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# 01

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## Introduction & Instructions

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### Purpose

The purpose of this Request for Proposals ("RFP") is to solicit proposals for the redevelopment and disposition of vacant land owned by the Boston Redevelopment Authority doing business as the Boston Planning & Development Agency ("the BPDA"). This land consists of a portion of Parcel P-3 and a portion of Parcel P-3h in the Campus High School Urban Renewal Plan, Project No. Mass. R-129 (the "Property").

The Property has been long vacant due to the harm done by the practices of redlining, urban renewal clearances, and the Inner Belt Highway Project. The BPDA seeks to convey the Property to allow mixed-use development that will heal the damage done to the Roxbury neighborhood by these practices, fulfill the Property's potential for transformative economic development, and advance the community's commitments to affordable housing, arts & culture, and equity. **This RFP seeks proposals which will create opportunities for wealth generation for the residents of Roxbury as well as for small, local, minority owned, and women owned firms which may participate in the development.**

Proposals will be subject to review and approval by the BPDA, DND, and the City of Boston, including applicable planning and zoning controls, and the development objectives and guidelines described herein.

The BPDA has attempted to be as accurate as possible in this RFP, but is not responsible for any unintentional errors herein. No statement in this RFP shall imply a guarantee or commitment on the part of the BPDA as to potential relief from state, federal or local regulation. The BPDA reserves the right to cancel this RFP at any time until proposals are opened, or reject all proposals after the proposals are opened if it determines that it is in the best interest of the BPDA to do so. The BPDA reserves the right to waive any minor informalities.

## Instructions

### Accessing the RFP and Addenda

The RFP will be available for download beginning on [date] on the [BPDA Procurement Webpage](#).

Proponents must register when downloading the RFP to ensure they receive any addendum. Requests for clarification or any questions about the RFP must be submitted by email to:

Morgan McDaniel  
Senior Real Estate Development Officer  
Boston Planning & Development Agency (BPDA)  
Morgan.e.mcdaniel@boston.gov

The BPDA will not respond to any requests for clarification or questions concerning the RFP received after [date]. With any request for clarification or question, proponents must include their name, address, telephone number and email address. An addendum with questions and answers will be emailed to all prospective responders on record and posted on the BPDA website no later than five business days prior to the RFP deadline.

The BPDA will communicate any updates, corrections, clarifications, or extensions to this RFP through an addendum emailed to all prospective respondents posted to the BPDA website. It shall be the responsibility of proponents to check the BPDA website regularly for any addenda.

## Pre-Proposal Conference

A pre-proposal conference will be held virtually over Zoom on **DATE at 10:00 AM**. Attendance at the pre-proposal conference is optional. However, all proponents are strongly encouraged to attend. All those planning to attend must register at **LINK**. The agenda will include a brief presentation on the RFP, taking questions, and a networking session to facilitate partnerships.

Proponents are advised to view the Property by walking or driving by **[location]**. Access to the Property by the public is not available at the present time.

## Submissions

There is a fee of one hundred dollars (\$100.00) to submit the RFP, which check should be made payable to the Boston Redevelopment Authority. This required Submission Fee will be applied to the security deposit for the selected proponent, and returned for all other proponents.

The Submission Requirements in Section 4 should be submitted electronically on a flash drive. The electronic submission should include the following files:

- PDF file containing Development Submission
- PDF file containing Design Submission
- PDF file containing Financial Submission (excluding the financial workbook)
- PDF file containing Disclosures
- PDF Submission checklist
- Excel file containing the Financial Submission Workbook

Proposals must be submitted no later than **[week day], [date]** at 12:00 pm (noon) to:

Teresa Polhemus  
Executive Director/Secretary  
Boston Planning & Development Agency  
Boston City Hall, Room 910  
One City Hall Square  
Boston, MA 02201

**No late proposals will be accepted.** Any proposals received after the date and time specified in this RFP will be rejected as non-responsive, and not considered for evaluation.

### **Proposal Opening**

The opening of proposals received by the deadline will take place on [date] at 12:30 pm (the "Proposal Opening Time"). Proposals will be stored in a secure location until the Proposal Opening Time. The BPDA will hold a virtual proposal opening by live-streaming and recording the event, with no in-person viewing available, following current COVID-19 guidance.

Proponents can access the live-streamed RFP opening at the following link: [link]. Attendees must also register in advance of the event using such link. The video of the RFP opening will be posted on the BPDA website no later than 5 PM on [opening date].

# 02

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## Property Description

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### Site Description

The Property consists of approximately 330,939 square feet of vacant land in the Nubian Square area of Roxbury. The Property comprises a portion of Assessing Parcel 09-02980-100, along the south side of Tremont Street, just southwest of its intersection with Ruggles Street and the Ruggles Massachusetts Bay Transportation Authority Station. The Boston Police Department Headquarters is located directly across Tremont Street. The Project Site is also adjacent to the Madison Park High School, the John D. O'Bryant School of Mathematics and Science, and their affiliated athletics fields.

The Property is located within a short walk from the heart of the Nubian Square commercial and retail district and the Nubian Square Bus Station. Close proximity of the Property to the Roxbury Crossing and Ruggles MBTA stations (bus, light rail, commuter rail) across Tremont Street provides efficient access to all major MBTA routes. In addition, direct access to major thoroughfares provides efficient vehicular connections to the local as well as regional network of the roadway system, reinforcing the property's strategic location. The Property is currently unencumbered, and is not subject to any existing leases or licenses.

The Property has a history of mixed commercial and industrial use and formerly consisted of over fifty smaller lots. The Property is virtually free of

improvements given the demolition and clearance activities carried out by the BRA in the late 1960s. However, foundations and piles from previous structures are expected to lie below grade.

The Property contains one building, the former Whittier Street Neighborhood Health Center at 20 Whittier Street. The building, constructed in 1932, has a footprint of approximately 7,900 square feet (121.5 feet by 65.0 feet) and a height of approximately 64 feet. It is currently unoccupied and is contaminated with asbestos-containing materials and lead paint.

Portions of the Property are paved and striped for surface parking, and the Property currently accommodates parking generated by the abutting uses, primarily the Boston Police Headquarters, the Reggie Lewis Center, the new Whittier Street Health Center, and the two public schools.

### Optional Parcels

The Property is abutted to the south by several parcels owned by the Good Shepherd Church of God in Christ (the “Church”) and parcels owned by the BPDA. Proponents may include these parcels in their proposal on the condition that a separate agreement with the Church is reached for the use of Church-owned parcels. Contact Bill Moran at [usmorans@comcast.net](mailto:usmorans@comcast.net) for more information.

Address	Assessing ID	Square Footage	Ownership
Vernon St	902677000	572	BPDA
137 Vernon St	902676000	2,174	BPDA
133-135 Vernon St	902675000	4,433	Church
129 Vernon St	902674000	14,326	Church
Cabot St	902671000	2,000	BPDA
Cabot St	902669000	5,760	BPDA

Cabot St	902668000	7,468	BPDA
Pawning St	902667000	3,441	BPDA

## History of the Property

Historically, Roxbury thrived as an economic and commercial hub for the City of Boston, but eventually declined due to policies and practices that included redlining and urban renewal which are further developed below.

Between 1934 and 1968, the Federal Housing Authority implemented a policy that would draw red, yellow, blue, and green lines throughout cities in order to determine where mortgage loans were to be awarded. This process would decide where financial services should be limited and where they should be invested. The criteria to the designation of the location of these lines were supported by racist and classist decision-making processes that can still be identified in today's geography.

Around the same time, Urban Renewal was created by Congress under Title I of the Housing act of 1949. It was directed at declining cities by providing federal government funding to repay cities and towns two-thirds of what it cost them to buy and clear blighted areas, while also providing private developers loans to redevelop new buildings. While the intention of the act was to aid cities and towns in revitalizing areas, it resulted in "slum clearance" and the displacement of, in some cases, entire neighborhoods.

In 1957, the Boston Redevelopment Authority (BRA) was established by the Boston City Council and the Massachusetts Legislature. At that time the agency began overseeing development that was previously led by the Boston Housing Authority and its oversight was expanded to include development beyond public housing, including Urban Renewal.

The Campus High Urban Renewal Area, which contained P3, was created with four objectives in mind. The first, and primary objective was to create a citywide public high school that would be a complex of separate but



interconnected buildings with open space for recreation. The second and important objective of the plan was to create low, moderate, and medium income restricted housing units to meet a wide range of housing demands. A substantial percentage of this housing was made to be available for low-income families and individuals, for large families, and for the elderly. The Campus High Urban Renewal Plan also aimed to revitalize the neighborhood by eliminating blighted areas, rehabilitating community facilities, and improving traffic circulation. The final goal of the plan was to prepare for the Inner Belt (I-695) and Southwest (I-95) Expressway, which were to be located on the northern and western edges of the urban renewal area.

While some of these goals were realized, like the creation of Madison Park High School and the John D. O'Bryant School (high school creation), and Madison Melnea Cass Apartments (income restricted apartments), others were not. When residents were made aware of the proposed extension of I-95, they took action to combat the proposal to run a highway through their neighborhoods by coming together to form coalitions and hold protests. The residents' sustained and vigilant community action would eventually lead to the cancellation of the Inner Belt Highway project, but not before large swaths of land were cleared for its proposed construction and both families and businesses in the area were displaced.

Thanks to resident advocacy and activism, P3 does not abut I-95. However, it still remains vacant. In 1988, the BRA completed demolition on the site, leaving only one building remaining, the former Whittier Street Neighborhood Health Center, which still stands unoccupied today.

## Existing Streets and Underground Utilities

There are two, 40-foot wide public rights-of-way on the Leased Premises. Hampshire Street runs northeast to southwest between Whittier Street and the Reggie Lewis Center, and Vernon Street runs perpendicular to Hampshire between Tremont Street and Downing Street (a 24' wide public right-of-way, unbuilt), which borders the Leased Premises on the southeast. These streets are not currently functional or paved along their entire alignment, but they do constitute public rights-of-way that would have to be legally discontinued

before they may be built upon. Moreover, these public rights-of-way are subject to easements due to the presence of underground utilities sharing the same right-of-way. Barring relocation of the utilities by the successful respondent, the easements would need to be maintained, along with access to them.

There are several major underground utilities (gas, electric, water, sewer and storm drains) in the area of which the BPDA has knowledge. They include:

- An active 20-inch gas main under Vernon Street, running through the Project Site.
- The Boston Water and Sewer Commission's 48-inch x 54-inch Stony Brook Interceptor running underneath Hampshire Street through Parcel P-3.
- The Boston Water and Sewer Commission's 96-inch x 72-inch Stony Brook Conduit, which runs underneath a small portion of Hampshire Street near the existing school building. The Stony Brook Conduit does not run underneath Parcel P-3 but does pass close to the boundary of the Project Site.
- According to various public records, there are existing water mains in the area that may be required to be maintained unless all users are no longer actively connected.

NSTAR has an approximately eleven-foot-wide easement on land adjacent to the entire Tremont Street frontage of Parcel P-3. It is expected that maintenance of the entire Tremont Street frontage will be conducted in a coordinated fashion regardless of the ownership of the land subject to the easement.

The site plan distributed with this RFP shows the boundaries of the Leased Premises, the existing public rights-of-way, and some of the utility easements. The BRA makes no representations or warranties as to the completeness or accuracy of the property information contained in this RFP.

Respondents are responsible for independently verifying all such information.

### Environmental and Geotechnical Considerations

Two Massachusetts Department of Environmental Protection (MassDEP) disposal sites are on the Property. The disposal sites are identified as Release Tracking Numbers (RTNs) 3-15009, originally notified to MassDEP in 1997 and RTN 3-36365 notified to MassDEP on July 16, 2020. RTN 3-36365 is being linked to RTN 3-15009 creating a combined disposal site.

In 1996-1997, subsurface investigations were completed on the eastern portion of the Property, identifying total petroleum hydrocarbons (TPH), polycyclic aromatic hydrocarbons (PAHs), and lead in excess of the applicable Massachusetts Contingency Plan (MCP: 310 CMR 40.0000) Reportable Concentrations for residential areas (RCS-1). In 2002, Phase II investigations were completed and the detected contaminants were confirmed to be predominantly TPH, PAHs, and lead. A “hot spot” of lead-contaminated soil on the southwest portion of the Property was flagged for excavation, but the excavation was never completed.

In 2017, on behalf of the then-designated developer, another subsurface investigation was completed, including test pit excavation, soil boring and monitoring well installation, and soil and groundwater sampling. The investigation was conducted within the boundaries of the eastern portion of Parcel P-3, but also on the western portion of the Property. Based on the results of the investigation, concentrations of chlorinated volatile organic compounds (VOCs) including trichloroethene (TCE), cis-1,2-dichloroethene (DCE), and vinyl chloride in groundwater on the western portion of the Property exceeded the applicable MCP RCGW-2 standard. In addition, the concentrations of lead and PAHs in soil on the western portion of the Property exceeded the applicable MCP RCS-1 standard.

