

BPDA Real Estate Division 2019 Annual Report



**boston planning &
development agency**

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Aerial of Boston City Hall Plaza, Alex MacLean

Executive Summary - Public Land for Public Good

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

Our work is guided by the following principles:

- **Community development:** We work closely with communities to ensure that developments on BPDA-owned land meet community needs, including affordable housing and job opportunities in growing commercial sectors.
- **Economic growth:** We designate properties to support key industries, from blue-collar maritime jobs to emerging life-science facilities, and we subsidize space in our commercial buildings to incubate growing local companies.
- **Cultural & community institutions:** A significant portion of our land and office space is offered to important local organizations such as community college programs, non-profit services, recovery programs, health clinics, dance groups, community gardens and more.
- **Financial stewardship:** We ensure public real estate is appropriately valued and utilized, while also generating revenue to fund the agency's other functions including planning, workforce development and development review.

In 2019, we saw many years of comprehensive planning, dedicated work, and deep community engagement bear fruit. Across the City, our work reached key milestones:

Championing diversity & inclusion in development:

The BPDA is committed to using its leverage as a real estate owner to promote development that builds wealth for minority and women-owned business enterprises and supports the existing fabric of Boston's communities. This year, we incorporated Diversity & Inclusion and Development without Displacement requirements into all real estate Requests for Proposals (RFPs), and collaborated with the City of Boston on several steps to create more equitable and transparent procurement processes for our contracts.

Continuous operational improvements:

We undertook a major reorganization of the Real Estate Department and increased capacity in strategic areas. We also implemented new project management systems for Procurement and Leasing, and made innovative improvements in our property inventory management which aid our ability to plan strategically for property dispositions.

Prioritizing community-driven development in Roxbury:

After a two-year planning process, in partnership with the BPDA Planning Team and the Department of Neighborhood Development (DND) we took key steps toward implementing PLAN: Nubian Square, formerly known as PLAN: Dudley Square. Developers were identified for four public parcels in Nubian Square, and RFPs were issued for two more. We also continued our partnership with DND to develop infill housing in the Garrison Trotter neighborhood and worked closely with community partners to start a discussion about the future of the Frederick Douglass Peace Garden in Lower Roxbury.

Investing the historic Charlestown Navy Yard:

We took major steps towards transforming Building 108, a condemned power plant, into a community asset. The Capital Construction team completed demolition design, in concert with the Environmental Protection Agency (EPA), and the Disposition team released an RFP for redevelopment. Along with the Rope Walk and Chainforge, this project will complete the redevelopment of the Historic Monument Area. We also successfully piloted the first summer activation of Shipyard Park, inviting community members from across the City to enjoy this historic location.

Preserving Chinatown:

After designating a developer for P-12c in Chinatown in 2018, we worked closely with BPDA Development Review to support this important mixed-use affordable housing development. In addition, our renovated office spaces at the China Trade Building welcomed local non-profits as tenants at no cost, supporting these important community and cultural organizations.

Supporting the marine economy in the Raymond L. Flynn Marine Park (RLFMP):

The mission of the RLFMP is to preserve and grow Boston's maritime industries, and create and protect jobs that pay decent wages for people at a variety of skill levels. In 2019, we issued RFPs for two key vacant properties, with a focus on marine industrial and general industrial uses. We also continued our engaged stewardship of the RLFMP with ongoing capital construction repairs and support for community events.

Expanding harbor & open space access:

We used our negotiating power to achieve public benefits that preserve and expand the Harborwalk in Charlestown and East Boston, and set aside land for permanent use as open space and urban wild.



The BPDA has a comprehensive inventory of its real estate assets.

