






DRAFT RFP AND REVIEW PROCESS DISCUSSION

March 19, 2018

Agenda

- 5:30pm - **Open House**
- 6:00pm - **Presentation**
- 6:20pm - **Working Groups**
- 7:20 pm -
- 7:40pm -
- 7:45pm -

Plan Dudley Square Study Area

-  PLAN: Dudley Square Roxbury Boundary
-  Development Parcels
-  Designated and Tentatively Designated Parcels



Good Jobs Standards

Karilyn Crockett, Director of Economic Policy and Research
Small Business Development

My Edit is for:

Parcel:

- 2147-2163 Washington Dudley Commercial
 75-81 Dudley Street 40-50 Warren

Type of Edit:

- Page specific edit: _____ General comment Other: _____

Edit: GOOD JOBS STANDARDS NEED TO BE INCLUDED - AS A REQUIREMENT, NOT JUST AN EVALUATION CRITERION
WILL THERE BE A CORRIDOR TO THIS PARKING AREA BEHIND THIS PARCEL?

My Edit is for:

Parcel:

- 2147-2163 Washington Dudley Commercial
 75-81 Dudley Street 40-50 Warren

Type of Edit:

- Page specific edit: PG 48 General comment Other: _____

Edit: Boston Job Policy - Good Jobs Standards
Standards should be included in contract language as Appendix to EOT to ensure developers are held to the Good Jobs Standards.

My Edit is for:

Parcel:

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 75-81 Dudley Street 40-50 Warren

Type of Edit:

- Page specific edit: _____ General comment Other: _____

Edit: need to include good jobs standards as a requirement.

My Edit is for:

Parcel:

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Type of Edit:

- Page specific edit: _____ General comment Other: _____

Edit: Good Jobs standards. This language must be included in any RFP prior to release, and the RFP should be sufficient comment periods. This should also be included in a binding agreement between developer and city.

When We Fight, We Win! WE WON!

Wealth Building from New Master Plan Development in Dudley Sq

Good Jobs Standards Fact Sheet
Voted April 6, 2015 by the
Roxbury Strategic Master Plan Oversight Committee

STANDARD	EXPLANATION
<p>Job Quality for Wealth Building</p> <p><u>Construction:</u> All workers must be paid prevailing wage/union wage whether the contractor is union or non-union.</p> <p><u>Permanent jobs:</u> All jobs (direct, contracted on the property, and lessee)....</p>	<p>Prevailing wage is defined as both the hourly wage and usual benefits paid to the majority of workers in the occupation or trade in the geographic area. The state's Department of Labor Standards sets the rates based on the relevant union collective bargaining agreements.</p> <p>Under this standard, all construction will be paid the same rates and benefits, regardless of whether the jobs go to local non-union contractors.</p> <p>Everyone working on the property is covered by the Standard—even if the worker is subcontracted or an employee of a tenant on the property.</p>

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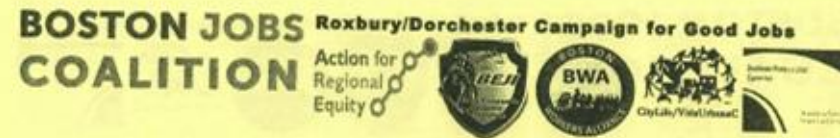


Continued from other side

...must meet a family sustaining standard, including paying a living wage...	See the next section on Wage Rates
...with 75% of all jobs full time...	A high hourly wage is not enough if you only work 3 hours a day. Our research shows that major facilities like the airport run with 75% full time workers.
...with benefits...	Full time workers get health insurance. By law, everyone by law will need to get sick days shortly.
...with stable shifts.	We know that more and more workers are being told to be "on call" or change shifts daily or weekly. There is no way to set up child care, go to school, or have a second job. Employers in these subsidized properties need to provide stable shifts.
Starting with today's Boston Living Wage Standard of \$13.89, the wage rate should go up \$1 each year as the state minimum wage increases, to \$16.89 on 1/1/17.	When the Standard was proposed in October 2014, the City's Living Wage was \$13.89. The Roxbury Standard will go up as follows: January 1, 2015--\$14.89 January 1, 2016--\$15.89 January 1, 2017--\$16.89
Prevailing wage/standard union rate should apply if applicable.	Just like for construction, prevailing rates are set for some permanent jobs by the state's Department of Labor Standards.

Access to Good Jobs for Wealth Building for Today's Residents

<p><u>Construction:</u> 51% of jobs go to Boston residents, 51% go to people of color, and 15% go to women.</p>	The Roxbury Strategic Master Plan Oversight Committee had already established these as the Standards for the Master Plan parcels.
<p><u>Permanent jobs:</u> 51% of jobs go to Boston residents, 51% go to people of color, and 51% go to women.</p>	This Standard ensures access to new good permanent jobs has a local impact.