The soil contamination at the Property is VOCs, volatile and extractable petroleum hydrocarbons (VPH and EPH), PAHs, and metals. The groundwater contamination is chlorinated VOCs, PAHs, and metals. The source of the contamination observed in the soil is likely contaminants common in urban

fill and possibly historic releases from former industrial use of the Property. Sources of groundwater contamination include historic industrial use of the Site, and possible upgradient sources of VOC contamination.

Based on the data collected at the site as part of most recent subsurface investigations, GEI concluded that a condition of No Substantial Hazard to human health exists at the Property.

In December 2020, MassDevelopment awarded the BPDA a Brownfields Remediation Recoverable Grant for up to \$250,000 for environmental cleanup of the site. The BPDA is presently working to deploy those funds on remediation activities at Parcel P-3, targeting the areas of highest contamination. This first phase of remediation activity is expected to be complete in 2022. Subsequent to this work, the BPDA has allocated an additional \$1,000,000 to further the remediation of the Property. This second phase of remediation activity is expected to be complete in 2023.

Respondents are responsible for making their own determination of existing conditions and conducting their own environmental investigation of the Property and surrounding area, and the designated developer will be required to assume all responsibility for Property conditions pursuant to the proposed ground lease. Respondents should refer to the environmental documentation listed in Appendix A.

## Planning and Zoning Context

The Property is part of the Greater Roxbury Economic Development Area ("EDA") as shown on Map 6A-6C of the Boston Zoning Maps in the Roxbury District, and therefore is principally governed by the provisions of [Article 50 of the Boston Zoning Code](#) ("Code").

The Property is also located within a Boulevard Planning District ("BPD") with overlays to underlying sub-districts as noted in Section 50-37. Within BPDs, special design review requirements and design guidelines apply as set forth in Subsection 50-38.1, Section 50-39, and Section 50-40; and screening and buffering requirements apply as set forth in Section 50-41. The Code and

maps can be found at <http://www.bostonplans.org/zoning>. Zoning relief may be required to achieve the requirements of this RFP.

## Title

Proponents are fully responsible for conducting their own title examination to ensure that the title to the Property is clear. To the best of the BPDA's knowledge, the BPDA is the owner of the Property and the title is not encumbered. However, the BPDA makes no representations or warranties as to the accuracy of any title examinations it may have conducted and recommends that proponents conduct their own title examinations. The BPDA further recommends that proponents commission their own boundary surveys to determine the existence of any encroachments that could exist.

# 03

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## Development Objectives and Design Guidelines

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### Development Objectives

After careful analysis of the property, BPDA and DND, in collaboration with neighborhood residents and the Roxbury Strategic Master Plan Oversight Committee (“RSMPOC”), have established development objectives and guidelines for the Property.

If the proposed design makes use of adjacent parcels, the Proponent must demonstrate site control of such other parcels by way of a fully executed, and currently dated, Purchase and Sale Agreement or a signed, and currently dated, Option Agreement.

### Development Objectives

#### Consistency with Area Planning History

In addition to PLAN: Nubian Square, the area has also been the subject of the Roxbury Strategic Master Plan (“RSMP”) and Dudley Vision. Proponents must incorporate the combined visions of these planning documents, while capturing and addressing the current needs of the community for affordable

housing, economic development and job opportunities. In 2017, the area was designated by the Mass Cultural Council as a “[Cultural District](#)”<sup>1</sup>.

As articulated in the planning documents and as embodied in the Cultural District designation, mindfulness regarding the rich cultural history of this important neighborhood is paramount. Proponents should use development as a catalyst to promote the arts, culture, education, commercial, and retail enterprise in the area. Neighborhood cultural amenities such as museums, art galleries, bookstores, entertainment venues, performance spaces and artist live/work spaces are strongly favored. Amenities and programming associated with the Crescent Parcel should activate the area in the evening, encouraging residents to “stay local” to support Nubian Square businesses for their entertainment, shopping and dining experiences.

### Economic Development and Wealth Generation

In addition, the Property should be developed in a manner that supports the economic growth of the district by providing opportunities for area residents to participate in expanding sectors of Boston’s economy. Proposals should include a mix of uses on the Property that will generate wealth throughout the community and will generate new employment prospects in education, health, medicine, bio and life sciences and/or finance. Through the community process, the following uses were identified, although other uses may be contemplated:

- Residential
- Commercial
- Retail
- Food production or other manufacturing
- Lab/life science

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<sup>1</sup> <https://www.boston.gov/departments/arts-and-culture/roxbury-cultural-district>

Proponents must demonstrate how the proposed mix of uses will contribute to the community's goals of wealth building, workforce development, and economic growth for the residents of Roxbury. Potential programmatic elements to meet this goal include:

- An emphasis on affordable homeownership in a proposed residential program.
- Cross-subsidies from market-rate portions of the project to support affordable homeownership and/or affordable commercial and retail space.
- The community has expressed a preference for proposals that include the creation of commercial condominiums for small businesses. Creative equity building strategies such as rent-to-own business condominium ownership are encouraged.
- Developers should place a special emphasis on commercial and retail tenants that are locally-based, employ from within the community, are minority-owned business enterprises (MBEs), or are women-owned business enterprises (WBEs). See Section 4 for definitions of WBEs and MBEs. Developers should include proactive marketing and outreach practices within the immediate community to locate commercial tenants. The community has suggested outreach strategies such as community business tenant fairs and "speed dating" events to match potential tenants/commercial condo buyers with available spaces.
- Proposals with commercial uses must promote job training, local business and job creation, with special emphasis on providing maximum opportunities for local, small and disadvantaged businesses and job creation and training for people of color and women. This emphasis should take place in all aspects of redevelopment -- the construction phase, business development phase, in the procurement of goods and services, as well as in permanent jobs created.



- For lab/life science uses, robust job training programs that create a clear, achievable employment pipeline for Roxbury residents. Such programs may include partnerships with Madison Park Vocational Technical School, the John D. O'Bryant School of Math & Science, Benjamin Franklin Institute of Technology, and Wentworth Institute of Technology.
- Proposals that include lab/life sciences uses must demonstrate how they would achieve the above stated objective of; providing lab space for training, partners to provide the training, and ongoing funding required for training entry level lab tech jobs in the life sciences, on site.
- Wages associated with all jobs should be appropriate for their associated categories and provide for an enhanced quality of life and the prospect of economic mobility for area residents.

### Affordable/Income Restricted Housing

Proposals that include rental housing must be consistent with the affordable housing goals identified in the most recent series of public discussions with the community as part of the Plan: Nubian Square process. Specifically, a minimum of two-thirds of all housing units must be income-restricted affordable housing with one third targeting low and moderate income households and one third targeting middle income households. These requirements vary for homeownership versus rental development. Proposals should target one resident minimum per bedroom for affordable units.

Where rental units are proposed:

- One-third of units must be low-income units (ranging from less than 30% to 50% of Area Median Income ("AMI")) as defined by the U.S. Department of Housing and Urban Development), with the maximum AMI for these units not to exceed 50% of AMI.
- A minimum of 10% of the overall units must be homeless set-aside units at 30% or less of AMI. These units should be included in the one-third of overall units that are low income.

- The middle income units should also include a range of affordability options with the maximum AMI not to exceed 80% AMI.
- Up to but not more than one-third of units may be market rate. Additionally, proposals must describe measures they will take to avoid displacement of existing residents of the Roxbury neighborhood.

Where homeownership units are proposed, a minimum of two-thirds of the homeownership units must be targeted to households with a range of incomes, from 60% to 100% of AMI, with the average AMI not to exceed 80% of AMI. The remaining one-third of units may be market rate.

Community members have expressed a strong preference for homeownership as an opportunity to generate wealth, as well as projects which can exceed these minimum affordability standards. Developments which can reach deeper levels of affordability and/or a higher percentage of income-restricted housing are preferred. Preference will also be given to projects that include affordability at many income levels (e.g. 30%, 40%, 50%, 60%, 80%, 100% of AMI, etc.). In addition, while the AMI is defined by the U.S. Department of Housing and Urban Development for the Greater Boston region, developers are encouraged to present their affordable housing proposals using both AMI and the corresponding, qualifying income ranges.

Community members have expressed the need for larger unit sizes of two, three and four bedrooms appropriate for families. A unit mix including higher numbers of family-sized units will be considered more highly advantageous.

DND and BPDA affordability requirements require owner occupancy of income restricted homeownership units and prohibit subleasing of income restricted rental units. On this proposed property site, DND and BPDA will also require that market rate rental units have rental periods of at least one year. Market rate rental units will also be subject to sub-leasing restrictions, prohibiting either short-term rentals or rental services. All housing developments utilizing City funds or City land must comply with the City's Affirmative Marketing Program requirements.

Please note that since this Property is in the vicinity of the Whittier Choice Neighborhoods program, this HUD funded initiative seeks not only to rebuild the existing Whittier BHA development, but also to deconcentrate poverty and invest in the people and places surrounding Nubian Square. Because the initiative includes enhanced assistance for target area homebuyers, the Boston Housing Authority (“BHA”) and BPDA are encouraging the creation of homeownership opportunities in nearby developments. If rental units are proposed, project-based Section 8 vouchers may be available to assist with more deeply affordable units. Proponents should contact Andrew Gouldson at the BHA at [Andrew.Gouldson@bostonhousing.org](mailto:Andrew.Gouldson@bostonhousing.org) for more information.

### Sustainable, Resilient, and Healthy Development

According to Climate Ready Boston, 2016, the City’s comprehensive climate vulnerability and preparedness study, the Roxbury area is at risk for multiple climate change-related hazards.

- Already prone to flooding from heavy rainfall, 180 acres of Roxbury will be exposed in major flooding events later this century. Stormwater flooding already occurs in Roxbury with Melnea Cass Blvd often impacted. Even a few inches of road flooding can block access to essential services.
- Climate change means hotter temperatures in Roxbury especially areas with more asphalt, impermeable surfaces, and less tree cover. This is due, in part, to urban heat island effect.
- Roxbury has some of the hottest summer temperatures and a high percentage of community members who may be more at risk of heat stroke, including low-income individuals, older Bostonians and children, and those dealing with medical illnesses.

The community has specifically identified increased extreme heat conditions as a leading concern and seeks proposals that reduce Heat Island conditions in the Nubian Square area and development site. In order to mitigate the effects of climate change for the Roxbury community, proposals should preserve as much of the existing green space and tree canopy as possible, as well as mitigate urban heat island effects through the creation of new green open spaces and expanded public realm (street-lined streets) on the site to

serve the existing and anticipated community for which this development will become a benefit.

The presence or absence of urban nature—and its myriad benefits—is often tied to a neighborhood’s income level, resulting in dramatic health inequities. Trees are one of the most overlooked strategies for improving public health in cities. Trees are effective at capturing airborne pollutants, providing shade, and reducing urban heat island effect. They have been shown to intercept large volumes of rainwater and this can significantly reduce stormwater runoff volumes. Preservation and planned expansion of opportunities for mature trees to thrive on site is paramount, as older trees have greater potential to store carbon, absorb stormwater, reduce heat island effects, and slow climate change. Proposals that preserve consolidated, connected green open space(s) on site and to connect to other green open spaces on neighboring sites, and either preserve or enhance tree canopy for the development’s anticipated users and use by existing neighbors, will be viewed more favorably than those that do not.

Additionally, Proposals should support and exemplify the community’s and the City’s goals for sustainable, resilient and healthy new construction, including City of Boston’s 2050 Carbon Neutrality commitment. Proposals should target net zero energy or net zero carbon performance. New buildings should be designed as green low energy all electric structures that prioritize enhanced building envelope solutions and passive system strategies, and that are optimized for and include onsite solar renewable energy generation. As necessary projects should identify off site and procured renewable energy solutions sufficient for achieving net zero carbon emissions. Proposals should include strategies that extend beyond the specific development site and enhance the sustainability, resiliency, and health of the surrounding community.

See “Open Space/Public Realm/Public Art” and “Resilient Development and Green Building Design Guidelines” below for detailed guidelines.

## Development without Displacement

Proposals must describe measures they will take to avoid displacement of existing residents of the Roxbury neighborhood. As part of their submission, Proponents must include a narrative describing how their proposal supports the community's goal of "development without displacement." Proponents must discuss how their proposed development will assist the current residents of Roxbury to afford to remain living in their community and to find pathways to economic opportunity. Such discussion should address the affordable housing production goals of the project and how the proposed rents and sale prices meet the needs of Boston and Roxbury residents. This discussion should also identify how the development's composition of unit sizes meets the needs of the community. Community members have suggested that larger unit sizes (two, three and four bedroom units) are needed for local families, while smaller unit sizes may be appropriate for seniors.