Currently, we own:

- **316** parcels
- **13,338,901** square feet of land total
- **6,644,586** square feet of land is ground leased
- **1,751,984** square feet is public open space
- **1,226,506** square feet used for parking, including public lots
- **16,734** square feet of community garden
- **\$10,581,905** FY20 Property management budget

About the BPDA Real Estate Department

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

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

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

In addition, we work closely with our colleagues on the Finance and Legal teams to ensure commitments on the use of our land are honored and that rent is collected appropriately. We also regu-

larly collaborate with other city and state entities on shared goals and initiatives involving public land and represent the agency within the greater Boston real estate development community.

How the BPDA sells property

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

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

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

For parcels with values above \$35,000 in which there is only one qualified bidder, the BPDA may depart from 30B and directly designate these parcels. In these cases, the BPDA prioritizes community feedback and will conduct a community process. All of our RFPs for the disposition of our property are posted on our procurement webpage and also advertised publicly across Boston.

HOPE



R O X B U R Y



Championing Diversity & Inclusion in Development:

In partnership with DND, the BPDA committed to include criteria in all RFPs for public land that evaluates proposals based on their plan to promote diversity and inclusion and prevent displacement. Much of this policy language was written in collaboration with the community during the PLAN: Nubian Square, previously known as PLAN: Dudley Square process.

Our Diversity & Inclusion Policy aims to:

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

The BPDA piloted the diversity and inclusion language in the RFP released for Parcel P-12C in Chinatown in 2017, and we are already seeing results. The selected developer for P-12c has committed to awarding twenty percent of professional services and construction contracts to M/WBEs, and contracts will be subdivided into smaller bids to facilitate participation from smaller firms.

The new language is also seeing results in commercial and industrial development. The 2019 RFP for 24 Drydock in the Marine Park yielded five proposals, all of which incorporated M/WBEs in meaningful and creative ways across all areas of devel-

opment. Multiple proposals included thoughtful joint ventures between more established firms and smaller M/WBE firms, with the goal of building the smaller firms' capacity and providing valuable experience.

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

- The BPDA and City of Boston were jointly selected as one of ten cities to receive technical assistance, resources, and peer benchmarking through the Living Cities' City Accelerator Initiative on Inclusive Procurement.
- The BPDA is participating in a cross-agency [Disparity Study](#) to identify challenges for M/WBEs in doing business with the City of Boston.
- BPDA staff have coordinated with the City of Boston regarding a series of Mayoral Executive Orders to support equitable procurement.

Real Estate staff worked closely with the City's Equity and Inclusion Unit to improve outreach, yielding an increased number of responses to procurement opportunities for snow clearance and parking management, including responses from M/WBEs. The agency has also made a significant investment to advertise procurements in local, multilingual publications.

Continuous Operational Improvements

In 2019, we made key improvements in the Real Estate team's operations, improving our ability to plan the future of our assets strategically, manage our projects efficiently, and provide excellent service to our tenants and community members.

Building a Cohesive Real Estate Team

Building off the recommendations of the McKinsey and KPMG audits, in 2019 we further reorganized the Real Estate team to focus less on geography and the company owning the land (i.e., EDIC vs. BRA) and more directly on the work performed. The result is the organization of the staff around the five key lines of business identified earlier: Commercial Leasing, Dispositions, Capital Construction, Operations and Administration.

In addition, the Real Estate Department added new staff to increase capacity, including new team members working on Leasing and Disposition, a new Deputy Director of Administration to focus on strategic procurement, a new Deputy Director for Operations, and the BPDA's first Harvard Business Fellow, whose work focused on operational improvements.

Establishing Excellence in Procurement

The newly formed Real Estate Administration team began to review, standardize, and streamline our financial processes. We approach our work holistically across budgeting, procurement, and vendor management, while working closely with our Finance and Legal teams. Improved procurement allowed us to make more capital investments and work with small, local, women-, minority-, and veteran-owned vendors.

We increased transparency and efficiency through the use of digital tools such as Asana and Box, and our two largest contracts for parking and property management now include both specific software and Key Performance Indicators (KPIs).

In 2020, we'll focus on continuous improvement, to ensure that all stakeholders have the services, revenue, and data they need to inform and support their work.