April 22, 2015



RFP Updates

Devin Quirk, Director of Operations,
Department of Neighborhood Development

My Edit is for:

Parcel:

- 2147-2163 Washington Dudley Commercial
 75-81 Dudley Street 40-50 Warren

Type of Edit:

- Page specific edit: _____ General comment Other: _____

Edit: Elderly Housing. (MICRO)
w/ ELEVATOR

My Edit is for:

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Type of Edit:

- Page specific edit: _____ General comment Other: _____

Edit: The definition of "low-income" is constantly
changing in these types of meetings. Usually it's
deemed 70% AMI, tonight it's 30-50%. It needs
to definitively be 30%, and the 1/3, 1/3, 1/3 cut up
should require 1/3 to be for that income bracket,
NOT low-moderate (which goes up 80%). Developers
will choose the higher AMI units if given such a

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Edit: Community benefits are not clearly
identified in any of these RFPs... this has
been come up consistently throughout
the Plan Dudley process. Please include clear
debations and/or guidelines around community
benefits.

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- Page specific edit: _____ General comment Other: _____

Edit: Community Benefits Guidelines
ARE MISSING FROM RFP!!
Indigenous residents have spaces to create
+ produce.

Recap: Who is DND and what is our role here?

DND owns 4 properties in the Plan Dudley area and has parted with the BPDA on this process to redevelopment them as part of our community development work:

- 2147 Washington Street
- 40-50 Warren Street
- 75 Dudley Street
- 135 Dudley Street (a.k.a., “Dudley Commercial” and former B2 police station site)

Examples of the work we do:

- We **build and preserve affordable housing** - In the past 4 years, we’ve awarded more than **\$115 million** to affordable housing developers to build new income-restricted housing in Boston
- Our **Office of Housing Stability** provides case management and advocacy for renters in crisis, while our **Boston Home Center** helps Bostonians build and maintain wealth as with pathways to stable homeownership
- We are also working to **End Homelessness in Boston** - 10% of all of the units we fund must be for homeless households and in the past 3 years we’ve housed over 1,000 homeless individuals

Affordable to Whom?

Income Category	Income Range (3 Person Household)	Expected Rents (2 Bedroom Example)	Equivalent AMI
Very Low Income	Below \$27,000	Less than \$600	Below 30% AMI
Low Income	Up to about \$45,000	\$600 to \$1,000	30 to 50% AMI
Moderate Income	\$45,000 to \$75,000	\$1,200 to \$1,650	50 to 80% AMI

Firm Requirement: A minimum of two thirds of housing units must be income-restricted affordable housing

- One-Third for Extremely Low and Low income households
- One-Third for Moderate Income households

Updates to the RFP

What we heard:

- The income ranges are too broad and won't developers build only at the top of each range in order to get the most rent?

Changes we made in the new draft in response:

- The low income housing component must include units targeted to households making less than 30% of Area Median Income ("AMI") with the maximum AMI for these units not to exceed 50% of AMI.
- DND requires that projects provide a minimum of 10% of the overall units (i.e. one third of the required low income units) as homeless set-aside units at 30% or less of AMI.
- The middle income units should also include a range of affordability options with the average AMI not to exceed 80% AMI.

Updates to the RFP

What we heard:

- Developers need to commit to anti-displacement practices and describe how their development serves those living in community today

Changes we made in the new draft in response:

- Added “development without displacement” section the RFP
- Require developers to submit an anti-displacement plan and disclose their practices for preventing eviction and displacement
- This section also further encourages innovative practices such as cooperative ownership, land trust participation, and rent-to-own strategies
- Added a new selection criteria to judge the strength of these plans

Updates to the RFP

What we heard:

- We need additional housing options for our community's seniors who want to affordably age-in-place in their communities

Changes we made in the new draft in response:

- Details about senior housing (and family housing) have been added to the Development without Displacement criteria
- For 75-81 Dudley we specifically called out a clear community preference for senior or multi-generational housing at this location
- Side note: Mayor Walsh has made affordable senior housing a priority, so we have new budget lines to assist with this

Updates to the RFP

What we heard:

- Having a strong diversity and inclusion plan should be mandatory, not optional

Changes we made in the new draft in response:

- We emphatically agree - this has been corrected
- “Should” language has been changed to “must”

Updates to the RFP

What we heard:

- The additional benefits section is too vague and we need to more clearly define the type of community benefits we are looking for

Changes we made in the new draft in response:

- Added a new community benefits section to the RFP which requires the developer to submit a community benefits narrative.
- We leave room for creativity and partnerships, but provide the following suggestions:
 - *Incorporation of specific uses into the proposal such as Cultural, Arts, Entertainment and Performance uses*
 - *Initiatives that for example foster the incubation of new entrepreneurs, educational opportunities that prepare local residents and young adults for future career opportunities*
 - *Seed funding and organizational support to existing local and/or non-profit organizations including organizations that support business improvement or cultural district within Dudley Square*
- **Important Note:** Requiring $\frac{2}{3}$ of all housing to be income restricted will capture most of the value available for community benefits. Many projects many need direct financial assistance from the City and State - leaving little to nothing left for any other expensive benefits.



Transportation Pat Hoey, Transportation Planner Boston Transportation Department

My Edit is for:

Parcel:

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- 75-81 Dudley Street 40-50 Warren

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Edit: ^{public} If parking is removed, a garage should be built (at Dudley Commercial) or expanded to replace it. (Garage should be screened with housing.)

My Edit is for:

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Edit: Perhaps parking could be incorporated on Dudley Commercial where they have space to make up for loss of parking on this site.

My Edit is for:

Parcel:

- 2147-2163 Washington Dudley Commercial
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Type of Edit:

- Page specific edit: 14 General comment Other: _____

Edit: No parking for cars! Include bike accommodations and separated bike infrastructure on one street.

My Edit is for:

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Edit: Parking: 500 sq ft from Dudley St. It's a transit-friendly site. Surface parking behind building is unnecessary. Again - parking is unnecessary. Emphasizing: Uber + Lyft. ^{will edit into the Source Footnote}

Current Transportation Projects

- Melnea Cass Boulevard Design and Construction approx \$25Mil breaks ground 2019
- Dudley Square Complete Streets Design and Construction Project approx \$9mil
- Blue Hill Warren Intersection Improvements approx \$3.5mil breaks ground late 2018
- **NEW !** Ruggles Street Design and Construction project approx \$3mil construction TBD
- **NEW !** Highland Park Slow Streets Project – In design with \$\$ TBD
- Tremont Crossing Project (private investment) will upgrade section of Tremont Street including signals

Common Threads

Optimized Traffic Signals

- Re-timing, re-phasing, geometric changes
- New control boxes, housings, mastarms
- High speed connections, cameras, adaptive tech
- ADA compliant/ AST

Enhanced Pedestrian Safety

- Protected Intersection Design
- Separated Ped/Bike zones, ramps

New and Energy Efficient Street Lighting
Stormwater Management/Landscape Design



Foundational/Prior Planning

- Dudley Vision Process (BPDA)
- Dudley Square Transportation Action Plan (BTD)
- Dudley Station Bus Recirculation Plan and Analysis (MBTA)
- Roxbury-Dorchester-Mattapan Transit Study (MBTA)
- Dudley Square Parking Study (BPDA)



Go Boston 2030 Initiatives

- Dudley Square Enhanced Transit Hub
- Dudley Square Smart Signal District
- Better Bike Corridors
 - Roxbury to Fenway Connector
 - Dudley to South West Corridor
- Rapid Bus Projects
 - LMA to JFK
 - Mattapan to LMA



Local

Smart Signal Districts

Traffic lights talk to each other to facilitate movement in congested parts of the city

#8 in public voting

Project Score

- Access 1
- Safety 1
- Reliability
- Sustainability/Resiliency 1
- Governance
- Access 2
- Safety 2
- Affordability
- Sustainability/Resiliency 1
- Sustainability/Resiliency 2

Project Description

Building upon smart signal corridor approaches (p177), in the South Boston Waterfront, Sullivan Square, the Bullfinch Triangle (just south of North Station), and Dudley Square traffic signals would communicate with one another as vehicle traffic backs up onto short blocks when drivers wait to turn or as crossing walkers surge from trains or buses unloading nearby. Signals would then adjust their timing to alleviate temporary delays and avoid intermittent conflicts. District-wide, automated responses to traffic, bike, and walk flows would have traffic signals work together as a single network, and adjustments in one section would be sensitive to impacts in another.

Benefits and Issues Addressed

Complicated historic street patterns, accelerated housing development and job growth, and high numbers of buses and shuttles traveling through these districts has led to heightened local congestion. Unlike corridors where the primary direction of travel is clear, these districts have more complicated circulation issues to address. By leveraging new technology that responds to demand, RTD signals will spatially improve flows and reduce congestion. For example, Silver Line buses would be given additional green time on Washington Street if cross streets were detected to have lighter than usual traffic; vehicles could be diverted to an alternative route if access to an on-ramp in South Boston was jammed; or people walking would be given more crossing time on Canal Street and Casewary Streets when there is a concert at the Boston Garden. Today, RTD is working to change driver behavior with variable message boards and in-car apps, telling drivers that seemingly longer routes are actually faster. In the future, the signals will pass this information along to autonomous vehicles automatically.

