

To: Morgan McDaniel, Boston Planning & Development Agency
From: William Grogan, Planning Office for Urban Affairs
Jonathan Garland, J. Garland Enterprises
Date: June 23, 2021
Re: Drexel Village: Crescent Parcel Clarification Questions

This memo responds to the clarification questions we received regarding Drexel Village.

Questions for all proponents:

1. Why did you decide on the housing program you are proposing (i.e. rental vs. homeownership, unit sizes, etc.)?

The housing program at Drexel Village was designed to respond to varied needs, goals and objectives of the community. Through the PLAN: Nubian Square process, a number of housing goals were strongly expressed by community members, including (1) new housing should be affordable and encompass a range of incomes in order to meet the needs of low- and moderate-income families and (2) given that there are few opportunities for homeownership and wealth building in the community, new developments should incorporate homeownership units.

Drexel Village will serve an important community need by providing a range of new, affordable, and mixed-income rental and homeownership opportunities and, in doing so, directly address the objectives in both the City of Boston's Housing Boston 2030 plan and PLAN: Nubian Square, enabling current Roxbury residents to remain in the community. Drexel Village will include 149 income-restricted rental housing units that are designed to be affordable to a range of incomes, from 30% of area median income ("AMI") to 100% of AMI, including 142 rental units that will be affordable to households under 80% AMI. With this type of a structure and commitment to the needs of the community, Drexel Village will provide a greater number of income-restricted rental housing than either of the other two proposals and will introduce housing options available to a greater range of incomes.

In addition to the income-restricted rental units, Drexel Village will provide 11 units of affordable homeownership housing, nearly three times as many units as any other proposal. The developers of Drexel Village recognize that a long-standing goal in the community is to provide opportunities for families to build wealth and equity through real estate. Drexel Village was designed to meet this goal with the introduction of homeownership housing that will be affordable to households earning an AMI of 80% and 100%.

Furthermore, in addition to a variety of income ranges, Drexel Village will provide an assortment of housing types to meet the needs of the community. The units at Drexel Village will range from 1-bedroom units to 4-bedroom units. Additionally, recognizing the need for larger units in the community, more than 67% of the units will be 2+ bedrooms, more than 15% of the units will be 3+ bedrooms, and 5% will be 4-bedroom units. Our preliminary market study indicates that there

are very few 3- and 4-bedroom units in the community, so we have specifically incorporated a higher percentage of these unit types in order to be responsive to community needs. In doing so, Drexel Village will include a wide range of unit types and target income levels to satisfy a variety of housing needs of families in the community and, with the larger bedroom sizes, be a family oriented project that will further enhance the quality of life of the neighborhood.

Drexel Village provides an unprecedented opportunity to develop both the Crescent Parcel and the adjacent St. Katharine Drexel property into a transformative development that will offer many benefits that are distinctive to our proposal and that set our proposal apart, including the provision of a greater number of affordable rental and homeownership units than would otherwise be possible.

2. Describe why you chose the number of parking spaces in your proposal, considering that Crescent is so close to the Ruggles T stop.

Drexel Village will provide 94 parking spaces to support the residential and non-residential components of the development; we will work to meet the various needs of the community through a combination of allocated and shared parking spaces for various uses. All urban projects need to find a balance on the number of parking spaces being provided and the other amenities being provided, including open/park space and commercial/retail/community space. Many factors influence that balance, including the program, the size of the site, and the soil conditions as it relates to the option for below-grade parking and the availability of public transportation. For Drexel Village, we are working to balance the needs for residential units being provided, as well as the other Parish, community and commercial uses. The various uses – such as the Parish and ABCD - have specific pick up and drop off requirements, and we have factored these requirements into our proposal design. As demonstrated by the commitment of a financial subsidy for commercial users, the development team has devoted substantial thought to how to create commercial users (of retail and office space) who will be successful and prosper.

