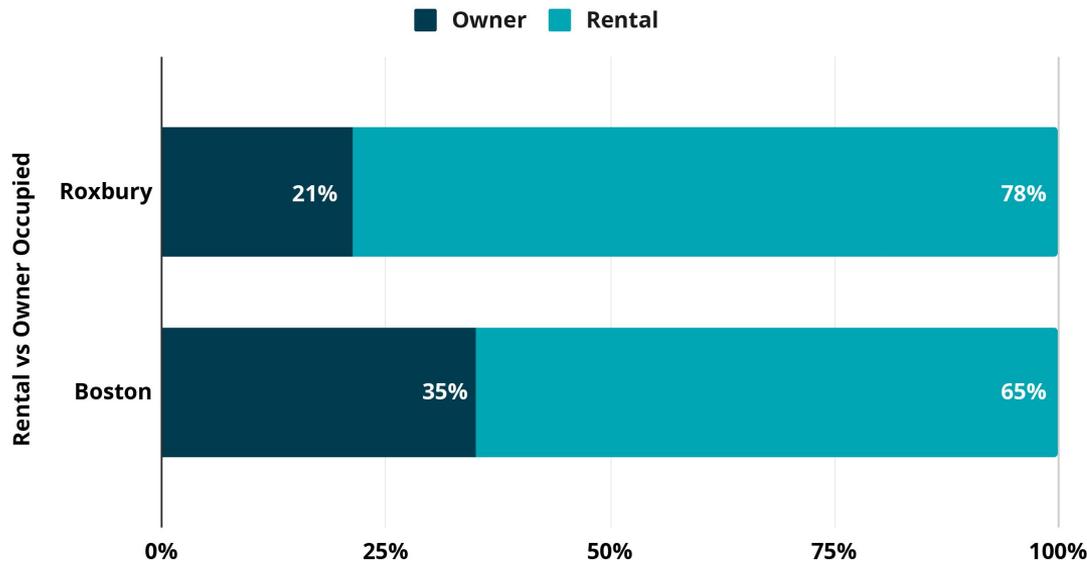
Source: U.S. Census Bureau, 2015-2019 American Community Survey, BPDA Research Division Analysis

Universe: Housing Units

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Rental and Ownerships Rates



- 21% of households are owner-occupied and 78% are renter-occupied
- This number has increased. **48% of all new housing units** being developed through PLAN: Nubian Square are home ownership opportunities.

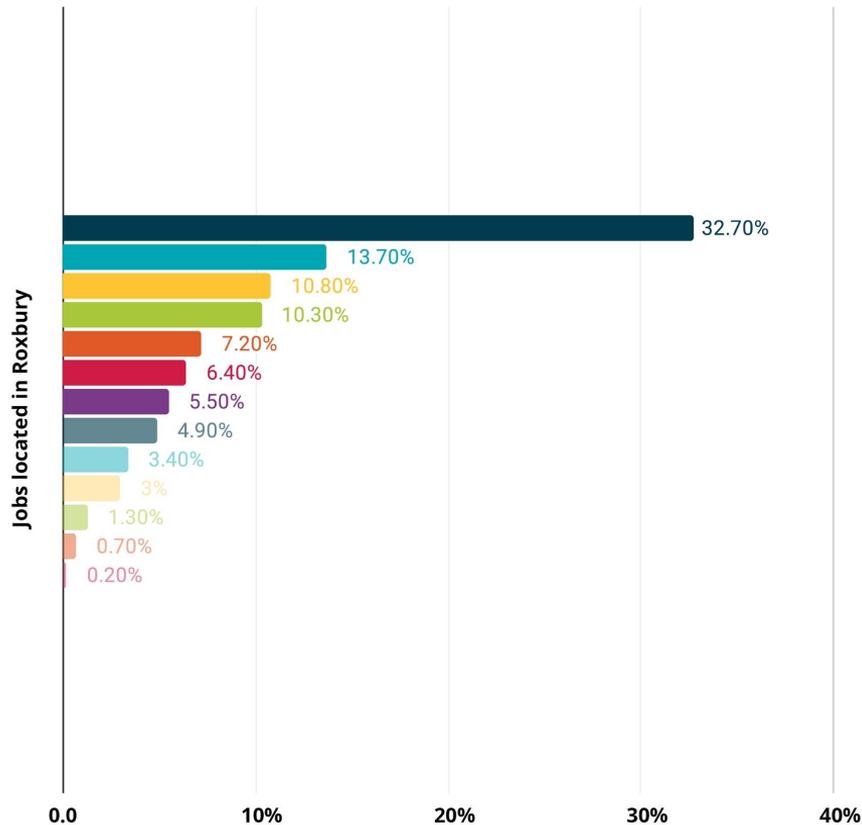
Source: U.S. Census Bureau, 2015-2019 American Community Survey, BPDA Research Division Analysis
Universe: Housing Units