The Proponent should include details on its development team's track record of supporting projects and policies that promote development without displacement and should discuss their experience with preventing eviction of tenants when acquiring, developing and operating property. The Proponent must disclose if the proposed development will result in the direct eviction of any current tenants, being aware that such a situation will detract from the advantageousness of its proposal.

Proponents are encouraged to use the [Housing and Household Composition Community Profile tool](#) to tailor proposed affordability levels, bedroom composition, etc. to the specific needs of the neighborhood.

Community members have expressed interest in innovative strategies to support community stability such as cooperative ownership, land trust participation and rent-to-own strategies. Proponents are encouraged to include these and any other innovative strategies to prevent displacement.

### Diversity and Inclusion

The City of Boston and the BPDA are strongly committed to ensuring that the disposition of BPDA properties provide opportunities for wealth-creation and

workforce participation for businesses and individuals who have historically been underrepresented in real estate development.

Due to its size and importance as a development site, the Property presents a transformative opportunity for smaller, local, and minority- or women-owned businesses to participate in the development, build wealth, and build capacity for future projects. Prior to the release of this RFP, the BPDA conducted outreach to the development community to learn how the BPDA could support the involvement of under-represented developers and other firms in the development of P-3.

The main feedback received was the following: Given the size of the parcel, smaller developers with more limited resources felt that they lacked the full capacity, expertise, and financials to be sole developer of the Property, but would be able to contribute as a co-developer of a portion of the parcel. A comprehensive vision for the site as whole is also critical to its success.

Therefore we strongly encourage submissions from partnerships which include a lead developer entity and co-developers focused on each portion of the parcel. Joint venture partnerships between large, experienced firms and smaller businesses are among the best practice mechanisms for achieving this mission. Developers may consider forming partnerships with firms owned by or supporting economically disadvantaged populations to further their commitment to advancing inclusive economic growth in the City of Boston.

In addition to ownership structure, the BPDA expects proposals which 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 but not limited to:

- pre-development (ex. development entity, ownership, equity and debt investment, design, engineering, legal, other consultants);
- construction (ex. general contractor, sub-contractor, trades, workers performing construction); and

- ongoing operations (ex. building tenants, facilities management, contracted services)

The BPDA is providing the following resources to support the formation of diverse teams which we encourage proponents to take advantage of:

- **Networking and Partnerships:** The BPDA is maintaining a list of developers and other businesses who have expressed interest in partnerships. The list can be accessed [here](#) and is continuously updated. To be added to this list, fill out [this form](#). There will also be opportunities to make connections with developers and other businesses interested in the Property at the pre-proposal conference referred to in Section 1.
- **Funding Resources:** A list of public funding resources is included in Section 4. The Builders of Color Coalition have also compiled a list of private funders with programs that support smaller developers, which can be accessed [here](#).
- **Best Practices:** See Appendix A for a best practices checklist which include steps that commonly lead to more diverse development teams.<sup>[MM3]</sup> Examples of strong Diversity and Inclusion Plans from previous successful RFP submissions can be viewed [here](#).

### Partnership Opportunities with Boston Public Schools

The Property is adjacent to two key educational resources for Boston students: Madison Park Technical Vocational High School and the John D. O'Bryant School for Math and Science. The Proponent will be expected to include thoughtful, robust partnerships integrated throughout all phases of development to provide benefits to students. At a minimum, proposals should include a construction apprenticeship program for Madison Park students. Depending on the proposed uses on the Property, there may be potential for long-term training and educational programs/partnerships

### Community Benefits

Proponents must also describe specific contributions that will ensue as a result of their proposed redevelopment of the Property that are above and

beyond the development objectives described above. These contributions should bolster the PLAN: Nubian Square vision through direct support of programming, creation of institutions, financial support of existing institutions and furthering direct initiatives that will promote and maintain the underlying vision of the community as articulated in this RFP and in the RSMP. Community benefits could take many forms, such as:

- incorporating specific uses into the proposal such as cultural, arts, entertainment and performance uses;
- furthering initiatives that foster the incubation of new entrepreneurs and educational opportunities that prepare local residents and young adults for future career opportunities; and
- contributing seed funding and organizational support to existing local and/or non-profit organizations including organizations that support business improvement or the cultural district within Nubian Square.

In order to achieve the development objectives of housing affordability, good jobs, economic development opportunities and development without displacement as set forth in this RFP, there may need to be a significant contribution of city resources. Therefore, proposals that rely heavily on government subsidies to achieve the development objectives may lack sufficient additional resources to commit to such community benefits.

Regardless, all proposals must submit a community benefits narrative to discuss the overall community contribution that will ensue from their proposed development.

## Design Guidelines

This development is subject to both [BPDA Development Review Guidelines<sup>2</sup>](#) and [DND Development Review Guidelines<sup>3</sup>](#) as well as the guidelines set forth below. All guidelines are reflective of the PLAN: Nubian Square community

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<sup>2</sup> <http://www.bostonplans.org/projects/development-review>

<sup>3</sup> <https://www.boston.gov/departments/neighborhood-development/neighborhood-development-housing-policies>

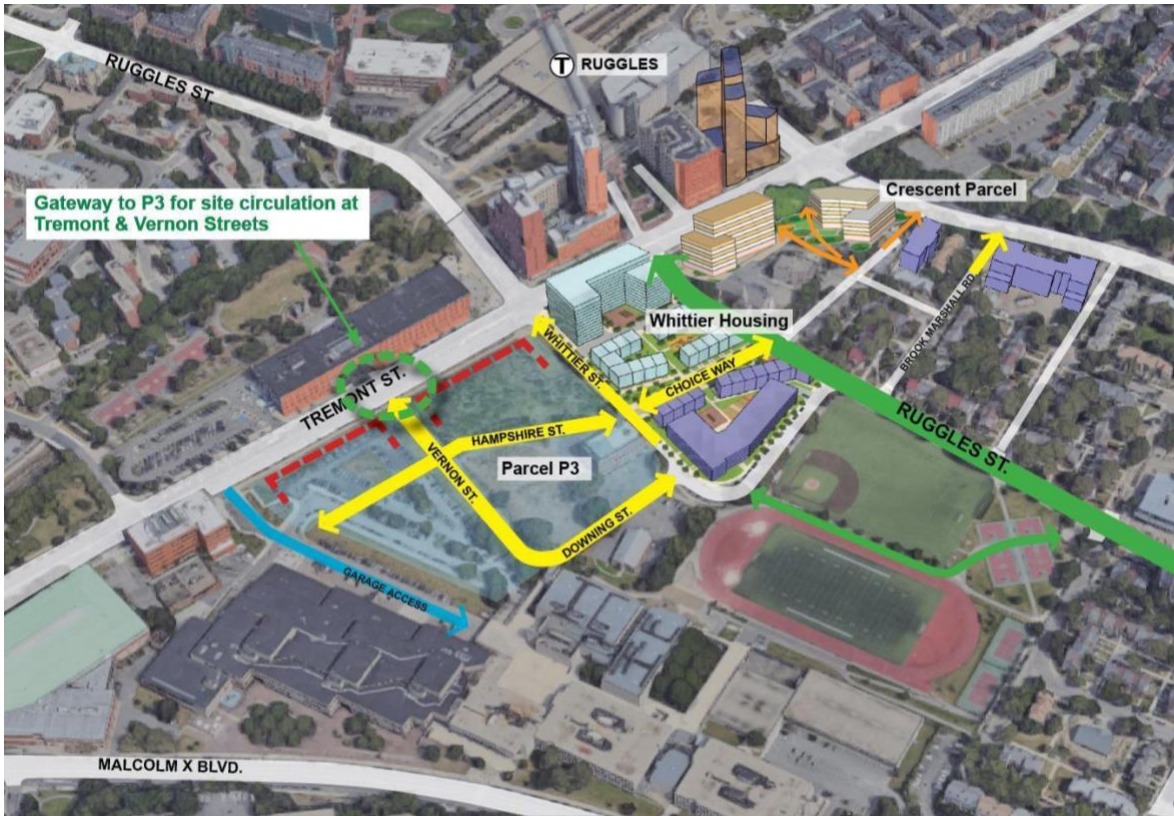


engagement process and are set forth to ensure that submitted proposals are in alignment with community desires.

### Planning and Urban Design Context

The Parcel P-3 is part of the “Ruggles Cluster” that is composed of the multiple transformative development opportunities for the relatively extensive area along Tremont Street and Melnea Cass Boulevard. This includes the development of other publicly owned sites identified through the PLAN: Nubian Square planning initiative including the nearby Crescent Parcel as well as the redevelopment of the Boston Housing Authority’s Whittier Street housing complex through the Whittier Choice Neighborhood Initiative. The redeveloped Whittier complex respects both the larger, taller scale along Tremont Street through the construction of the 12-story Phase 3 building while the low-rise multi-family buildings and townhomes deeper into the site reflect the more moderate low-rise scale of the neighborhood to the rear of the site. In recent years, Northeastern University has constructed or proposed several taller buildings across Tremont Street as they have expanded their footprint in the community.

Redevelopment of Parcel P-3 is required to play an integral role in ensuring the compatible transition in urban form and scale among the other redevelopments along the frontage of Tremont Street and Melnea Cass Boulevard including the Crescent Parcel, Whittier Street housing, the Madison Park in-fill housing development site, and the Whittier Street Health Center. The illustrative diagram below is meant to capture the key urban design principles, such as visual and physical connections, a connectivity network, development edges, and open spaces.



**Figure: Planning & Urban Design Context**

### Access, Circulation, Connectivity and Continuity

The new development must be oriented strategically to make easy connections through the building or site to nearby community amenities such as transit stations, landmarks and public parks as well as create and strengthen major public corridors to enhance pedestrian activity, encourage use of public transit, and promote bicycle use, and must provide secure on-site bike storage for all users and residents. The parcel must be divided thoughtfully by connections in order to provide meaningful access to the public realm and an integrated urban fabric. In alignment with Go Boston 2030, the City is seeking to reduce car dependency by right-sizing the parking supply, providing convenient access to Bluebikes and bike parking, offering a suite of transportation demand management strategies, improving pedestrian amenities, and encouraging public transportation use. The proposal should knit into the fabric of the Roxbury residential

neighborhoods and provide clear pathways between recreational opportunities, programs, and community resources.

## 1. RELATED TRANSPORTATION PROJECTS

There are adjacent transportation infrastructure improvements that will be occurring near and adjacent to the Parcel 3 site. Thoughtful coordination and consideration needs to be given to these projects in order to allow for a successful street network for all modes of transportation. All transportation analysis and site design should be done considering the reduced capacity for vehicular traffic on these corridors.

- **Columbus Avenue/Tremont Street**

- **Phase 1: Between Franklin Park and Jackson Square:**

Scheduled for completion in 2021, center-running bus lanes and stations will be installed on Columbus Avenue between Walnut Avenue (at the northern edge of Franklin Park) and the Jackson Square Orange Line station.

- **Phase 2: Extension of Columbus Avenue/Tremont Street Bus**

**Lanes:** The Boston Metropolitan Planning Organization approved funding of \$15 million to support the extension of dedicated bus lanes from Jackson Square to Ruggles Station. In addition to improving bus transit service, this project will include improvements to pedestrian safety and connections, public realm enhancements, green infrastructure and street trees. This project anticipates potential implementation by 2023. This project may design and build connections that will directly support the P3 site including but not limited to a signalized intersection at Vernon and Tremont.

- **Malcolm X Boulevard:** The MBTA and City of Boston have identified Malcolm X Boulevard between Nubian Square and Tremont Street as a corridor slated for installation of dedicated bus priority. This project began a public process in 2021.

- **Nubian Square Complete Streets:** Nubian Square Complete Streets is a two phase project aimed to modernize existing conditions and

bolster ongoing municipal public and private investment projects in Nubian Square to improve traffic and parking, conditions for buses, pedestrians and bicycles, and improve the overall safety, accessibility and beauty of the streets and sidewalks. Phase I is currently under construction on Dudley Street. Phase II is scheduled to start in 2022. The City has invested over \$1 million in design, along with construction funding of approximately \$12 million. The limits of work are generally bounded by:

- Dudley Street between Shawmut Avenue and Harrison Avenue
- Washington Street between Shawmut Extension and Ruggles Street, and
- Warren Street between Kearsarge and Washington Street

## **2. BIKE SUPPORT**

- The proposed development should encourage bike and public transit use and must provide secure on-site bike storage for all users and residents, in compliance with the Boston Transportation Department's Bicycle Parking Guidelines. The proponent should expect to comply with the requirements for short- and long-term secure bike parking.
- The proponent should expect to provide space at a minimum of one 19-dock Bluebikes station. Additional stations may be required and will be calculated based on rates determined by the Bike Parking Guidelines that are reliant on the programming and land use of the site. The siting of this station will be decided upon through conversations between the Proponent, the BPDA, and Boston Transportation Department.