Recognizing the availability of nearby public transportation, the desire to maximize open space, the need to provide access to the new commercial/retail space, the soil conditions / ground water levels, overall project constructability and budget and the different components of Drexel Village, we chose a combination of below-grade parking and surface parking that we feel is sufficient to meet the needs of Drexel Village, which will be accomplished through a combination of allocated and shared parking spaces for the different uses.

3. What opportunities exist to engage Madison Park High School as part of your development?

The development team for Drexel Village will work to engage with and incorporate faculty and students at Madison Park High School (“MPHS”) in our development in several different ways. First, MPHS is one of Janey Construction’s strategic partners, and Greg Janey has chaired the MPHS Facilities Committee for almost 20 years. The students at MPHS can benefit from exposure to “real-world” construction on many levels, and this long-standing relationship allows Mr. Janey to hire students for summer employment and use his projects as “living classrooms” where young

Trade and STEM learners are mentored and guided through shadowing, employment & continued speaking programs. With this arrangement, members of the construction team can serve as mentors who can educate the students about the range of career opportunities that are available in the construction industry, and help them to understand that there is tremendous opportunity for career growth and upward mobility. In addition to construction work, UHM Properties will engage with the students as part of a career development program in the areas of property management and facilities.

The developers and UHM would also work to incorporate other vendors and social service providers into this effort. Second, the development team is committed to exploring opportunities for the students to get on-the-job training during both construction and operations processes in the form of rotational internships with the various trades and vendors that will be involved during the construction and operations of Drexel Village. Finally, to reinforce continuity, Mr. Janey has a scholarship in his name at Wentworth Institute of Technology specifically for Black & Brown Boston Public School graduates to assist with creating a trained workforce for the future. Janey is committed to similar programs if we are successful with Drexel Village.

4. How many of the existing trees will be preserved? How many will need to be removed?

The location of the buildings was selected to optimize the preservation of the existing shade trees, particularly at the existing green space at Melnea Cass Boulevard and Tremont Street. The submitted plan for Drexel Village indicates preserving 35 of these large existing shade trees, the removal of 12 trees to provide public access, open space building sites, and the planting of more than 65 new shade trees as well as numerous understory trees, all as shown on the attached plan. In addition, the development plan envisions the planting of apple trees to support the Parish's food pantry and healthy living for Drexel Village's tenants and nearby community residents. The Drexel Village team recognizes the importance of shade trees and open space within the urban realm, and by combining the St. Katharine Drexel Parish and Crescent Parcel sites, is able to provide approximately 1.5 acres of publicly accessible open space arranged around the existing trees.

5. Does this project include homeless focused programming?

Yes, contingent upon adequate funding, Drexel Village has set-aside nearly 20% of the units – 38 units in total – for formerly homeless households. Recognizing the importance of ensuring housing stability for this vulnerable population, POUA and UHM Properties have a long history of providing services to residents that are responsive to their needs. POUA has developed several recent initiatives to make connections between residents and health care organizations to assist in meeting their health needs and to maintain healthy living, including partnering with UMass Boston and interns from their Gerontology Program. UHM will coordinate services for residents through The Neighborhood Network Center ("NNC"). NNC is a non-profit 501(c)(3) organization that works with community partners to positively impact the lives of residents. NNC is under the direction of UHM's Resident Services Department and is actively engaged in building partnerships to provide critical services to residents and others in need of support.

6. There are a number of mixed-use developments in this area with vacant retail and commercial space. What steps will be taken to activate the ground floor?

As highlighted in our proposal for the development of Drexel Village, the developers are committed to maximizing opportunities for local Minority and Women-Owned Firms. Opportunities for these businesses to lease office space at Drexel Village at a subsidized rate is a key component of the Community Benefits Plan included in our proposal. We will also develop a Marketing and Outreach Plan to ensure that newly-emerging firms and established companies are aware of the opportunities to lease commercial space at Drexel Village. The marketing and outreach effort will include engaging Roxbury Main Streets and other organizations that engage with and advocate for the major presence of M/WBE firms in Nubian Square, as well as with members of the diverse project team. As specified in our proposal, the developers are committing \$100,000 of their developer's fee to subsidize the commercial space at Drexel Village.