You Asked:

What types of jobs do residents currently have? Where do they work?

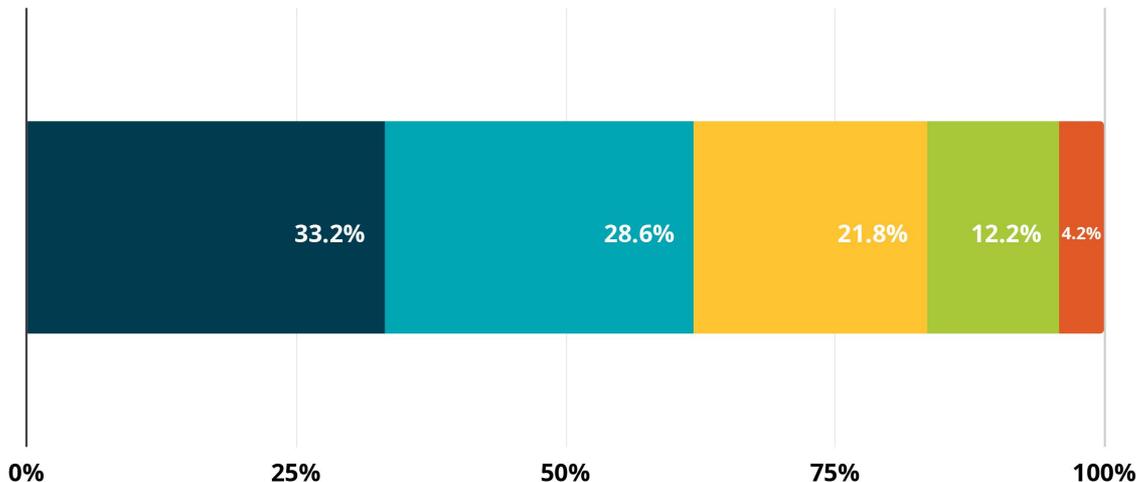
Industries employing Roxbury Residents



- Educational services, and health care and social assistance
- Professional, scientific, and management, and administrative, and waste
- Arts, entertainment, and recreation, and
- Retail
- Finance and insurance, real estate and leasing
- Transportation and warehousing, and utilities
- Other services, except public administration
- Public administration
- Manufacturing
- Construction
- Information
- Wholesale Trade
- Agriculture, forestry, fishing, hunting, and mining

- The majority of Roxbury residents work in industries such as educational services, health care, and social assistance.

Occupations held by Roxbury Residents



- The occupations that Roxbury residents hold within the previous slides industries are mainly: Management, service, and production, transportation, and material moving.

Source: U.S. Census Bureau, 2015-2019 American Community Survey, BPDA Research Division Analysis
Universe: Civilian employed population 16 years and over

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Where do Roxbury Residents Work?