## **3. TRANSPORTATION DEMAND MANAGEMENT**

Proponents should comply with the Boston Transportation Department's Transportation Demand Management Menu of Options. All efforts should be aligned with the goal to reduce car dependency and encourage and promote public transit and bicycle use.

#### 4. STREET CIRCULATION

1. All streets must be designed and built to the Boston Public Works Design Standards, and consistent with Complete Street Guidelines. This will require additional dimension to incorporate all elements of a Complete Street. We envision that a proposed 70-foot right-of-way for some or all of Hampshire and Vernon Streets would reserve enough dimension to provide a flexible cross-section to accommodate both public realm program (retail, furnishing, and parking zones) and mobility connections (pedestrians, bikes, and vehicles), rather than the existing 40-foot right-of-way that currently exists .
2. Safe street design is critical. Elements of the City of Boston [Street Safety Toolkit](#) are encouraged to be thoughtfully included in proposals, especially including high visibility crosswalks, curb extensions, and clear corners. Streets should be designed as “slow street” to minimize travel speeds. Streets should be used for site connectivity, and designed in a way that does not support cut-through traffic.
3. Safety, views, and ease of navigation must be promoted in the site design. Night safety is a particular concern of some neighborhood residents, so structures must be designed with clear sight lines, and the exterior lighting design must create well-lit open spaces and streetscapes without dark pockets at night.
4. Development should reinforce the street connectivity by aligning its pedestrian and vehicular circulation with the existing and or proposed street designs. Site circulation must take into consideration the abutting properties at Madison Park High School, Madison Park Playing Fields, The Good Shepherd Church of God in Christ, Whittier Street Health Center and Whittier Street Housing.
5. The existing and paper streets adjacent to and on the site can be used as access points from Tremont Street. These streets are titled Vernon, Hampshire, and Whittier. No new access points on Tremont Street will be created separate from these.

- a. The frontage on Tremont Street is planned to be redesigned as part of a separate Boston Transportation Department project. This frontage should expect widened and improved sidewalks, accessibility, and landscaping. The right-of-way is expected to be widened by a Highway Easement by 11 feet, assuming the parcel numbered 0902980075. Should this Highway Easement not be enacted, there may be opportunity for potential programming of this space as a part of the public realm in the form of retail cafe spaces, an enhanced furnishing zone, or additional open space.
6. Driveway access must be preserved for the Whittier Health Center and the Madison Park school garage. The proponent must ensure that there is enough dimension for safe 2-way operations that is not impeded by parking or curbside activity. The portion of this driveway between the existing garage access point/BPS driveway and Hampshire Street must be preserved for solely Boston Public School use.
7. Not all paper streets are required to be built. Streets may be realigned to provide improved connections, with the exception of a major relocation of Hampshire Street. It may be acceptable to omit a street or section of street should the proponent provide a reasonable explanation that it is deemed not necessary for their operations and circulation. The proponent must provide an analysis and explanation for omitting a street and this must be approved by the Boston Transportation Department and the BPDA. Portions of the streets may be realized for other purposes, or modes of transportation other than vehicular travel. These could include pedestrian and bike connections, loading and unloading activities, and/or shared streets.
  - a. Certain portions of the street network, however, are strongly encouraged to provide 70 feet of dimension for the right-of-way to realize a flexible Complete Street standard on the site. These include Hampshire Street from the Whittier Health Center



Driveway to Vernon Street, and Vernon Street from Tremont Street to Hampshire Street.

- i. A strong proposal is suggested to include a right-of-way dimension of 70-75 feet for these portions of street. See Appendix A for suggested example cross sections. Alternative 1 and Alternative 2 can be found for suggested cross sections for these portions of the street (Hampshire Street from the Whittier Health Center Driveway to Vernon Street, and Vernon Street from Tremont to Hampshire Street). The programming of this right-of-way space is subject to BTD and BPDA discretion. If the proponent intends to install other street elements, like street parking, additional dimension should be provided in excess of the reserved 70-75 feet. Street parking is strongly encouraged to be on only one side of the street, if included.
  - ii. Portions of the 70-foot dimension may be relinquished through negotiation, if the developer can demonstrate why it might not be needed. There may be instances where 70 feet may not be required, and will be determined at the discretion of the BPDA and BTD.
- b. A minimum of 42 ft is required for all other paper street right-of-ways. These streets include Downing, Hampshire Street between Whittier and Vernon, and Vernon Street between Hampshire and Downing. Example cross sections for these streets can be found on the attached Appendix and titled Street Type B. Portions of this right-of-way use may be altered subject to BPDA and BTD discretion.
  - c. A 30 foot setback should be provided on Whittier Street. Example cross sections for the programming of the setback can be found in the attached Appendix. This dimension may be required for circulation changes at the subject of BPDA and BTD discretion, and pending other realized access points.

- d. In the event that public streets are not built or realized, the status of those public streets will need to be discontinued through the Public Improvement Commission, unless utilities currently exist under the streets in question.
8. Hampshire Street, which runs parallel to Tremont Street, must be kept open as a public way and cannot be significantly realigned due to underground utilities that would render it economically infeasible.
- a. Hampshire Street is a paper street that extends from the Madison Park driveway to Whittier Street. An extension of Hampshire is currently being explored that would extend the public right-of-way connection to Tremont Street from at the Madison Park High School driveway, over the Whittier Street Health Center Driveway on an adjacent BPDA parcel not currently included in the P3 project. This would resolve existing challenges with this access point by altering the location of the terminal point of Hampshire Street from its existing terminus at the Whittier Health Center Driveway, to instead extend and connect to Tremont Street. Depending on the evolution of this process, the proponent may be responsible for the completion of this public right-of-way network through the Public Improvement Commission process.
  - b. It is possible to propose slightly adjusting Hampshire Street alignment to better connect it with abutting sites and specifically with the Whittier Choice Neighborhood to the north, as long as the land over the Stony Brook Connector is not built upon. Minor realignment is also feasible on the south where it connects with the current Whittier Health Center and BPS driveways.
  - c. Due to the subsurface utilities under Hampshire Street, no structures can be built above Hampshire Street. Additionally, no trees may be planted above the utility in order to preserve access.
9. The addition of a signalized intersection on Tremont Street at Vernon Street is planned to be implemented by the Boston Transportation



Department. The concept still needs to be coordinated with the community. The proposed project plans to design and build this signal external to this RFP process through a separate City/State project, but will be estimated to be built by 2022.

- a. This signal is expected to construct the first 10-30 feet of Vernon Street off of Tremont Street. The scope of the project will include pedestrian ramps, crosswalks, signal equipment, and a curb cut for Vernon Street.
- b. In the event that this signal is not built by the Boston Transportation Department, the proponent is responsible for designing, funding and implementing the signal, with BPDA, PWD, and BTD's approval.

10. Vernon Street faces a grade change. The proponent needs to present a solution that appropriately addresses and accommodates this grade change.

11. Realize Downing Street to create safe and legible connection to the Madison Park playing fields and the existing Church parcels.

- a. The site is strongly encouraged to formalize Downing Street into a minimum 42 ft public right of way, in particular if the Church parcels are incorporated into the P3 project. The existing layout of Downing Street is approximately 24 ft wide.

## **5. LOADING**

1. Entrances to off-street loading areas (loading docks, waste pickup, and other areas often required for the efficient operation and maintenance of a building site) should be no larger than necessary in order to minimize the impact on the public realm and enhance safety for all roadway users.
2. Service loading and unloading facilities should be located off-street and screened and buffered from view. They should be designed to prevent truck back-up maneuvers in the public rights-of-way.
3. Seamless street wall facades enhance the building and streetscape aesthetically. Garage doors and loading area entrances that

interrupt a continuous building facade reduce the opportunity for street level retail and other active ground floor uses. All efforts should be made to put the activity in a place that limits its impact, as well as minimizes its size. The BPDA encourages proponents to strive for only one vehicular entrance and one associated curb cut for a building. This singular access point will ideally allow access for vehicles loading and unloading, as well as to parking areas for passenger vehicles. A maximum curb cut width of 20 feet for two-way operational driveways is appropriate. No loading, parking or other curb cuts independent of the existing paper streets should be considered on Tremont Street.

4. Many development projects anticipate having several different types of loading vehicles serving the site over the life of the project. If designated, an analysis must be performed regarding the anticipated size and relative frequency of each loading vehicle intended to access the site. Turn radius diagrams should be provided to the BPDA.
5. Wherever feasible, the loading drive access point(s) should be on the side or at the rear of the site, and preferably connecting to a side street or alleyway to maintain uninterrupted sidewalk on the primary street. Coordination must occur with BPDA and other City agencies to determine appropriate placement of these access drives with relation to intersections including both signalized and unsignalized.

## **6. PARKING**

1. The Proponent should aspire to make parking entrances no larger than necessary in order to minimize the impact on the public realm and enhance safety for all roadway users. Minimizing the size of parking entrances will enhance sidewalk accessibility, improve the public realm, allow for other on-street uses, and improve building architecture. Proposals with parking areas with fewer than 50 cars can be considered for one drive aisle and a maximum driveway width and curb cut of 10 feet.

Proposals with parking areas housing over 50 parking spaces should consider a two-way drive aisle and a maximum driveway width and curb cut of 20 feet.

2. It is not required that each individual building on the project site have parking, nor parking access. Shared and consolidated access to minimize the curb cuts and impact on the public realm are highly encouraged.
3. The proposed development must provide 75 parking spaces for Whittier Street Health Center. It is suggested that this parking be provided in the Southwestern quadrant of P3, closest to Whittier Health Center. If parking is not provided on that part of the parcel, then it is suggested that the parking be provided within a reasonable distance to the Whittier Street Health Center itself. Proposals should consider the circulation patterns with respect to garage access related to the understanding of any needs for patient pick-up and drop-off activity for Whittier Health Center.
4. Parking needed for the uses on the site must be provided on site. Parking on site, beyond meeting the parking needs of the Whittier Health Center is acceptable as necessary. The parking supply proposed should comply with and not exceed the draft Boston Transportation Department Parking Maximum Guidelines. Those parking maximums for this site are detailed below:

<b>Land Use</b>	<b>Parking Maximum (per unit or per 1,000 square feet)</b>
Residential - Rental	0.5
Residential - Condo	0.75
Hotel	0.20

Retail < 5,000 sq ft	0.25
Retail > 5,000 sq ft	0.50
Office	0.50
Institutional - Medical Clinic	0.50
Institutional - R & D/Labs	0.25
Institutional - University/College	0.20
Industrial/Manufacturing (per 2,500 sq ft)	0.35

5. Any structured parking must be well designed and buffered with residential or other uses that limit visibility of the garage use from the public ways. It is strongly preferred that the parking be below grade and that no off-street surface parking be included in this proposal.
6. Creative and innovative alternatives are encouraged to minimize the need for the creation of additional parking square footage. Strategies could include the installation of hydraulic parking lifts within proposed buildings, etc. Consider shared parking strategies that maximize off-hours use of commercial parking spaces (for use by residents and other establishments) and minimize the overall need and cost for off-street parking.
7. Selected projects will be required to undergo a transportation/traffic study as part of the Article 80 Review process. If multiple sites in the PLAN: Nubian Square disposition process are being designed at the same time, the project studies will be combined to ensure an accurate and comprehensive analysis. Proponents are encouraged to coordinate with other area developments undergoing pre-

construction and construction activities on both privately and publicly owned sites.

8. The proponent must make reasonable attempts to comply with the Boston Transportation Department's Electric Vehicle Readiness Policy for New Large Developments. This requires that 25% of their parking spaces be equipped with electric vehicle charging stations and the remaining 75% be ready for future installation.

### Massing, Height and Orientation

Building heights should be thoughtfully designed to reinforce the surrounding physical characteristics. Proposals that include exceptionally taller heights above 150 feet must clearly demonstrate the greater benefits to the community. A variety of setbacks and building heights should be employed to create volumes that are articulated, varied and dynamic, reinforcing special views and corridors and existing street wall conditions. Massing and buildings should be modulated to reduce the appearance of size and carefully articulated to fit well into the surrounding neighborhood and context.

Uses requiring taller heights, such as lab or commercial, should be concentrated closer to Tremont Street. Heights should step down towards the rear of the parcel. An overall height limit of 150 feet is expected, and development proposed for the portion of Parcel P-3 located at the corner of Whittier and Downing Streets should be compatible with the Whittier Street Housing Development in terms of the height and building types.