7. Can you talk about people of color in leadership positions on your team?

The Drexel Village project team was assembled with a focus on creating a team structure that encompasses a diverse leadership team that is charged with critical areas of responsibility that will encompass all aspects of the project, from construction to operations, resulting in life-cycle diversity that will continue throughout all aspects of the development.

First and foremost, over 70% of the project team are minorities and women-owned businesses. With respect to minority leadership on the development team, the following firms have a major leadership role on the team.

1. Jonathan Garland of J. Garland Enterprises is an equity owner and co-development partner with the Planning Office for Urban Affairs. Mr. Garland's business enterprise is 100% minority-owned and his decision-making authority involves all aspects of the project.

2. Janey Construction is a 100% Black-owned firm founded in 1984, and Greg Janey, the President and Founder, will play an instrumental role with a critical area of responsibility as part of the Construction Management Team. Janey Construction's staff is 96% people of color including senior leadership which is made up of: Greg Janey President & CEO, Robert White Executive Vice President, Leah Janey VP of Human Resources and Gary Davis ESQ (advisor). David Lopes is the Director of Construction, Joseph Magandazi, Chief Engineer and Eurick Dorsett, Sr. Project Executive; all other members of the operations team are engineers, construction managers and licensed supervisors who are both women and men of color. As a result, Janey is organically diverse and operates with equity and inclusion as fundamental principles that have been core elements of its business, community, management and operating practices ever since its founding and throughout its existence.

3. UHM Properties ("UHM"), a 100% minority-owned firm, will have a major decision-making role as the Property Management Entity of Drexel Village under the strong leadership of Kevin Bynoe, Chief Executive Officer of UHM. UHM Properties currently has 65 employees of which 63 (97%)

are people of color. The 3 managing partners (CEO, Director of Compliance, and Director of Human Resources) of UHM, as well as the COO and Director of Business Development, are all persons of color.

4. Beverley Johnson of Bevco, a 100% minority-owned firm will also play a strategic role in working with the ownership around project planning and development strategies for Drexel Village, the Article 80 application process, and overseeing implementation of the diversity and inclusion plan for Drexel Village.

8. How does your design relate to the St. Katharine Drexel church building?

POUA and JGE are excited to be working with St. Katharine Drexel as our coordinating and community partner. Drexel Village will build on St. Katharine Drexel Parish's long history of presence and service in the Nubian Square community by expanding and enhancing the broad range of educational and programmatic services and connections to the community facilitated through the Parish. Unlike the other proposals, our design incorporates the St Katharine Drexel Parish into the development by providing the Parish with a new, modern, energy efficient facility to serve the community for years to come. The Parish, and more specifically, the newly designed chapel, will serve as the centerpiece of the design of Drexel Village – located in the most prominent position of the site at the corner of Tremont Street and Ruggles Street. The 2-story glazed façade offers a view from the surrounding streets directly into the chapel itself. In addition to creating a new prominent presence in the community for the Parish, Drexel Village will create new, expanded and enhanced educational, childcare and program space to enable important community-based organizations and programs to continue to deliver and expand their services. These important community services include ABCD and its Head Start program and the Timothy Smith Network and its educational programs to bridge the digital divide. Drexel Village will also expand the presence of the Parish's food pantry and incorporate creative design elements – such as a nourishing rooftop garden that will directly provide resources for the food pantry – to further enhance the variety of community services available at Drexel Village. In doing so, Drexel Village will build on the Parish's legacy of service and ensure that these services and programs can continue to serve the community in the future.