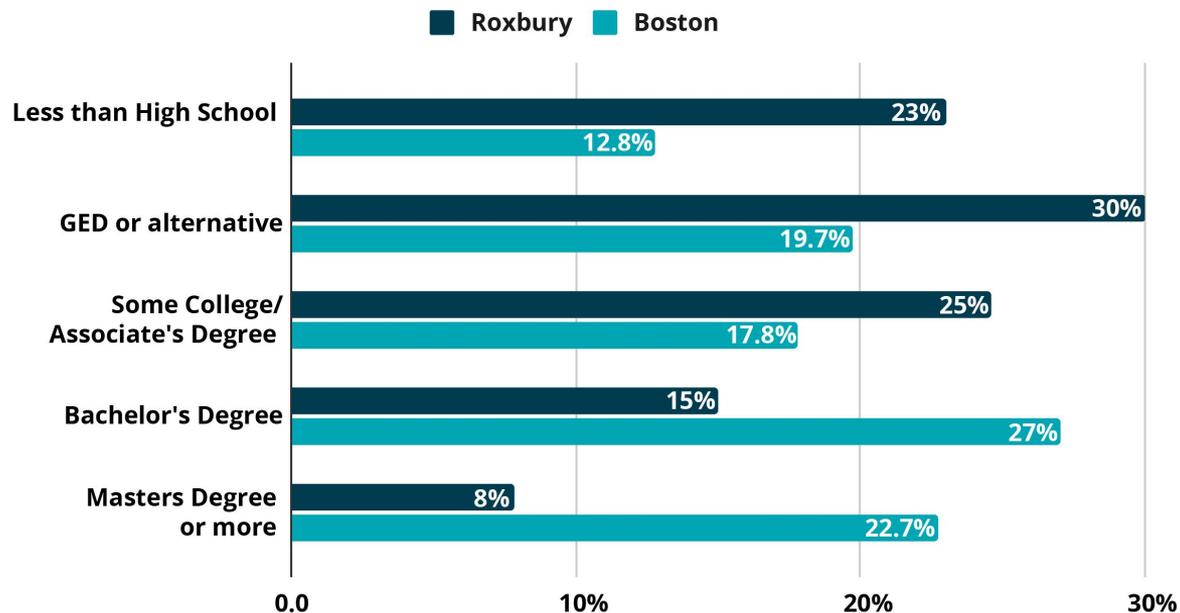
- 92.5% of payroll workers who live in Roxbury commute out of Roxbury for work. (this is typical unless you live and work in Downtown)
- 7.5% work in Roxbury and 57.1% work in Boston, the other 37% work outside of Boston (this is typical of Boston)
- Only 5.9% of jobs in Roxbury are filled by Residents of Roxbury



You Asked:

What is the educational attainment of Roxbury residents?

Educational Attainment



- 78% of Roxbury residents hold a Associates degree or below, while 22% hold a Bachelor's degree or above.

Source: U.S. Census Bureau, 2015-2019 American Community Survey, BPDA Research Division Analysis
Universe: Population 25 years and over

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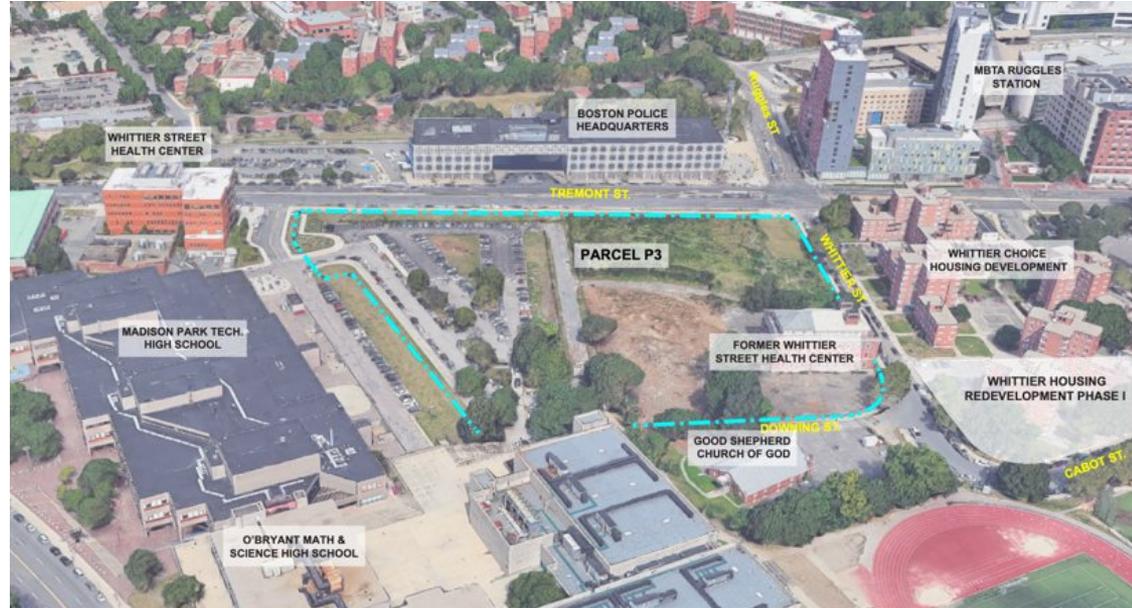
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We asked:

How can the uses built here support Roxbury residents in generating wealth? What are the opportunities and challenges of each discussed use?

Types of Uses Discussed

- Residential
- Lab/Life Sciences
- Office/Retail
- Open Space
- Or a combination of compatible uses above



PLAN: Nubian Square Principles

Consistency with area planning history: Roxbury Strategic Master Plan, Dudley Vision, Cultural District. Development as a catalyst to promote the arts, culture, education, commercial, and retail enterprise.

Economic development: Promote local business and job creation, providing maximum opportunities for local, small and disadvantaged businesses and job creation and training for people of color and women.

Affordable housing: Two-thirds of housing units must be income-restricted affordable housing, with one third targeting low and moderate income households and one third targeting middle income households.

Sustainable, resilient, and healthy development: Proposals should exemplify the community's and the City's goals for sustainable, resilient and healthy new construction including Mayor Walsh's Carbon Neutral Boston 2050 commitment. Proposals should target net zero energy or net zero carbon performance.

Development without displacement: Proposed developments must assist the current residents of Roxbury to afford to remain living in their community and to find pathways to economic opportunity.

Good Jobs Standards: Proposal developments must support good permanent jobs at site and engage in fair hiring practices which will support the participation of people of Roxbury and Nubian Square.

Diversity and Inclusion: Proponents must include a plan for creating increased opportunities for people of color, women, and M/WBEs to participate in the development.

PLAN: Nubian Outcomes

Affordable housing - over 66% of units proposed through this process are income-restricted.

Diversity and Inclusion - Numbers discussed previously (see slide 25)

Economic development - This piece is addressed specifically through the Blair Lot development, but it is missing in all other proposals for PLAN: Nubian Square.

Comparables

Use	Flexibility of Design	Neutral Environmental Impact	Complementary to existing uses in Nubian Square
Residential			
Office			
Retail			
Lab and Life Sciences			
Food Production			

Comparables

Use	Jobs, Economic Development, Wealth Generation
Residential	Affordable homeownership contributes to wealth generation but is difficult to produce.
Office	Brings jobs to the area or can house nonprofit organization if priced for the demand.
Retail	If retail spaces are affordable, could contribute to growth of businesses
Lab and Life Sciences	Labs and life science uses would require a thoughtful, credible plan to employ Roxbury residents; Labs could also subsidize things like affordable retail, affordable homeownership, and urban agriculture. Growth opportunities available.
Food Production	Good paying jobs but may not generate as many jobs for the amount of space required i.e. urban farm; a Commissary Kitchen could support multiple small businesses; not a lot of growth potential

Residential Use



Bartlett Station Bldg. B
5-story, 55Ft height
60 units, 12,000SF
retail
104,000 GSF



Whittier St Housing I
3 to 4-story, 45Ft
height
92 units

Office and Retail Use



Crosstown Office & Hotel
7-story, 100ft height
280,000 SF office
21,500 SF retail
175 room hotel



NEU Renaissance Park Office
9-story, 110ft height
170,000 SF

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Lab and Life Science Uses



75-125 Binney St Cambridge

5-story
80 Ft height (105')
380,000 SF



50-60 Binney St Cambridge

9-10-story,
150 Ft height (180')
530,000 SF

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Food Production and Food Sovereignty Uses

Urban Farming Institute - 31,400 SF



Commonwealth Kitchen - 89,000 SF



City Fresh Foods - 67,800 SF



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Based on what we discussed, what would make these uses better?

For example, retail will serve the community better if it provides space for local small businesses.

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Next Steps

July - Workshop 5:

Discuss a draft RFP that incorporates feedback on uses and urban design associated with those uses.