Any separation of buildings should be designed using a network of pedestrian streets and/or programmable open spaces to provide visual relief and building porosity in particular along Tremont Street.

The scale of the development should be modulated through the creation of discreet building blocks that respect the surrounding street and block patterns and building types. Building massing should be configured to allow natural light down the street and into open spaces that are internal and

external to the building(s). The proposed interior program should be shaped to make use of natural light within the design of the building(s).

A selected project may need to perform wind tunnel testing as part of the Article 80 Review process due to a building's height, relative height, or context. All projects should consider wind patterns at the surrounding pedestrian level while developing their proposal's massing.

### Contextual Architectural Design

1. Buildings should echo the identity of Nubian Square by recognizing its rich cultural and architectural history through careful consideration of appropriate, high quality building materials and façade expression. In this vein, Proponents should thoughtfully consider the historical and social context of Nubian Square, as well as recent building precedents, in order to design an exterior façade style that will transcend time.
2. Architectural detailing (windows, doors, exterior cladding, masonry, etc.) must be contextual, compatible with other area buildings, attractive and should be executed using materials of the highest quality. Materials usage should strive to ground the building in the present and convey stability into the future.
3. Designs should express the distinction of retail, commercial, and other public uses at the ground level in order to activate the edges of the street and help define the character of the neighborhood along Tremont Street as well as portions of Vernon and Hampshire Streets as neighborhood main streets. Designs should express community, amenity, and residential uses that may be more appropriate along portions of Hampshire, Vernon, and Downing Streets that are more interior to the site.
4. Proposed buildings must maintain the continuity of the street wall and provide a high percentage of transparency at the ground level to achieve a continuous and engaging pedestrian experience along Tremont, Hampshire, and Vernon Streets.

5. Disposal areas, accessory storage areas or structures and dumpsters should be placed at the rear of the building(s) and must be appropriately screened from view.

### Open Space/Public Realm/Public Art

The quality of the public realm surrounding any new development plays a significant role in shaping the everyday experience of a district, and providing an opportunity for new and existing users to convene. All exterior spaces must be well-maintained throughout the life of the project for the benefit of the neighborhood. Landscape strategies should include the following to foster a sense of place, keeping in mind the context of area as a designated cultural district:

1. The proposed open space must sufficiently support the mix of uses proposed, as different uses bring varied levels of density. At its current density, Roxbury only provides 3.7 acres of open space per 1,000 residents. Retaining an appropriate balance between open space and users will be essential as this neighborhood densifies. Larger, consolidated open space is preferred over several smaller open spaces.
2. Proposed open space program shall be complementary to the existing open space network within the neighborhood. Proposals should consider what already exists in the neighborhood and how new open space can be added to support both existing nearby users and new users that will come with the development. Open space siting should be guided by an environmental analysis that considers advantageous sun exposure, building shadow impacts, and compatibility with adjacent uses.





**Figure: Open Space & Pedestrian Connectivity**

3. Proposals shall provide 20,000 SF of consolidated open space on the corner of Tremont St and Whittier St. This open space location will serve as a key connection to the Southwest Corridor Park, create a shared asset between the future buildings and the Whittier Choice Housing development, and offer access to green space and sky along the dense Tremont streetwall.
  - a. Building frontage along the park must contain active uses.
  - b. No below-grade parking shall be located under the new open space.
4. Proposals shall provide a robust tree canopy along sidewalks and in open space, in addition to striving to preserve existing mature trees where possible. In February 2021, the City of Boston initiated the Urban Forest Plan (UFP). The goal of the UFP is to promote growth, longevity, and protection of Boston's urban canopy over the next 20



years, and to create a framework for expansion and modification for projected future conditions including climate change, development, and other factors. Roxbury is particularly at risk for higher temperature and intense heat waves due to the lower percentage of tree canopy and the resulting urban “heat-island” effect. Proposals should address tree equity with a robust tree planting plan.

5. Utilize innovative landscape design, installation of temporary, permanent and interactive public art in open spaces and the public realm to build and maintain a vibrant and enlivened streetscape. Include a mix of distinctive street furniture (benches, street trees) and wider sidewalks that allow for public and semi-public active spaces, creating a continuous public realm experience along Tremont Street.
6. Use open and green spaces, internal sidewalks and/or streets to break and organize development on the Property. If open spaces such as courtyards or gardens are included, the community has expressed a preference that those open spaces be open to the public to the extent possible.
7. The public realm shall be designed to connect the P3 parcel to the existing fabric of the neighborhood (i.e. provide connectivity to Whittier Choice Housing, the Crescent Development Parcel, the Madison Park complex, and a stronger connection to the Southwest Corridor Trail). Pedestrian scale amenities and connections should be emphasized to shift this neighborhood away from its automobile oriented, large block character to one that encourages walkability and active streets.
8. The public realm shall consist of a robust street network that complies with Boston Complete Streets, providing generous and accessible pedestrian zones, a robust greenscape and furnishing zone, and an activated frontage zone. Buildings should setback as required to create a high quality public realm; building overhangs or cantilevers over public realm or open space are strongly discouraged.

9. Provide as much green space as possible. Utilize attractive and well maintained plantings throughout the site, with plants that are appropriate to the region, to all seasons and are irrigated with collected storm or gray water. Plant trees that will form tree canopies; incorporate neighborhood gardening opportunities; and include rooftop gardens to help to reduce the heat island effect.
10. Advance the goals of the Roxbury Cultural District to find and recognize Roxbury's cultural assets, and create tools, strategies, resources, and public and shared spaces that elevate the arts in Roxbury.
11. Provide public art that is expressive of the rich cultural history of Nubian Square and well integrated into the design of the public realm.

### Resilient Development and Green Building Design Guidelines

Proposed projects should support the community's and City of Boston's Carbon Free, Climate Resilient, and Healthy Community goals including the 2019 Carbon Free Boston report and DND's Zero Emission Buildings guidebook for affordable housing projects. [See Article 37 Green Building and Climate Resiliency Guidelines](#) for additional information.

Proponents should be aware of the City's climate change preparedness and citywide resilience initiatives which guide the City of Boston's efforts to address climate change, available here: [Climate Ready Boston 2016](#). Based upon this study, the Roxbury area is subject to multiple climate change related hazards. Proposed projects should include innovative, forward thinking resilient building and site strategies to eliminate, reduce, and mitigate potential impacts, as follows:

- 1. Greenhouse Gas Reduction:** Proposed projects should exemplify Mayor Walsh's Carbon Free 2050 goals by striving for zero carbon or positive energy performance. New buildings should be designed as low-energy structures with an enhanced envelope and efficient systems, includes on-site renewable energy and identifies off-site

renewable assets, credits or certificates sufficient for achieving zero carbon emissions. Projects should assess these strategies in a first and life cycle cost analysis.

- 2. Higher Temperatures & Heat Events:** Proposed projects should reduce heat exposure and heat retention in and around the building. Strategies should include the use of higher albedo building and paving materials and increased shade areas through landscaping, expanded tree canopy and shade structures. Consider the inclusion of Green Roofs with plantings, especially for smaller sites that may include less open space.
- 3. More Intense Precipitation:** Proposed projects should integrate strategies to both mitigate the impact of storm water flooding to the site and reduce the Property's contribution to storm water flooding in the neighborhood. Strategies should focus on pervious site materials, enhanced landscaping and Low Impact Development measures to capture and infiltrate stormwater.
- 4. Rising Sea Levels:** Proposed projects should reduce risks of coastal and inland flooding through elevating the base floor, critical utilities, mechanical systems and infrastructure above the appropriate BPDA Sea Level Rise – Design Flood Elevations (“SLR-DFE”). Proposed projects should utilize wet flood proofing strategies and materials for any spaces below the SLR-DFE and relocate vulnerable uses to higher floors.
- 5. Sheltering in Place:** Proposed projects should provide for a cool/warm community room and essential systems to allow for extended sheltering in place and accommodation of local residents during an extreme weather event or an extended disruption of utility services.

Green buildings support a comprehensive approach to addressing the adverse impacts of the built environment and to promoting human health and the wellbeing of our communities. **Accordingly, proposed projects are strongly encouraged to include the following items. Proponents should**

**describe in their design narratives how each consideration will be incorporated into their proposed project.**

1. **Green Buildings:** Achieve and surpass the United States Green Building Council's ("USGBC") requirements for LEED Platinum Certification with a minimum requirement of LEED Silver Certification. Projects should be registered upon tentative designation and certified by the USGBC within one year of construction completion.
2. **Integrated Project Planning:** Include a LEED Accredited Professional(s) with the appropriate specialty(s) and, for residential uses, a LEED Homes Rater. Proposals should describe the team's approach to integrated project planning, including the use of preliminary and whole building energy modeling.
3. **Site Development:** Employ strategies to eliminate construction phase environmental impacts including off-site tracking of soils and construction debris. Site designs should include strategies to reduce heat island and storm water runoff impacts, and promote area natural habitats.
4. **Connectivity:** Promote and support non-personal vehicle means of travel including walking and bicycling, public transit, and reduced personal vehicle travel. Strategies should include easily accessible, secure and enclosed bicycle storage space (see [Boston Bicycle Parking Guidelines](#)), shared parking, transit pass programs, and car and bike share programs. Other elements that promote connectivity include open space courtyards with landscaping and seating, desire-line footpaths, public viewing areas, and communal gardening spaces.
5. **Water Efficiency:** Minimize water use and reuse storm and wastewater. Strategies should include low flow plumbing fixtures; rainwater harvesting for gardens and building systems and ground water recharging; and drought resistant planting and non-potable water irrigation.

6. **Energy Efficiency:** Minimize all energy uses with a priority on passive building strategies. Small residential buildings should target a HERS Index of 40 (based on a current Commonwealth of Massachusetts Stretch Code of 55). Large residential/commercial buildings should target modeled performance 25% below the current Commonwealth of Massachusetts Stretch Code.
  - a. Passive building strategies should include building orientation and massing; high performance building envelopes that are airtight, well insulated, have appropriate window to wall ratios, and include high efficiency windows and doors; and natural ventilation and daylighting.
  - b. Active building strategies should include Energy Star high efficiency appliances and equipment, dedicated outside air systems with energy recovery ventilation, air and ground source heat pump systems for building thermal conditioning and hot water systems, and high efficiency LED lighting fixtures and advanced lighting control systems and technologies.
7. **Renewable, Clean Energy Sources and Storage:** Include and maximize the potential for onsite solar PV. Additionally, clean energy (e.g. combined heat and power), electric battery, and thermal energy storage systems should be considered.
8. **Energy Efficiency Incentives:** Fully utilize any available federal, state, and utility energy efficiency and renewable energy programs.
9. **Indoor Environmental Quality:** Provide high quality healthy indoor environments by utilizing strategies that include extended roof overhangs, proper ground surface drainage and non-paper gypsum board in moist areas; passive and active fresh air systems and active ventilation at moisture and combustion sources; building products and construction materials that are be free of VOC's, toxins, hazardous chemicals, pollutants and other contaminants; entryway walk-off mats and smooth floors that reduce the presence of asthma triggers,

allergens and respiratory irritants; and easily cleaned and maintained finishes.

10. **Materials Selection:** Include sustainably harvested and responsibly processed materials. Strategies should include products made with recycled and reclaimed materials; materials and products from responsibly harvested and rapidly renewable sources; and locally sourced products and materials (within 500 miles).
11. **Innovation:** Utilize both "off-the-shelf" products and practices as well as innovative strategies and "cutting edge" products to increase the sustainability and performance of the building.

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## Public Funding Resources

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Proponents may wish to pursue the following public sources of funding. Please note that this list is not comprehensive, and proponents may also want to seek additional sources.

### Community Development Financial Institutions

- Local Initiative Support Corporation, "LISC," Margaret Keaveny [mkeaveny@lisc.org](mailto:mkeaveny@lisc.org)
- Local Enterprise Assistance Corporation, "LEAF," Josh Glickenhau [jglickenhau@leaffund.org](mailto:jglickenhau@leaffund.org)
- Massachusetts Housing Investment Corporation, "MHIC," Deb Favreau [favreau@mhic.com](mailto:favreau@mhic.com)
- Dorchester Bay Economic Development Corporation, Neighborhood Business Loans ([link](#))

### State and Quasi-State Agencies

- Summary of state real estate development-oriented assistance programs ([link](#))
- MassDevelopment, David Bancroft, [dbancroft@massdevelopment.com](mailto:dbancroft@massdevelopment.com)

- Mass. Growth Capital Corporation ([link](#))

### **Other Business-oriented**

- Foundation for Business Equity, ([link](#)) Glynn Lloyd,  
g.lloyd@FBEquity.org
- Boston Local Development Corporation, ([link](#)) Bill Nickerson,  
bill.nickerson@boston.gov
- Jamaica Plain Neighborhood Development Corporation, Small  
Business Services ([link](#))



# 05

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## Minimum Submission Requirements

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Proposals must include the Submission Requirements set forth in this section. These Submission Requirements must also be submitted in accordance with the instructions set forth in Section 01 of this RFP. Omission of any of the required information may lead to a determination that the proposal is non-responsive.