Implementation

Approximate Cost: \$23 million over five years for smart corridors and districts as well as other signal upgrades.

Potential Funding Sources: City capital plan and developer funding.

Who's Responsible: RTD

Time Frame: Ongoing.

Best Practices

In Pittsburgh, PA, a startup found that smart traffic signals could reduce vehicle travel times by 25%. Importantly, this study also tracked a 40% reduction in idling, which is directly tied to an emissions decrease.

Question: How might we think about smart traffic signals with walk-driving bike sharing?

Transport for London has shown progress in cutting delays by using a program that makes traffic signals more efficient and adaptive to traffic flows.

www.trafficinc.com/getting-together

#19 in public voting

GO BOSTON 2030

Imagining Our Transportation Future

Crosstown

LMA to JFK Rapid Bus via Dudley and Uphams

Quality transit connecting the LMA with Roxbury, Dorchester, the Fairmount Indigo Line, and the Red Line

Project Score

- Access 1
- Reliability
- Sustainability/Resiliency 1
- Governance
- Access 2
- Safety 2
- Affordability
- Sustainability/Resiliency 1
- Sustainability/Resiliency 2

This project recommendation came out of the Needs Assessment.

Project Description

A single bus transit line utilizing signal priority and some exclusive lanes or queue-jump lanes will provide an essential cross-town transit connection from the JFK/UMass Red Line Station to Uphams Corner Indigo Line station, Dudley Square Silver Line station, Roxbury Crossing Orange Line station, and into the LMA. Likely following portions of MBTA Route 41 and operating on Columbia Road, Dudley Street, Malcolm X Boulevard, Tremont Street, and Huntington Ave or St. Alphonsus Street, higher-frequency cross-town service would give a large residential population direct connections to commercial and employment centers along the line, with many more connected via transfers from the Red, Orange, and Fairmount Indigo Lines. A shorter term key bus route using existing transit equipment is possible between the Red Line stations and the LMA while final alignment planning for the rapid bus is being determined in conjunction with the surrounding neighborhoods of Fenway, Mission Hill, Roxbury and Dorchester in conjunction with employers.

Best Practices

Los Angeles Metro Rapid system provides an excellent template for a mix of service improvements that increase overall bus speeds. During peak hours, buses arrive every 3 to 10 minutes. Buses are low-floor, which speeds up boarding times, and bus shelters have real-time bus displays. Signal priority allows buses to speed through traffic delays at intersections. Dial ridership increases were as high as 40%.

www.metro.net/projects/rapid/

Benefits and Issues Addressed

The need for Bostonians to get to the LMA, Dudley Square, and Columbia Point and UMass is growing and trying to increase in the future, but only select neighborhoods have direct transit access to these places due to the mostly radial nature of MBTA service. A new cross-town connection linking these job, commerce, and service centers to the Orange

Implementation

Approximate Cost: \$35 million for design and construction with vehicle costs to be determined.