August - Chat with a Planner

Discuss feedback on the RFP draft

September - Roxbury Strategic Master Plan Oversight Committee Meeting

Present RFP to the RSMPOC for approval



APPENDIX

What would different uses look like?

Residential Use



Whittier St Housing I
3 to 4-story, 45Ft height
92 units

Office & Commercial Mixed Use



Crosstown Office & Hotel
7-story, 100ft height
280,000 SF office
21,500 SF retail
175 room hotel

Lab/Life Science

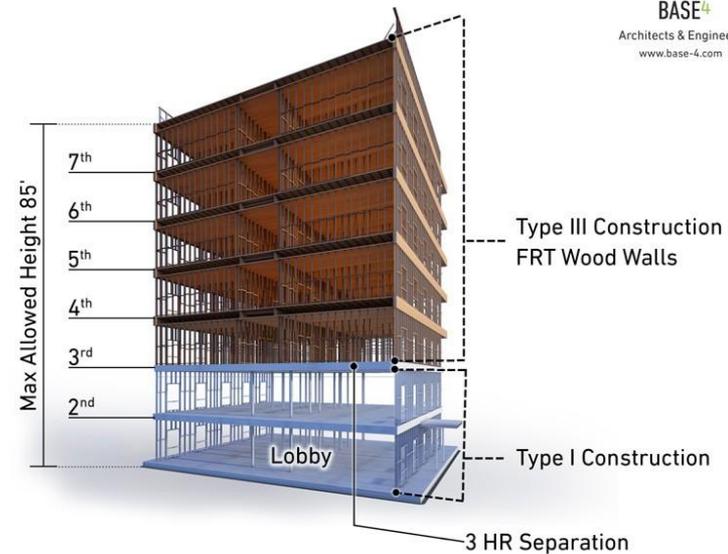
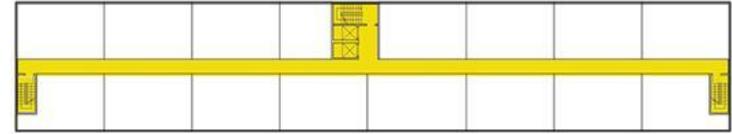


75-125 Binney St Cambridge
5-story 80 Ft height (105')
380,000 SF

What would different uses look like?

Residential Design:

- Floorplate: 65' wide, double-loaded corridor
- Typical podium construction: 5 floors of wood frame structure over one or two floors of concrete podium, so called "5-over-2 podium construction"
- Podium can have amenity space, retail, or parking
- Height:
 - 10' -11' for the floor-to-floor height
 - 6 to 7-story or 65' to 80' height
 - Height taller than 7-story will incur sharply rising construction costs



What would different uses look like?

Residential Use

Proposed Whittier Housing Phase III

12-story, 140Ft height
172 units, 8500 SF retail, 220,000 GSF



Bartlett Station Bldg. B
5-story, 55Ft height
60 units, 12,000SF retail
104,000 GSF



Whittier St Housing I
3 to 4-story, 45Ft height
92 units



Site Test: Residential

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What would different uses look like?

Commercial (Office):

- Floorplate: 100' – 120' depth, 25,000 sq ft centrally located elevator core, 40' of the core to glass
- Construction types: reinforced concrete or steel frame
- Height:
 - 13' – 14' floor to floor height,
 - No particular rules for the building height
 - Typical height and scale of mechanical penthouse
- Efficient to accommodate a larger retail footprint at a lower level
- Potentially adaptable for lab /life science



What would different uses look like?