### Development Submission

The following information shall be submitted in the written Development Submission. This is an opportunity for the proponent to convey how the proposed development will be a highly beneficial use of the Property that will be cost-effective, completed in a timely fashion, and provide options superior to those currently available to the community.

Please provide the following items as listed:

1. Introduction/Development Team:
  - a. Provide a letter of interest signed by the principal(s) of the proponent. This letter should introduce the development team and organization structure, including the developer, attorney, architect, contractor, marketing agent/broker, management company, and any other consultants for the proposed development. For joint ventures, the proponent shall provide a

copy of the Partnership Agreement detailing the authority and participation of all parties.

- b. Include all contact information for team principals, including full address, phone numbers and e-mail addresses.
- c. Developer Qualifications, Experience and References: A narrative supported by relevant data regarding qualifications and past experience with similar projects. Proponents must provide detailed descriptions of previous relevant work completed and the results or outcome of that work. Proponents shall also furnish three (3) current references including: names, addresses, e-mail addresses, phone numbers, and principal contacts in which the Proponent has provided comparable services. Include resumes for key personnel of the development team, including lead designers. Please emphasize past experience with mixed use facilities and the team's design portfolio examples.
- d. Proponents are strongly encouraged to include the formation of development teams which advance the mission of the BPDA to support the inclusive growth of Boston's economy. Describe in detail any joint venture partnerships between large experienced firms and smaller businesses that help to foster this mission.
- e. If applicable, explain the relationship(s) between the proponent and any third-party developers, subcontractors, or community partners that might influence the proponent's development plan.
- f. The proponent shall provide a listing/description of any lawsuits brought against the proponent or any principals of the proponent in courts situated within the United States within the past five years.

## 2. Development Concept:

- a. Describe the proposed development's uses and the total square footage of each use, along with a description of how the proposed uses and design will satisfy the Development Objectives of this RFP.
- b. Describe how the proposed development will benefit the surrounding community.
- c. Estimate the number of construction and permanent jobs that will be generated by the proposed development.
- d. Proposals must include a narrative of the community benefits supported by the development, including any benefits to the local community that are above those generated by the development itself.

3. Development Plan:

- a. Describe how the development concept will be implemented. The description should include a detailed timeline that lists all pre-development tasks from the date of Tentative Designation by the BPDA through loan closing and construction commencement. It should also indicate the start and end dates for each pre-development task.
- b. Provide a summary of the plan for the operation of the proposed development upon development completion. Include the anticipated annual costs, as well as the planned sources of funding.
- c. Provide an outline of all required regulatory approvals and a projected timeline to obtain these approvals. The proponent should note the currently applicable zoning districts, overlays and provisions that govern development of the Property and discuss the type of zoning amendments or variances that are required for the proposed development, or indicate if the

proposed development can be constructed “as-of-right” under existing zoning.

4. **Boston Residents Jobs Policy.** Proposals must describe the planned approach to meeting the goals outlined in the Boston Residents Jobs Policy (Appendix A)
5. **Good Jobs Strategy Plan:** Proponents must include a narrative explaining how their proposal supports the community’s expressed priorities regarding the creation and sustainment of good permanent jobs in all phases of the development and in particular, end user jobs that will be located in the development. This includes engaging in fair hiring practices which will foster and encourage the participation of the people of Roxbury and the immediate neighborhood. The narrative should include the proponent’s commitments towards achieving the seven (7) “Good Jobs Standards criteria” (“GJS”) listed below. Proponents will be required to make their commitments public and these commitments will be evaluated and enforced on a long-term basis after construction is complete. While the Boston Residents Jobs Policy is focused primarily on construction hiring, GJS are not only more expansive, but focus more on the people employed at the Property after construction is complete.

If the proponent believes that it is not able to achieve any of the individual GJS listed below, this should be clearly indicated in the narrative and an alternative commitment should be crafted.

The seven (7) priority “good job standards” are:

1. At least 51% of the total employees working on the parcel shall be bona fide Boston Residents. Please note that the community has expressed a preference for developers to select tenants for retail spaces who are committed to hiring Roxbury residents specifically. Proponents are expected to work with community partners as an element of their employee recruitment.

2. At least 51% of the total employees working on the parcel shall be people of color.
3. At least 51% of the total employees working on the parcel shall be women.
4. All employees shall be paid a “**good wage**”, defined as a salary or hourly wage equal to or greater than the Boston Living Wage, which shall be defined as \$17.97 on January 1, 2020 and thereafter increasing annually by the rate of inflation.
5. At least 75% of all employees working on the Property, and at least 75% of all employees of each lessee, sub-lessee, or tenant working on the Property, shall be **full-time employees**. “Full time” shall mean at least 30 hours per week.
6. All employees shall work “**stable shifts**,” which include a predictable schedule that is appropriate for the particular field of work. Such a work schedule allows employees to reasonably schedule other family care, educational, and work obligations. A schedule that does not include “on-call” time and has a set weekly pattern that does not change more than two times per year shall be presumed to be stable.
7. All full-time employees shall be offered benefits, defined as the opportunity to opt into a company sponsored health insurance plan with coverage that meets Massachusetts Minimum Creditable Coverage (“MCC”).

The BPDA does not believe these job standards are applicable to small businesses, defined as those with fewer than 15 employees and less than \$2.5 million in annual revenue. However, the BPDA expects all proponents to make their best-faith efforts to meet the GJS to the extent that is economically feasible. Therefore, if all commercial businesses proposed are intended to be small businesses of this size or smaller, the proponent should submit a good jobs narrative

describing which of the GJS the proponent can commit to, which GJS the proponent will make a good faith effort to achieve, and which are not economically feasible.

The City of Boston plans to monitor business's performance against GJS commitments. Monitoring will be performed by the Boston Employment Commission or another City of Boston approved and appointed entity/ department / agency /organization. The selected proponent will be responsible for providing requested data.

The most advantageous proposals will include a comprehensive and credible GJS strategy. This may include elements such as:

- an explanation of how the proponent's vision for retail tenants meets the spirit of the GJS;
- the proponent's strategy to recruit tenants demonstrating an ability to comply with the GJS;
- the plan for the development's property management office to meet the GJS.

6. **Diversity and Inclusion Plan.** The City of Boston and the BPDA are strongly committed to ensuring that the disposition of BPDA properties provide opportunities for wealth-creation and workforce participation for businesses and individuals who have historically been underrepresented in real estate development.

Proponents must include a narrative setting forth a plan (hereinafter, a "Diversity and Inclusion Plan") for establishing and overseeing a minority outreach program aimed at creating increased opportunities for people of color, women, and Commonwealth of Massachusetts-certified Minority and Women-Owned Business Enterprises ("M/WBEs") to participate in the development of the Property.

The Diversity and Inclusion Plan should reflect the extent to which the proponent plans to 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 but not limited to:

- pre-development (ex. development entity, ownership, equity and debt investment, design, engineering, legal, other consultants);
- construction (ex. general contractor, sub-contractor, trades, workers performing construction); and
- ongoing operations (ex. building tenants, facilities management, contracted services).

Within the Diversity and Inclusion Plan, proponents shall specify the M/WBE-owned firms participating in the development, the nature of their participation in the particular phase(s) of the development, and the extent to which such M/WBE involvement is committed as of the date of proposal submission. The strategy set forth in the Diversity and Inclusion Plan shall also set forth a plan for M/WBE outreach as the development progresses.

*A Minority Business Enterprise or "MBE" is a firm that is owned, operated, and controlled by one or more individuals who are African American, Hispanic American, Native American, or Asian American who have at least 51% ownership of the firm. A Woman Business Enterprise or "WBE" is a firm that is owned, operated, and controlled by one or more women who have at least 51% ownership of the firm.*

Proposals will be considered and rated based on the comprehensiveness of the Proponent's Diversity and Inclusion Plan for creating increased opportunities for people of color, women and M/WBEs to participate in the development of the Property, including specific strategies to achieve maximum participation by people of color, women, and M/WBEs in pre-development, construction, and operations. The Diversity and Inclusion Plan should discuss why it is realistic, and executable. Proposals that include specific partnerships

and/or specific outreach plans for promoting M/WBE participation during each aspect of the project will be considered more advantageous.

The Diversity and Inclusion Plan evaluation criterion shall comprise 25% of the BPDA's comparative evaluation of each proposal submitted.

- 7. Development without Displacement Plan.** Proponents must include a narrative explaining how their proposal supports the community's goal of "development without displacement." Specifically, this narrative should address how the proposed development will assist the current residents of Roxbury to remain in their community in the future, afford housing, and find pathways to economic opportunity. At a minimum this narrative should include the affordable housing production goals of the project and articulate how the proposed rents meet the needs of Roxbury residents, as well as other local residents. This discussion should also identify how proposed sizes of units meet the needs of community members, taking into consideration that community members have suggested that larger unit sizes of two, three and four bedrooms are needed for local families, while smaller unit sizes may be appropriate for seniors.

The development team's track record for supporting projects and policies which promote development without displacement should also be included. If applicable, the development team should include their experience preventing eviction of tenants when acquiring, developing and operating property. Proponents must disclose if the proposed development of the Property will result in the direct eviction of any current tenants living in property owned or acquired by the development team.

- 8. Life Science Proposals:** Proposals that include lab/ life science uses must include a narrative of how the project supports the objective of providing job training opportunities in the life sciences for Roxbury



residents. Specifically, the narrative must include a detailed description of the following three components:

- a. Provide a minimum of 10,000 sq.ft of lab space suitable for lab tech training purposes on site.
- b. Identify partner(s) to fit out the space and provide the training for entry level lab tech jobs.
- c. Provide the seed funding and commitments for additional funding as needed, to sustain the training program for a minimum of 5 years.

Proposals must be innovative and specific in their understanding and meeting of the demographic needs of Roxbury residents to access the training for lab tech jobs in the life sciences.

9. **Permits/Licenses:** A list of relevant business permits/licenses including expiration dates.
10. **Additional Data.** Any other relevant information the proponent believes is essential to the evaluation of the proposal (i.e., aesthetic designs, environmental sustainability goals, property management plans, ideas for selection of subcontractors, methods of obtaining community engagement, etc.).

## Design Submission

The Design Submission should include, but not be limited to, the following materials:

### Design Narrative

1. A written and graphic description explaining how the proposed design will meet the Development Objectives and Design Guidelines of this RFP. These documents must describe and illustrate all program elements and the organization of these spaces within the building.
2. A description and illustration of the bicycle parking, automobile parking and transportation and circulation plan for the proposed

development based on the Urban Design Guidelines set forth in this RFP.

3. A preliminary zoning analysis
4. A written and graphic description of how the proposed development will satisfy the Resilient Development and Green Building guidelines of this RFP that includes:
  - a. The team's approach to integrated project design and delivery;
  - b. Zero Carbon Building Assessment including performance targets for energy use and carbon emissions (or Home Energy Rating System ("HERS") index score);
  - c. Preliminary LEED Checklist;
  - d. Preliminary Boston Climate Resiliency Checklist reflecting proposed outcomes;
  - e. Key resilient development; and
  - f. Green building strategies

#### Design Drawings

1. A neighborhood plan (at appropriate scale, e.g. 1"=40') as well as a site plan (1" = 20') showing how the proposed design will fit within the immediate context of existing buildings and within the larger context of the neighborhood. The purpose of the neighborhood plan is to illustrate how the project meets the Design Guidelines set forth in this RFP. Therefore, the proposed building(s), existing building footprints, lot lines, streets, street names and any other relevant contextual information should be included in the neighborhood plan. The purpose of the site plan is to illustrate the building footprint and its placement on the site, the general building organization, open space, landscape elements, driveways, curb cuts, fencing, walkways and streetscape improvements. The neighborhood plan and site plan

should coordinate through the inclusion of renderings, perspective drawings and aerial views of the project.

2. Schematic floor plans (1/8" = 1'-0" scale) showing the basement, ground floor, upper floor(s), and roof, including room dimensions, square footage of rooms, overall building dimensions, and the gross square footage of the building.
3. Building Elevations (1/8" = 1'-0" scale) showing all sides of the proposed building, architectural details, building height and notations of proposed materials.
4. Street elevations (at appropriate scale, e.g. 1/8"=1'-0") showing the relationships of the proposed building to the massing, building height and architectural style of adjacent buildings. This street context drawing may combine drawings with photographs in any manner that clearly depicts the relationship of the new building to existing buildings.
5. Perspective drawings drawn at eye-level and aerial views that show the project in the context of the surrounding area.