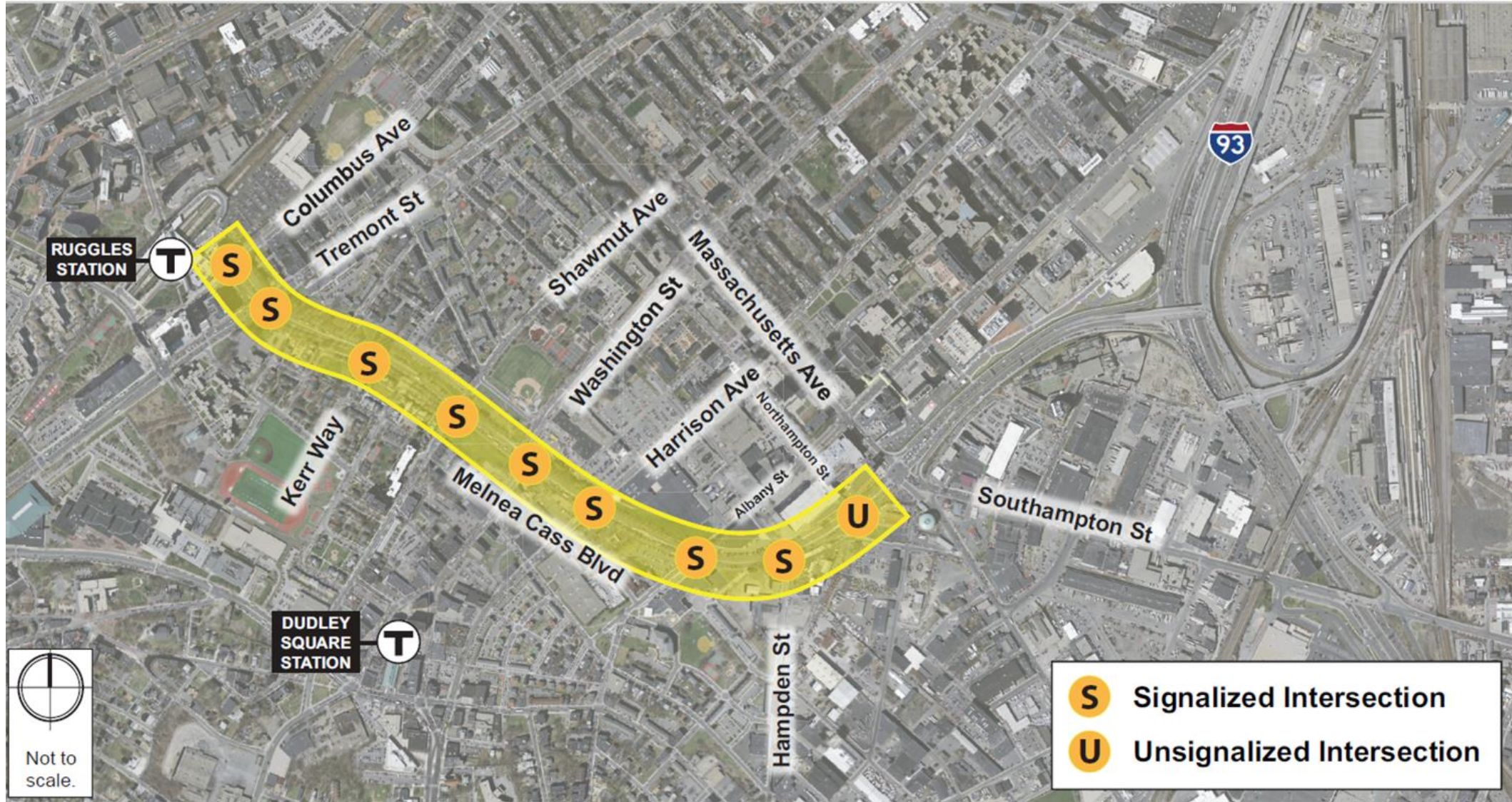
Potential Funding Sources: City capital budget for design, Boston MPO TIF for roadway construction, and MassDOT/MBTA for vehicle costs.

Who's Responsible: RTD and FWD with MassDOT/MBTA.

Time Frame: Within 5 to 15 years in conjunction with local community process.

Public Input

Melnea Study Area Intersections



ESTIMATION OF FUTURE VOLUMES

The Future No-Build (2027) Condition traffic volumes are based on a 10-year design horizon, as per MassDOT guidance. Future volumes for the 2027 design year were established by increasing the Existing (2017) Condition traffic volumes by a background growth rate of 0.5% per year and then adding the vehicle trips that will be generated by the planned development projects in the area.