Commercial Use

One Brigham Circle

4-story, 65ft height
120,000 SF office
80,000 retail



Crosstown Office & Hotel

7-story, 100ft height
280,000 SF office
21,500 SF retail
175 room hotel



NEU Renaissance Park Office

9-story, 110ft height
170,000 SF



Whittier St Health Center

**Crosstown
110' x 240'**

**NEU Office
105' x 165'**

Madison Park High School

Whittier St Housing I

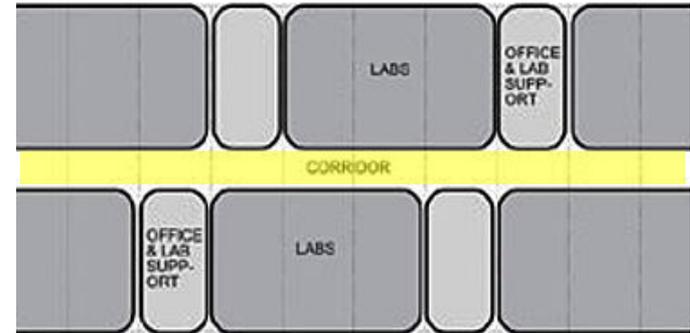
Site Test: Commercial

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What would different uses look like?

Lab/Life Science:

- Floorplate: 120' – 150' depth, sometimes beyond 200'
- Rectangular shape and a larger floor area for flexible and expandable lab module (lab-office-corridor)
- Construction types: Steel frame, reinforced concrete
- Height
 - 15' -16' floor to ceiling height for increased space for mechanical/ventilation systems
 - 6 to 7 stories, 120' height
 - Large mechanical penthouse, 30' - 40' height, located at the top of the building
- Tend to have oversized loading docks



What would different uses look like?