## Financial Submission

The Financial Submission should include, but not be limited to the information listed below.

1. Financial Documents:
  - a. Financial Statements or Annual Reports for the three most recent fiscal years;
  - b. Interim Financial Statements for Proponent (if applicable, most recent month ending within thirty days);
  - c. Personal Financial Statement of principal owners of Proponent (upon request);

- d. Financial Statements of any tenants, lessees and occupants intended to occupy the premises (if applicable); and financing commitments or project specific letters of interest from recognized funding sources.
- 2. Financial Submission Workbook:** Using the template provided in Appendix B, provide the following information:
- a. **Sheet 1:** Development Program
  - b. **Sheet 2: Development Cost Pro Forma.** All costs identified must be supported by realistic funding sources and uses must equal sources.
  - c. **Sheet 3:** Stabilized Operating Pro Forma.
  - d. **Sheet 4:** Fifteen Year Operating Pro-Forma
- 3. One-Stop:** If the sources of funds for the proposed project include City or State subsidies for affordable housing, the financial submission must include a One-Stop Application that can be downloaded from [www.mhic.com](http://www.mhic.com) (see tab "One Stop Center," then "Downloads," then "OneStop2000.") The One Stop should only include financial information for the affordable housing portion of the proposed project. Sources must equal uses. If applicable, land costs for privately owned parcels that would be included in the proposed development must be identified in the "Acquisition" line. At the time of application, the proponent must have an accepted offer to purchase, an executed purchase and sale agreement or a deed and the price must be supported by an as-is appraisal for that property.
- 4. Financial Narrative:** In addition to the pro forma spreadsheets, the Proposal must include a narrative which describes the following:
- a. An implementation plan for the proposed development, including a development schedule with key milestone dates and a projected occupancy date. The development schedule should

outline the required regulatory approvals for the proposed development and the anticipated timing for obtaining such approvals;

- b. All contingencies, specifying whether for hard costs, soft costs or total costs, design or construction, financing or other critical components of the total project costs;
- c. Sources of debt and equity for the total project cost;
- d. All assumptions regarding financing terms on acquisitions, pre-development, construction, and permanent loans;
- e. Any other project related expense not included in the above categories; and
- f. Calculation of total project costs.

**5. Ground Lease Price Proposal:** The Selected Proponent will enter into a 70-year Ground Lease with the BPDA. The full and fair market value of the Property, as determined through a valuation date October 26, 2020 done by a professional appraiser licensed by the Commonwealth of Massachusetts, was determined to be [XX.XX] per gross square foot per year. Offered price is one of the many factors used in determining the most highly advantageous proposal. Proponents are encouraged to make competitive offers.

Using the price proposal form included in Appendix B, clearly outline the financial offer to the BPDA by indicating the amount of your offer per gross square foot of the development constructed. This form must be signed by the authorized principal.

A Proponent may offer less than the appraised value, but they must credibly demonstrate that their development concept maximizes the public benefit and foregoes more lucrative opportunities in order to be consistent with community preferences, resulting in a concept not financially feasible at the asking price. Reasons may include, but are

not limited to specific community benefits (such as affordable housing, community programming space, etc.) that the development will provide that will prohibit the Proponent from maximizing development revenues and/or operating income.<sup>4</sup>

In order to offer less than the asking price the Proposer must include a detailed written explanation of why their offer price is reduced and provide development budgets and pro formas that support the lower offer price. The minimum price that can be accepted is \$100.

If the successful Proponent is applying for federal grant funding from either the City or State in connection with this project, their purchase price may be adjusted downward to comply with federal subsidy layering rules.

**6. Preliminary market study**, using empirical market data, that demonstrates the feasibility of the proposed sale and/or lease rates of the project.

**7. Financing:**

- a. **Developer Equity:** The proponent must demonstrate the availability of financial resources to fund working capital and equity requirements for the proposed project. Acceptable documentation includes current bank statements, brokerage statements, and/or audited financial statements; and
- b. **Financing Commitments:** Letters of interest and/or commitment from debt and equity sources for construction and permanent financing. Letters should include a term sheet that provides the Loan-To-Value ("LTV") and Debt Service Coverage ("DSC") requirements, fees, term, amortization, etc.

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<sup>4</sup> If a Proponent is a church or religious entity, in compliance with the Commonwealth of Massachusetts Declaration of Rights, he/she/they must offer 100% of the appraised value. Failure to make such an offer will be grounds for disqualification of the proposal.

8. Applicants may be required to provide formation documents at the BPDA's request, such as: Articles of Incorporation; Certificate of Status/Good Standing; Certificate of Incorporation; By-laws; Certificate of Organization (LLC 1, or LLP 1 in some states, if applicable); Borrowing Resolution; Operating/Partnership Agreement (if LLC or LLP); and Certificate of Registration as a Foreign Entity (if applicable).

## Disclosures

Proponents must submit the following forms, which are referred to as the "Disclosures" (Appendix B):

1. Disclosure Statement for Transaction with a Public Agency Concerning Real Property
2. BPDA & City of Boston Disclosure Statement
3. Certificate of Tax, Employment Security and Contract Compliance
4. HUD Form 6004: Developer's Statement for Public Disclosure and Developer's Statement of Qualifications and Financial Responsibility (Only required for property in an Urban Renewal Area with a housing use)

## Submission Checklist

Proponents must submit the Submission Checklist (Appendix B).

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## Evaluation of Proposals

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### Description of Evaluation Process

All proposals meeting the Minimum Threshold Requirements will be reviewed by the Evaluation Committee. Final selection will be based upon an evaluation and analysis of the information and materials required under this RFP. Tentative Designation will be recommended for the responsive and responsible proponent who submits the most advantageous proposal, taking into consideration the financial offer and all other comparative evaluation criteria set forth in this RFP. If this RFP results in Tentative Designation, the BPDA will award Tentative Designation status to only one developer.

The Evaluation Committee reserves the right to seek clarifying information from proponents in writing. If requested, clarifying information will be used only to further the Evaluation Committee's understanding of the original proposal submitted. **Proponents will NOT be allowed to change the content of their submission after the submission deadline; proposals, including the price offer, must be best and final at the time of submission.**

As part of the comparative evaluation process, the BPDA further reserves the right to interview proponents at a date and time to be scheduled and held at BPDA offices. Should a determination be made that interviews are necessary, the Evaluation Committee shall interview all proponents meeting Minimum Threshold Requirements. If the Evaluation Committee chooses to



hold interviews, the interviews will be one criterion within the comparative evaluation criteria matrix. Proponents will NOT be allowed to change the content of their submission after the submission deadline or, to the extent applicable, during the interview process.

#### Rule for Award

The most advantageous proposal from a responsive and responsible proponent, taking into consideration price and all comparative evaluation criteria set forth in this RFP, shall be recommended to the BPDA Board for tentative designation.

#### Minimum Threshold Requirements

All proposals must meet the following minimum threshold criteria:

1. Only proposals that are received by the date, time, and at the location indicated in Section 1 of this RFP will be accepted.
2. Proposals must include all documentation specified under Submission Requirements.
3. The proponent shall have the necessary finances in place to pursue this project.
4. The proponent must demonstrate that it has adequate insurance.
5. The proponent shall comply with the Conflict of Interest Law.

### Comparative Evaluation Criteria

The BPDA will use the following Comparative Evaluation Criteria to compare the merits of all qualifying proposals. For each evaluation criterion set forth below, the BPDA's selection committee will assign a rating of Highly Advantageous, Advantageous or Not Advantageous. The selection committee will then assign a composite rating of Highly Advantageous, Advantageous or Not Advantageous for each proposal it evaluates. The composite rating will weight the Diversity and Inclusion evaluation criterion at 25%. The other evaluation criteria comprising the remaining 75% will be weighted equally.

To facilitate evaluation of the Comparative Evaluation Criteria, BPDA and DND will take into account community input received as a result of developer(s) presentation(s) with opportunity for public comment as supported by the RSMPOC.

### 1. Development Concept

This Criterion is an evaluation of the Proponent's development plan relative to the Development Objectives set out in Section 03. Proposals that better fulfill the Development Objectives and affordability requirements relative to other proposals will be considered to be more advantageous. Proposals that do not meet the objectives specified in the Development Objectives will be considered less advantageous. **To facilitate its evaluation of this criterion, the selection committee will seek community input in the form of a developer's presentation with opportunity for public comment.**

Detailed, realistic proposals for development of the Crescent Parcel that are fully consistent with and which successfully address all of the Development Objectives and Development Guidelines, including delivering affordable housing options that are more deeply affordable than that of other proposals submitted, will be ranked as **Highly Advantageous**.

Realistic proposals for development of the Crescent Parcel that are consistent with the Development Objectives and Development Guidelines but do not completely or satisfactorily address all issues identified in them, and deliver affordable housing options that are comparable in affordability to those of other proposals submitted, will be ranked as **Advantageous**.

Proposals for development of the Crescent Parcel that are not consistent with the Development Objectives or Development Guidelines, and deliver affordable housing options that are less deeply affordable than other proposals submitted, will be ranked as **Not Advantageous**.

### 2. Urban Design

This Criterion is an evaluation of the proponent's development plan relative to the Urban Design Guidelines set out in Section 03. Proposals that better fulfill the Urban Design Guidelines relative to other proposals will be

considered to be more advantageous. Proposals that do not meet the objectives specified in the Urban Design Guidelines will be considered less advantageous. **To facilitate its evaluation of this criterion, the selection committee will seek community input in the form of a developer's presentation with opportunity for public comment.**

Proposals that are highly compatible with the Urban Design section of this RFP and fully address each subsection, provide more detail and meet more of the identified objectives than other proposals will be ranked as **Highly Advantageous**.

Proposals that are mostly compatible with the Urban Design section of this RFP and address each subsection), provide less detail and meet fewer of the identified objectives than other proposals will be ranked as **Advantageous**.

Proposals that are not compatible with the Urban Design section of this RFP and fully address each subsection provide little detail and meet fewer or none of the identified objectives than other proposals will be ranked as **Not Advantageous**.

### 3. Sustainable Development

This criterion is an evaluation of the extent to which the Proponent addresses the Resilient Development and Green Building Guidelines specified in Section 4. Proposals that better fulfill these objective relative to other proposals will be considered to be more advantageous. Proposals that do not meet these objectives will be considered less advantageous. **To facilitate the evaluation of this criterion, BPDA will seek community input in the form of developer(s)' presentation(s) with opportunity for public comment.**

Proposals that provide a detailed plan that addresses all subsections, exceeds LEED Platinum certifiability, exceeds Zero Carbon Building performance, and exceeds the other requirements outlined in the Resilient Development and Green Building Design Guidelines, will be ranked as **Highly Advantageous**.

Proposals that address most subsections, provide a feasible plan for LEED Gold certifiability, and meet Resilient Development and Green Building Design Guidelines will be ranked as **Advantageous**.

Proposals that address few subsections, do not provide a plan for LEED Gold certifiability, and do not meet minimum Resilient Development and Green Building Design Guidelines will be ranked as **Not Advantageous**.

#### 4. Demonstration of the Ability to Execute the Project as Presented

The purpose of this criterion is to assess the extent to which proposals demonstrate organization and qualifications of the development team to deliver a quality project that is able to be developed as presented, based upon the team's professional credentials and experience completing projects similar to the one proposed. Newly formed development teams and or Joint venture partnerships will be evaluated based on their combined development experience.

Proposals that most thoroughly and most effectively address all of the above requirements compared with other proposals submitted will be ranked as **Highly Advantageous**.

Proposals that address the above requirements, but do not address these requirements as effectively and thoroughly as other submitted proposals, will be ranked as **Advantageous**.

Proposals that do not offer sufficient detail or do not address all of the above requirements, and/or do not demonstrate that as a whole, the team has experience with other projects similar to the one they propose, will be ranked as **Not Advantageous**.

#### 5. Financial Capacity

This Criterion evaluates the relative strength of the proponent's financing plan relative to other proposals. Proposals that provide evidence of confirmed financing offers to generate sufficient capital to fund most or all of their development budget will be considered to be more advantageous.

Proposals that do not provide evidence of confirmed financing sources or only partially confirmed financing will be considered less advantageous.

Proposals that provide a complete financial submission, along with financial commitments and/or letters of interest from lenders, funders and/or equity investors; documentation of liquid equity and/or evidence of fundraising or financing to fully satisfy the development budget as presented; and demonstrate experience in previously successfully financing a similar development will be ranked as **Highly Advantageous**.