9. How are you financing your proposal?

As an experienced developer of mixed-use, mixed-income developments, the Planning Office for Urban Affairs ("POUA") has a well-established track record in advancing mixed-use, mixed-income developments, such as Drexel Village, in a timely and expeditious manner, while taking the time to work closely with, and be responsive to, community and neighborhood objectives. The developers are proposing to structure Drexel Village utilizing financing with a combination of equity from the sale of federal 4% and 9% low-income housing tax credits ("LIHTC"); State LIHTCs; permanent mortgage and bridge financing; subordinate financing from the Commonwealth of Massachusetts and the City of Boston, sales proceeds from the affordable homeownership units and deferred developer's fee.

The 164-unit mixed-use building on Tremont and Ruggles Street will be financed with 4% LIHTC and tax-exempt bond financing, State LIHTC, subordinate financing from the City of Boston and the Commonwealth of Massachusetts, and deferred developer's fee, and the 53-unit mixed-tenure building on Melnea Cass Boulevard will be financed with 9% LIHTC, State LIHTC, taxable permanent financing, subordinate financing from the City of Boston and the Commonwealth of Massachusetts, proceeds from the sale of the affordable homeownership units and deferred developer's fee. As described in the public presentation, the 53-unit building will include 11 affordable homeownership units, almost three times as many affordable homeownership units as any other proposal. POUA has utilized this structure on the Cote Village development in Mattapan and is currently in the closing process of a similarly structured rental/homeownership development on Morton Street in Mattapan. The development team has reviewed this structure with Bank of America, MassHousing and other potential equity investors and lenders and all parties have expressed interest in financing Drexel Village in this manner.

Questions for Drexel Village:

1. Please speak to your team's experience in lower Roxbury.

A number of the project team members have focused their attention on the Lower Roxbury community, based on a deep commitment to play an instrumental role in the physical and economic revitalization of the Nubian Square/Lower Roxbury neighborhood. For example, Janey Construction has completed more than ten projects in the Lower Roxbury neighborhood, with another four projects either underway or in the planning stages. The Architectural Team has been the architect on more than a half-dozen developments in Roxbury. In July 2020, UHM began managing the Bruce C. Bolling Municipal Building, which is the gateway to Nubian Square and Lower Roxbury. UHM will also be the property management entity for 2147 Washington Street and The Blair's Lot "Nubian Square Ascends" and has been selected to participate in other proposed housing developments in Nubian Square/Lower Roxbury.

In addition, the development team is working closely with St. Katharine Drexel Parish as our coordinating and community partner. The Parish has a long history and legacy of community service in the Nubian Square community. The vision of Drexel Village builds on this history by expanding and enhancing the broad range of educational and programmatic services and connections to the community facilitated through the Parish. As noted above, the Parish currently supports and houses a variety of programs and services that benefit the community, including ABCD, The Timothy Smith Network, the Sr. Mary Hart Children's Program, and the Parish food pantry; Drexel Village will create a new prominent presence in the community for the Parish, as well as expanded educational, childcare, and program space to enable these organizations and programs to continue to deliver and expand their services and connections to the community.



Just as importantly, both United Housing Management and Janey Construction started their business establishments in Roxbury. The respective projects that these firms have been involved in are included in the Drexel Village development, and we look forward to highlighting these projects during the public process. Both Greg Janey and Kevin Bynoe, the chief executives of Janey Construction and UHM Properties, respectively, have lived in Roxbury and retain direct connections to the community. With respect to Janey Construction, the firm's legacy is investing in its community through teaching, mentorship, philanthropy, construction of mixed-use commercial and residential projects throughout Roxbury and beyond. As a founding member and Vice President of the Massachusetts Minority Contracting Association, Greg Janey worked on the groundbreaking policies that changed the way minority contractors do business in Boston. Examples of Mr. Janey's work include The Boston Pilot program for CDC's, City & State Procurement Policies and Public Construction reform. In addition, Mr. Janey has served as an advocate for "Community Policy and Economic Development".