Lab/Life Science Use

50-60 Binney St Cambridge

9-10-story, 150 Ft height (180')
530,000 SF



100 Binney St Cambridge

10-story, 150 Ft height (180')
417,000 SF



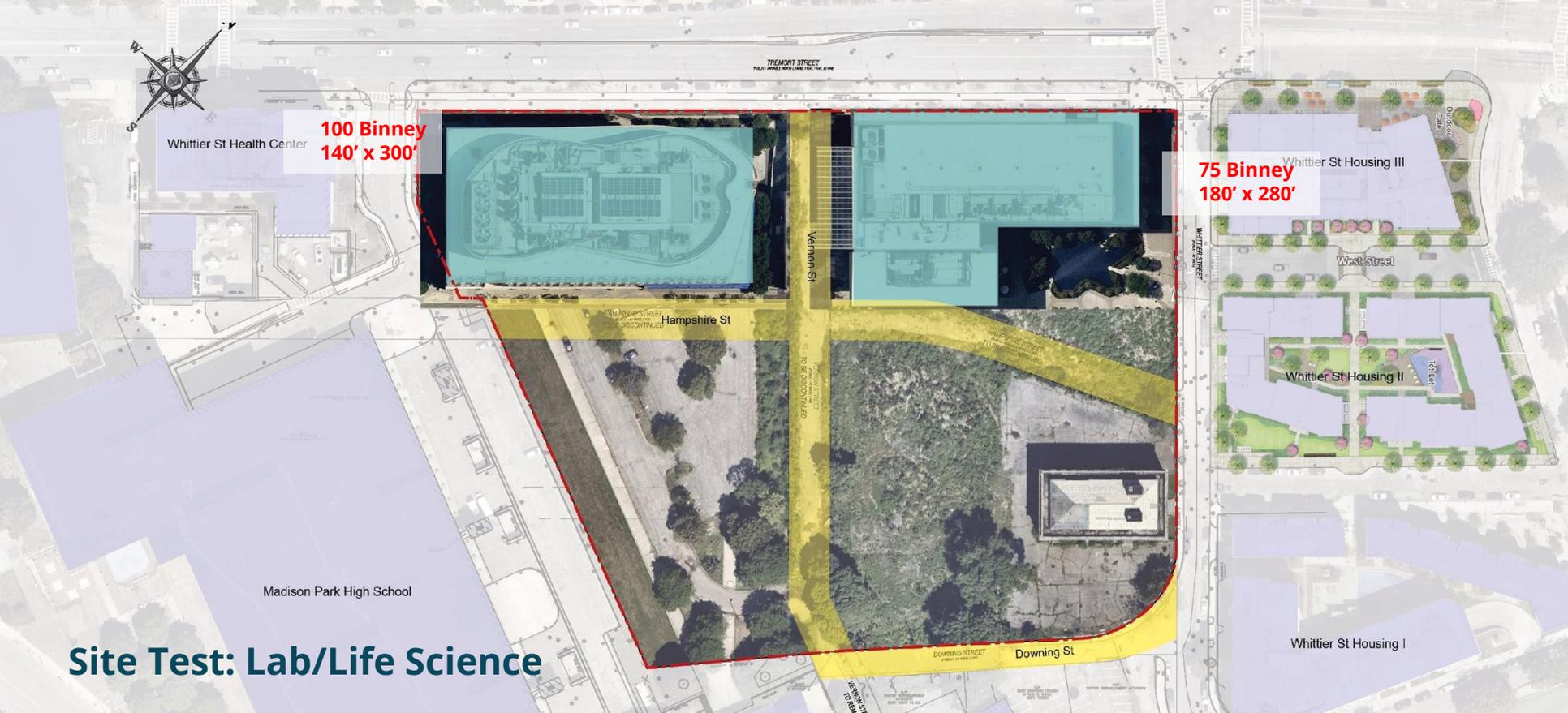
75-125 Binney St Cambridge

5-story 80 Ft height (105')
380,000 SF



PLAN: Nubian Square

Preserve. Enhance. Grow.