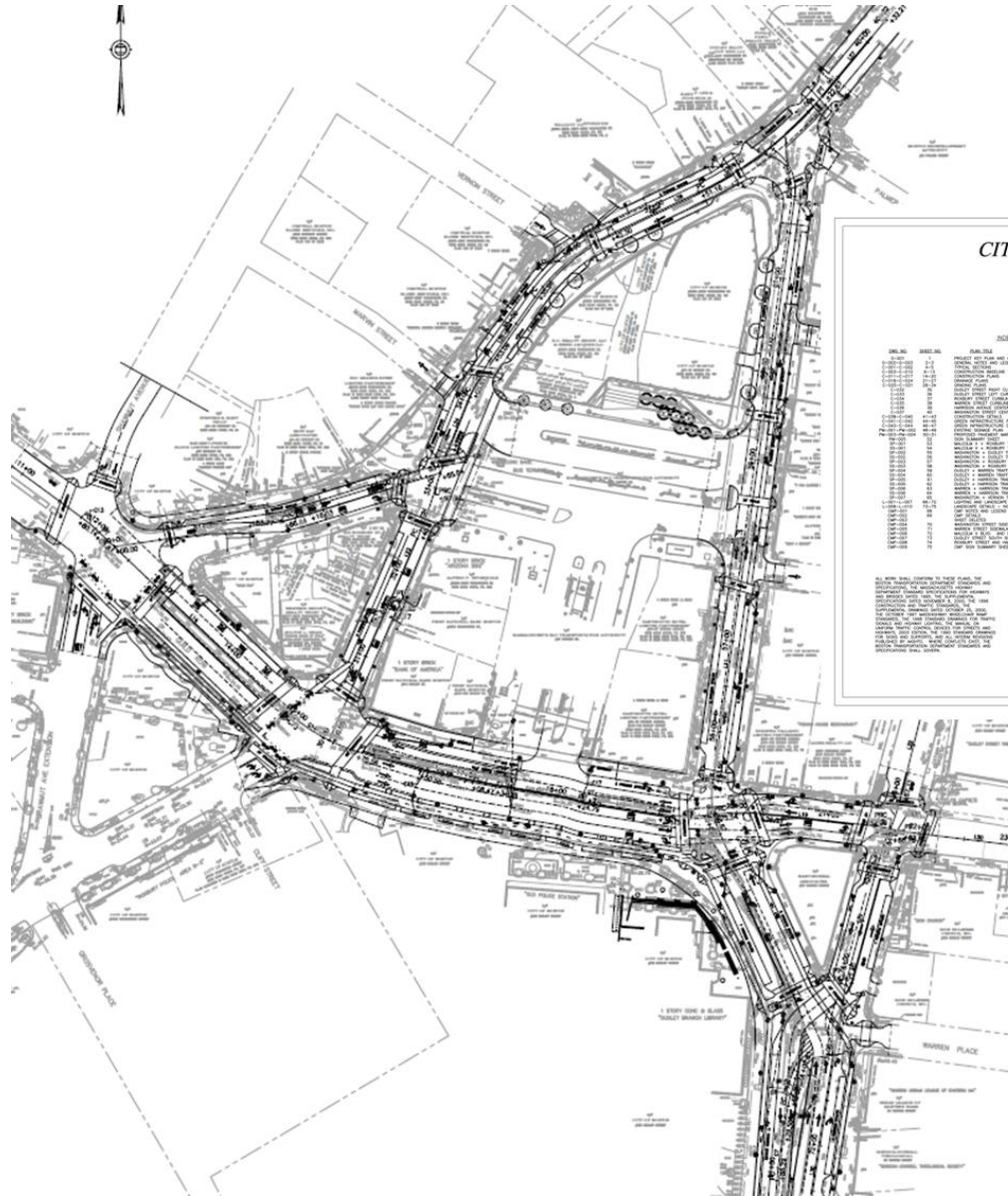
Table 11 shows the all of the future planned development projects in the area whose vehicle trips were routed through the study area.

Table 11. Future Development Projects

Background Project	Development Type	Square Footage
Parcel 9	Hotel, Residential, Commercial/Retail	185,500
Dudley Municipal	Headquarters for Boston Public Schools, Retail	200,000
Tremont Crossing	Hotel, Office, Museum, Residential, Retail	1,700,000
Northeastern ISEB	Research, Office, Classrooms	197,000
BUMC IMP	Energy Facility, New Inpatient Building, Admin./Clinical Building	549,300
Northampton Square	Residential, Office	371,881
Bartlett Place	Commercial, Retail, Residential, Public Plaza	598,219
Whittier Choice	Residential, Retail	368,662
Madison Park Infill	Residential	89,052
Parcel 25	Office, Residential, Retail	305,000
1486 Tremont Street	Residential, Retail	75,348
500 Huntington Avenue	R&D, Office, Retail/Commercial, Restaurant	640,000

PLAN: Dudley Square

Preserve. Enhance. Grow.



CITY OF BOSTON PUBLIC WORKS DEPARTMENT
DUDLEY SQUARE COMPLETE STREETS IMPROVEMENTS
ROXBURY, MA

NO.	DATE	DESCRIPTION
1	10/1/10	PRELIMINARY PLAN AND SPECIFICATIONS
2	10/1/10	PRELIMINARY PLAN AND SPECIFICATIONS
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WSP

DIP XX-XX SHEET X OF XX

DUDLEY SQUARE PROJECT KEY PLAN AND INDEX

SCALE: AS NOTED

DATE: 10/1/10

BY: [Signature]

CITY ENGINEER

PUBLIC WORKS DEPARTMENT
PART 1 OF 2 SHEETS
DESIGNED BY: [Signature]
CHECKED BY: [Signature]
DATE: 10/1/10

CITY OF BOSTON PUBLIC WORKS DEPARTMENT
ENGINEERING DIVISION
HEAVY INFRASTRUCTURE
DUDLEY SQUARE
PROJECT KEY PLAN AND INDEX
SCALE: AS NOTED
DATE: 10/1/10
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CITY ENGINEER

FUTURE BASELINE CONDITIONS

The project is scheduled to be completed by 2019. Parsons Brinckerhoff conducted traffic growth scenarios for 2039, the 20 year horizon design year.