Proposals that provide a mostly complete financial submission, along with financial commitments and/or letters of interest from lenders, funders and/or equity investors, documentation of liquid equity and/or evidence of financing to fully satisfy the development budget as presented; but do not specifically demonstrate previous experience in successfully financing a similar development will be ranked as **Advantageous**.

Proposals that do not provide a complete financial submission nor evidence of, or documentation for any financing, funding sources or equity to satisfy the development budget; or the documentation or evidence of financing is insufficient or outdated, will be ranked as **Not Advantageous**.

#### 6. Development and Operating Cost Feasibility

This Criterion evaluates the relative strength and completeness of the proponent's development budget relative to other proposals. Proposals that most completely specify all anticipated costs and contingencies, are most reasonable in any subsidy assumptions, and are consistent with current industry standards will be ranked as more advantageous. Proposals that contain incomplete development budgets or costs that are inconsistent with industry standards, will be ranked as less advantageous.

Proposals with development and operating pro formas that include cost estimates that are appropriate for the proposed project and its ongoing operations, include reasonable subsidy assumptions if applying for subsidies, and are supported by documents such as estimates from recognized

professionals or price quotes from licensed builders or contractors, will be ranked as **Highly Advantageous**.

Proposals with development and operating pro formas that include cost estimates that are appropriate for the proposed project and its ongoing operations, include reasonable subsidy assumptions if applying for subsidies, but do not provide supporting documentation for the most significant costs will be ranked as **Advantageous**.

Proposals that do not submit development and operating pro formas or include development and operating pro formas that lack in detail, or are not realistic or appropriate for the project and its ongoing operations, or include unreasonable subsidy assumptions if applying for subsidies will be ranked as **Not Advantageous**.

#### 7. Diversity and Inclusion Plan

This criterion evaluates the comprehensiveness of the proponent's Diversity and Inclusion Plan for creating increased opportunities for people of color, women, and M/WBEs to participate in the development of the Property, including specific strategies to achieve maximum participation by people of color, women, and M/WBEs in pre-development, construction, and operations. The Diversity and Inclusion Plan should be specific, realistic and executable.

This criterion shall comprise 25% of the BPDA's comparative evaluation of each proposal submitted. **To facilitate the evaluation of this Criterion, BPDA will seek community input in the form of developer(s)' presentation(s) with opportunity for public comment.**

Proposals that provide a detailed and documented Diversity and Inclusion Plan that is superior to that of other proposals and is able to clearly demonstrate how it will attain its objectives, will be ranked **Highly Advantageous**.

Proposals that provide a reasonable and justifiable Diversity and Inclusion Plan for a project of the type proposed that is similar or equal to all other submitted proposals will be ranked **Advantageous**.

Proposals that do not provide a credible or detailed Diversity and Inclusion Plan for a project of the type proposed, and/or propose a Diversity and Inclusion Plan that is substantively inferior to all other submitted proposals will be ranked **Not Advantageous**.

#### 8. Development Timetable

This Criterion evaluates the relative strength of the proponent's development timetable relative to that of other proponents. Proposals that are able to start construction in a timely manner and have a realistic construction schedule will be considered to be more advantageous. Proposals that are unable to commence in a timely manner, or have unrealistic construction schedules will be considered to be less advantageous proposals.

Proposals that provide a detailed development timetable that is feasible, demonstrates an understanding of the development process, and provides clear indication that the project will be completed within a time frame that is efficient and reasonable for a project of its type, will be ranked as **Highly Advantageous**.

Proposals that provide a feasible development timetable, demonstrate a general understanding of the development process, but either lack detail and/or indicate that the project will be completed in a longer time period than other similar projects will be ranked as **Advantageous**.

Proposals that fail to provide a development timetable or propose a development timetable that is not timely or practical and/or demonstrates a lack of understanding of the development process will be ranked as **Not Advantageous**.

#### 9. Good Jobs Standards for Full Time Employees

This criterion evaluates the relative strength of the proponent's employment strategy narrative to respond to the seven point "Good Jobs" standard as

articulated in the Submission Requirements section of this RFP. Narratives that are more comprehensive, complete and are able to document a credible implementation plan, will be ranked more highly advantageously. **To facilitate its evaluation of this Criterion, BPDA will seek community input in the form of a developer's presentation with opportunity for public comment.**

Proposals that provide a comprehensive, complete and documented GJS Plan narrative that is superior to that of other proposals and is able to clearly explain its strategy for how it will attain its objectives, will be ranked **Highly Advantageous**.

Proposals that provide a comprehensive, complete and documented Good Jobs Plan that is similar or equal to all other submitted proposals will be ranked **Advantageous**.

Proposals that do not provide a comprehensive, complete and documented Good Jobs Plan that is inferior to other submitted proposals will be ranked **Not Advantageous**.

#### 10. Development Without Displacement

This is an evaluation of the relative strength of the proposal for achieving the objective of development without displacement as articulated by the community. Proposals will be considered and rated based on the comprehensiveness of the Proponent's planned approach to assisting the current residents of Roxbury to remain in their community in the future, afford housing, and find pathways to economic opportunity. **BPDA will seek community input in the form of developer(s)' presentation(s) with opportunity for public comment.**

Proposals that provide a comprehensive, highly reasonable, and achievable development without displacement strategy for a project of the type proposed that is clearly superior to that of all other proposals shall be ranked **Highly Advantageous**.



Proposals that provide a reasonable and justifiable development without displacement strategy for a project of the type proposed that is similar or equal to all other submitted proposals shall be ranked **Advantageous**.

Proposals that do not provide a credible or detailed development without displacement strategy for a project of the type proposed, and/or propose a development without displacement strategy that is substantively inferior to all other submitted proposals shall be ranked **Not Advantageous**.

#### 11. Additional Community Benefits

This criterion evaluates the Proponent's relative ability to provide benefits to the local community that are in addition to those generated by the development of the Project Site itself. Proposals that offer benefits that the community most desires will be considered to be more advantageous. Proposals that offer fewer, or do not offer any additional community benefits will be considered to be less advantageous. **To facilitate its evaluation of this Criterion, BPDA will seek community input in the form of developer(s)' presentation(s) with opportunity for public comment.**

Proposals that describe and quantify specific benefits that will be provided to the community, aside from the development of the property, and offer a level of benefits that are superior to those provided by other proposals will be ranked as **Highly Advantageous**.

Proposals that describe and quantify specific benefits that will be provided to the community, aside from the development of the property, and the level of benefits provided will be equal to those provided by other proposals will be ranked as **Advantageous**.

Proposals that do not sufficiently describe and quantify specific benefits to the community, other than the development of the property, and the level of benefits provided are inferior to those provided by other proposals will be ranked as **Not Advantageous**.

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## Contract Terms and Conditions

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### Proponent Designation and Conveyance

Upon a satisfactory review of all proposals submitted to the BPDA pursuant to this RFP, as well as the completion of any subsequent applicable reviews resulting therefrom and relating thereto, BPDA will recommend Tentative Designation for the proponent whose proposal best meets the objectives set forth herein. BPDA staff will request BPDA Board approval to award a proponent Tentative Designation status. The Tentative Designation status of such proponent (the “selected proponent”) shall be for a nine-month period. During the Tentative Designation period, the selected proponent shall accomplish, among other things, the following in order to be considered for Final Designation status:

- Provide evidence of necessary financing and equity;
- Obtain approval of its development schedule including submittal of development plans;
- BPDA Design Review;
- Article 37 Initial Filing Compliance;
- Completion of the Article 80 process with the BPDA;
- Issuance of all required building permits; and

- Negotiated terms and conditions of a ground lease.

Final designation will be granted upon the satisfactory completion of all required terms and conditions. The proposal will be subject to subsequent stages of BPDA development and design review, including Article 80 if required. The final designation will be automatically rescinded without prejudice and without any further authorization or approvals by the BPDA's Board, if the Property has not been conveyed by a designated time frame established by the BPDA Board.

## Ground Lease Terms and Conditions

The ground lease will require the selected proponent to be responsible for paying applicable taxes and fees as well as the fixed rent. All other material terms and conditions of the ground lease will be negotiated following Tentative Designation of a selected proponent within the time period specified in the Tentative Designation Board Vote.

The following are additional terms of the lease:

**Condition of Premises.** The selected proponent acknowledges that it is familiar with the Property and agrees to accept it in "as-is" condition.

The selected proponent will be solely responsible to obtain all permits and approvals necessary to obtain a Certificate of Occupancy for the building. The selected proponent acknowledges that required upgrades include, but may not be limited to utilities and other essential base-building needs, such as electricity, sewer, sprinkler and heating systems. Estimated costs for such improvements must be documented in the development pro forma. The selected proponent will pay for the cost of any utility relocation not paid by a utility company.

The selected proponent will assume any and all liability for any environmental clean-up pursuant to Chapter 21E of the Massachusetts General Laws.

**Footprint:** Any proposed redevelopment plan must assume that any new construction must occur entirely within the footprint of the Property.

**Utilities.** The selected proponent shall make arrangements with the utility providers to separately meter and pay utility provider(s) directly, for required needs on site, such as, but not limited to electricity, gas and water and sewer usage in the Property.

**Fixed Rent.** Fixed rent shall be NNN to BPDA.

**Transaction Rent:** Shall be due to BPDA as additional rent in the following amounts and for the following capital events: a) two percent (2%) of the gross sale price for any sale or assignment of the Ground Lease; and b) two percent (2%) of any refinancing proceeds after paying any outstanding debt secured by a BPDA approved leasehold mortgage.

**Taxes.** Upon the lease commencement date, the selected proponent shall be responsible to pay all real property taxes, personal property taxes and/or PILOT payments assessed or otherwise imposed upon the Property by the City of Boston in accordance with Chapter 59 of the Massachusetts General Laws.

**Other Terms of Lease.** The BPDA reserves the right to negotiate any other terms of the lease.

**Brokerage.** If the selected proponent is represented by a real estate broker, currently licensed in the Commonwealth of Massachusetts, the selected proponent is fully responsible for any brokerage commission. The BPDA will not pay a broker's fee to any individual or concern.

## Additional Terms and Conditions

**Boston Resident Jobs Policy.** Construction on this redevelopment project must comply with the Boston Residents Jobs Policy. Compliance review includes an assessment of whether the project is meeting the following employment standards:

- At least 51 percent of the total work hours of journey people and fifty-one percent of the total work hours of apprentices in each trade must go to Boston residents;
- at least 40 percent of the total work hours of journey people and forty percent of the total work hours of apprentices in each trade must go to people of color, and
- at least 12 percent of the total work hours of journey people and twelve percent of the total work hours of apprentices in each trade must go to women.

For more information on how to achieve compliance with the Boston Residents Jobs Policy, please see City of Boston Code, Ordinances, Section 8-9, and Appendix H.

**Development Costs.** The preparation and submission of all proposals by any person, group or organization is totally at the expense of such person, group or organization. Proponents shall be responsible for any and all costs incurred in connection with the planning and development of the Property. The BPDA and the City of Boston shall not be liable for any such costs nor shall be required to reimburse the applicants for such costs.

**Policies and Regulations.** Development of the Property shall comply with the City of Boston's zoning and building regulations and procedures and any other applicable City and/or State code(s). The project will be assessed and taxed by the City of Boston under normal real estate taxation procedures pursuant to M.G.L. Chapter 59.

**Signage During Construction.** During the construction of the Property, the proponent shall provide and display, at their expense, appropriate signage as required by the BPDA. Such signage must be approved by the BPDA prior to installation. The proponent should also provide signage that describes the project, including the number of affordable units, if applicable.

**Compliance with City of Boston Eviction Prevention Efforts.** Data collected from Boston Housing Court in 2015 indicates that at least 67% of

evicted tenants were evicted from subsidized units. Because tenants that are evicted are often unable to secure alternate housing and also may be disqualified from future affordable housing opportunities, the City of Boston and BPDA are implementing eviction prevention strategies. Selected proponents developing affordable housing financed with public resources will be required to submit data on the number of evictions and terminated tenancies that exist in their portfolio of property during the previous twelve-month period. They may also be asked to submit an eviction prevention plan. If the information received from selected proponents receiving City of Boston funding indicates a significant presence of evictions or terminated tenancies, the award of these funds may be suspended.

**Non-Binding.** This RFP and all proposals accepted as a result are deemed non-binding in nature. The BPDA makes no representations or guarantees with respect to the redevelopment project selection process or awarding of development rights. The BPDA reserves all rights including its right to cancel the RFP, cancel the selection process or cancel subsequent lease negotiations at any time, with or without cause and at the BPDA's sole discretion. In such an event, the BPDA shall not be liable for costs or expenses incurred by Proponents or other interested parties relating to this RFP or any responses prepared in conjunction therewith.