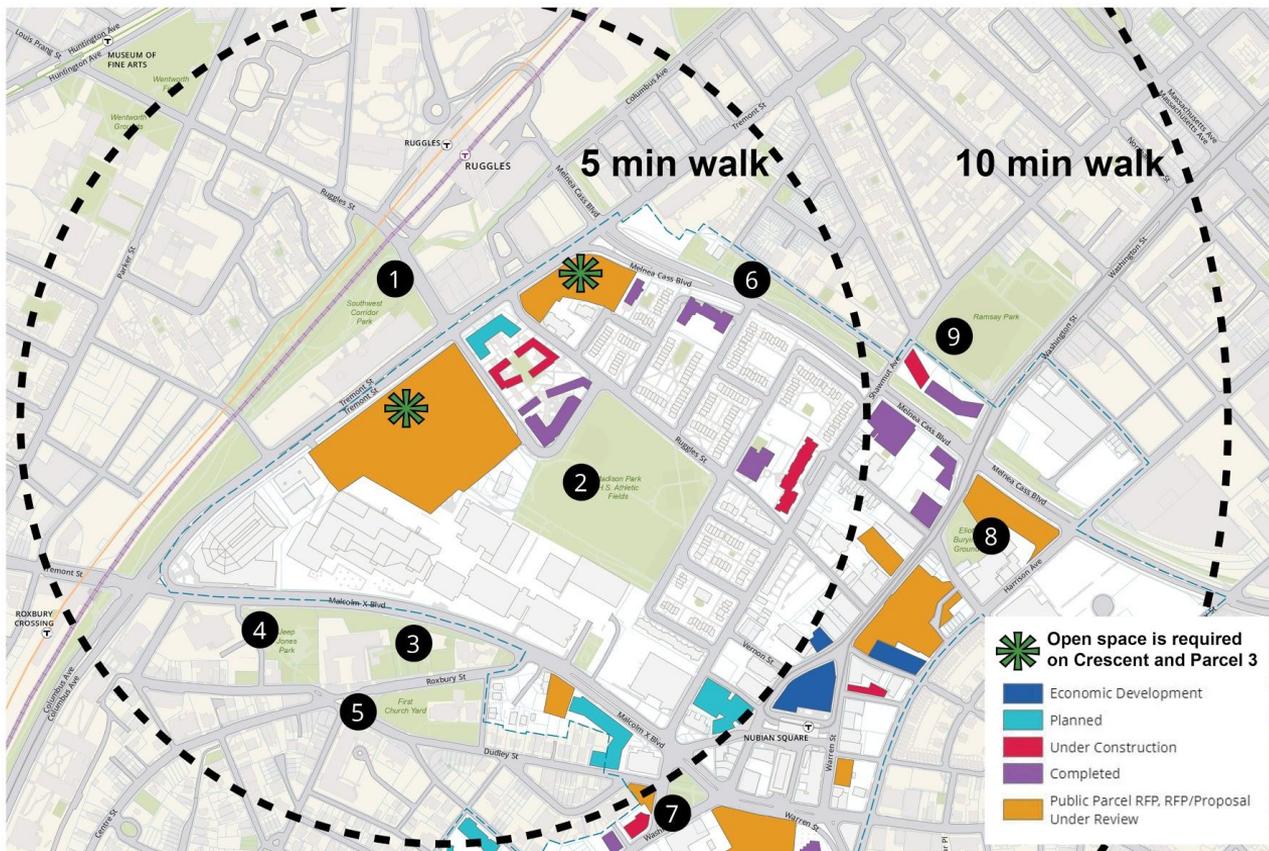
Site Test: Lab/Life Science

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Open Space

- P3 is well situated within a 5-min walk to various types of open space

- 1 Southwest Corridor Park:** linear recreational park, basketball court, tennis court, playground, splashpad
- 2 Madison Park HS Athletic Fields:** municipal fields for adjacent HS
- 3 Roxbury Heritage State Park:** history-themed heritage park, passive park
- 4 Jeep Jones Park:** 1.68 acre park, playground, basketball, passive space
- 5 John Eliot Square:** passive park/plaza
- 6 South Bay Harbor Trail:** mixed-use path connecting Roxbury, South End and South Boston
- 7 Gourdin Park:** memorial, passive park, art installation
- 8 Eliot Burying Ground**
- 9 Ramsey Park:** 5.49 acre park, basketball, baseball, tennis, skating, playgrounds, and passive space



Open Space Ideas

- What types of spaces can fit into P3?

Community Gardens



*Berkeley Community Garden
South End*

Urban Farm



*ReVision Urban Farm
Dorchester*

Flexible Event Space

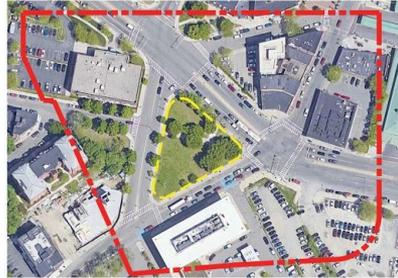


*Lawn on D
South Boston*

Open Space Ideas

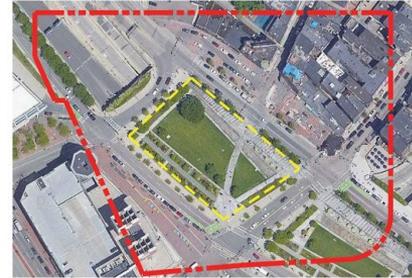
- What types of spaces can fit into P3?

Passive Green Space



*Gourdin Park
Nubian Square*

Lawn with Water Feature



*North End Park
Rose Kennedy Greenway*

Multi-Season Water Feature



*Frog Pond
Boston Common*

Discussion:

- What types of open spaces would you like to see?
- What types of open space makes sense?

Community Garden



*Gourdin Park
Nubian Square*

Lawn



*North End Park
Rose Kennedy Greenway*

Multi-Season Water Feature



*Frog Pond
Boston Common*

Community Garden



*Berkeley Community Garden
South End*

Urban Farm



*ReVision Urban Farm
Dorchester*

Flexible Event Space



*Lawn on D
South Boston*

What would a mix of different uses look like?

Residential Use



Office & Commercial Mixed Use



Lab/Life Science



PLAN: Nubian Square

Preserve. Enhance. Grow.



Whittier St Health Center

Cross-town office
7-story, 100 ft height
280,000 SF office
50% Lot coverage

75 Binney St lab
5-story, 85ft(105 ft) height
170,000 SF lab
60% Lot coverage

Whittier St Housing III
12-story, 140 ft height
172 units, 220,000 GSF
35% Lot coverage

Whittier St Housing II

450,000 SF office
398,000 SF residential
264 units

848,000 GSF
3.0 FAR (6.5 acres land)

Madison Park High School

Whittier St Housing I
5-story, 55 ft height
92 units, 178,000 GSF
55% Lot coverage

Whittier St Housing I

Site Test: Use Mix

Site Considerations

- 1 Stonybrook Interceptor under Hampshire Street
- 2 Maintain driveway access for Whittier Health Center and to Parking Garage
- 3 Connect to existing street network and open space corridors
- 4 Formalize park maintenance connection
- 5 Maintain streetwall along Tremont St