Based on typical CTPS background growth for urban areas, the traffic counts were grown by 0.5 percent compounded annually for twenty four years to represent the 2039 condition. PB requested the list of upcoming/proposed developments near the project area that would potentially impact the site related traffic. A total of 25 background developments were provided by the City. Based on discussions with BTM and BPDA staff, PB determined the 13 background developments located within the immediate study area limits that are likely to increase traffic volumes beyond the background growth rate:

Projects Expected to be completed by 2019

- CBES Elder Services
- Bartlett Place - Phase 1
- Roxbury Street Parcel at Fairfield

Projects Expected to be completed by 2039

- Bartlett Place – Phase 2
- Blair Lot
- B2 Police Station Lot
- Rio Grande Developments
- 2451 Washington Street
- 2147 Washington Street
- Archer - Bonel Development
- Hurley Wire Site
- 2-14 Taber Street
- 22 Warren Street

In order to estimate trips generated by each of the proposed uses, the ITE Trip Generation Manual, 9th Edition, was used to determine the number of trips generated. BTM specific mode splits were researched and applied to the trip generation to determine the number of vehicle trips generated by each site.




Build Condition Operations

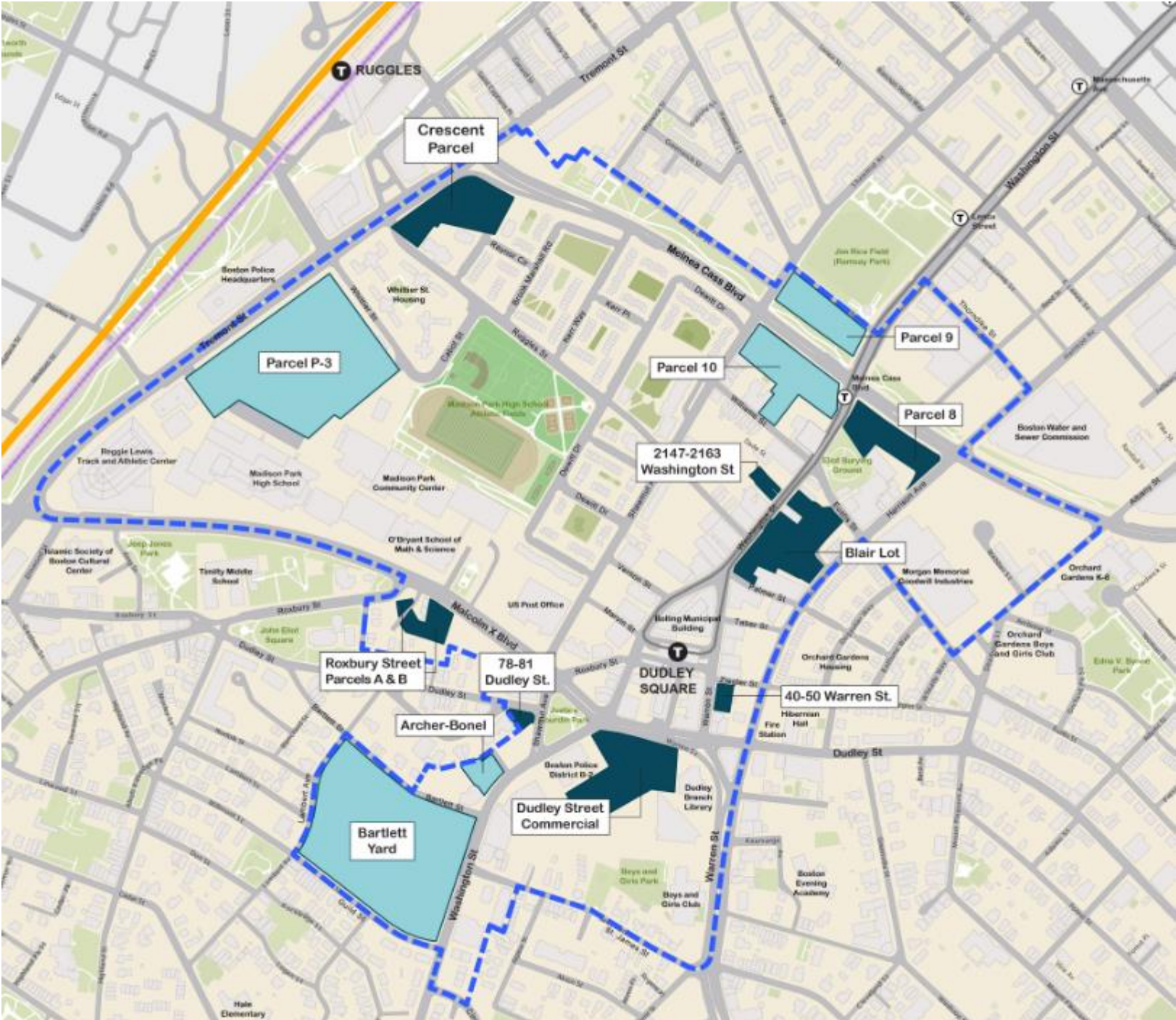
- Melnea Cass Corridor 10 Year Horizon Year 2027
- Dudley Square Intersections 2019 and 20 Year Horizon 2039
- Intersection Level of Service projections show even at the busiest intersections improvements over existing are possible with build condition changes. For example...
 - *“Melnea Cass Boulevard/Tremont Street - During the a.m. peak hour, the overall intersection is expected to continue to operate at LOS F; however the overall delay is improved by over 100 seconds. The Melnea Cass Boulevard westbound left-turn movement continues to operate at LOS F however the delay is reduced dramatically (253 sec) with the additional exclusive left-turn lane. During the midday peak hour, the overall intersection continues to operate at LOS F but the delay is improved by approximately 140 seconds. The Melnea Cass Boulevard westbound left-turn movement continues to operate at LOS F however the delay improves by over 300 seconds.”*

Build Condition Operations

- 2019 Dudley Square intersections improve over existing peak hour level of service (LOS)
- 2039 forecast is able to absorb background growth and anticipated infill.

Plan Dudley Square Study Area

-  PLAN: Dudley Square Roxbury Boundary
-  Development Parcels
-  Designated and Tentatively Designated Parcels





Project Review Committee Courtney Sharpe, Senior Planner Boston Planning & Development Agency

My Edit is for:

Parcel:

- 2147-2163 Washington
- Dudley Commercial
- 75-81 Dudley Street
- 40-50 Warren

Type of Edit:

- Page specific edit:
- General comment
- Other:

Edit: the evaluation committee needs to include community members. this committee should not be internal?? where is the public interaction? do we even know who's on this committee? why are people collecting checks from this institution? the sole people to make the final develop-ment decisions?

My Edit is for:

Parcel:

- 2147-2163 Washington
- Dudley Commercial
- 75-81 Dudley Street
- 40-50 Warren

Type of Edit:

- Page specific edit:
- General comment
- Other:

Edit: Need transparency on ~~evaluation~~ evaluation process. Does PRC have web post? Does says they do it they strongly reject a project. Let us need clarity on what the PRC needs to do specifically to veto. Majority? Consensus? what if consensus can't be reached? we need this closed ASAP before PRC convenes close

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- 40-50 Warren

Type of Edit:

- Page specific edit:
- General comment
- Other:

Edit: In the interim periods when edits + drafts are being made to the RFP, more transparency into the discussions that are being had and the process of integrating community feedback would be helpful. Email/post on the website meeting minutes or edits that have been finalized. That could help community members feel like their concerns are being actively addressed.

My Edit is for:

Parcel:

- 2147-2163 Washington
- Dudley Commercial
- 75-81 Dudley Street
- 40-50 Warren

Type of Edit:

- Page specific edit:
- General comment
- Other:

Edit: Rock top garden for use by residents and commercial tenants
Max of 4-5 stories to align w/ neighboring buildings

Role of Project Review Committee (PRC)

- Review responses to RFPs
- Participate in developer meetings on proposed projects
- Provide recommendation to RSMPOC and BPDA on tentative designation
- Serve as Impact Advisory Group ("IAG") for proposed project

Makeup of PRC

The Project Review Committee will be comprised of :

- 5 Members from the RSMPOC
- Up to 10 non-RSMPOC Members
 - These participants will be selected from nominations received from elected officials, community groups, neighborhood organizations, individuals

Work of the PRC

During RFP Response Review Process

- Coordinated by Community Economic Development/Planning
- Works in tandem with City of Boston RFP Proposal Review Team
- Works toward consensus in crafting recommendation to RSMPOC and BPDA

After RFP Response Review Process (Following Tentative Designation)

- Coordinated by Development Review Project Manager for Article 80 Process
- Reviews options for mitigation of project impacts
- Recommends options for community benefits
- Reviews Cooperation Agreement which outlines commitments made by development team



DRAFT RFP AND REVIEW PROCESS DISCUSSION

March 19, 2018