Innovations in Inventory Management

In 2019, we undertook a systematic effort to confirm our property inventory and improve our inventory management system. Working with the BPDA Management and Information Systems team, we updated our property data, revised the structure of our data to reflect the team's needs, and built dashboard and mapping functions so that our data is easily accessible. In 2020, we will build out procedures to ensure that the data stays up to date, and we will use our new tools to strategically prioritize our properties for disposition.

Improvements in Leasing Business Processes

In 2019, the Commercial Leasing team improved lease tracking and renegotiation business processes, resulting in better internal outcomes and more responsive service to our tenants. We built out an aging report to systematically track upcoming lease expirations. We also developed a new interdepartmental project management system, which manages each lease negotiation from expiration to execution and document filing. The system improves communication between departments and leads to a smoother process.

Prioritizing Community-Driven Development in Roxbury



PLAN: Nubian Square (formerly PLAN: Dudley Square) Public Meeting

The neighborhood of Roxbury is at the heart of our commitment to use BPDA-owned land to respond to the needs and desires of the local community. In 2019, we worked with the Roxbury community to develop visions for multiple properties across the neighborhood to meet the needs identified by the community.

PLAN: Nubian Square

The two-year public process for [PLAN: Nubian Square](#) (formerly known as PLAN: Dudley Square) engaged the community on their vision for publicly-owned vacant parcels in Nubian Square.

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

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



Aerial of Nubian Square, formerly Dudley Square, Alex MacLean

In 2019, we took big steps to move PLAN: Nubian Square into implementation, in partnership with DND and the BPDA Planning Team:

- We assisted in identifying developers for four DND-owned parcels: 135 Dudley Street, 2147 Washington Street, 40-50 Warren Street, and 75-81 Dudley Street. All projects are currently in the development review phase. The selected proposals will cumulatively bring 265 housing units to Nubian, including 75 affordable homeownership units and 128 affordable rental units. Additional community benefits include robust M/WBE participation, anti-displacement measures, and below-market office space for local small businesses.
- [The Roxbury Strategic Master Plan Oversight Committee](#) voted to approve the next three RFPs: the Blair Lot, the Nawn Factory site, and Parcel 8. BPDA released the RFPs for the Blair Lot, to be developed for mixed-used development including affordable homeownership units, and DND also released the RFP for the Nawn Factory site for historic and educational uses. Proposals for both RFPs are due in February 2020. The RFP for Parcel 8, to be developed for commercial or institutional uses, will be released in 2020.
- We began the community process for two additional parcels: The Crescent site at the intersection of Tremont Street and Melnea Cass Boulevard; and a smaller site at the intersection of Malcolm X Boulevard and Putnam Place.

In 2020, we will take the next steps on PLAN: Nubian Square parcels. Work will include selecting developers for the Blair Lot and Nawn Factory, issuing the RFP for Parcel 8, and issuing RFPs for the remaining parcels.

Garrison Trotter

In 2019, we continued our strategic partnership with DND to develop the high-priority Holworthy-Hollander parcels in Roxbury's Washington Park Urban Renewal Area. These parcels are slated for affordable housing, as the latest phase of infill homes in the Garrison Trotter neighborhood. The most recent phase, completed in late 2018, created 11 homes through DND's [Neighborhood Homes Initiative \(NHI\)](#) and consisted of 18 housing units on Waumbeck, Harold, Howland and Crawford Streets. Per NHI requirements, two-thirds of the units are income restricted.

This robust, community-based process made significant progress in 2019. The Garrison Trotter Neighborhood Association approved the inclusion of 12 BPDA-owned parcels on Holworthy and Hollander Streets into the NHI. Housing prototypes and proposed site plans are currently being refined in order for an RFP to be issued in the first half of 2020. It is expected that the RFP will call for the development of 13 homes containing 21 to 24 total units, with two-thirds of the units stipulated to be income-restricted affordable housing. This phase is expected to be transformational for this immediate area, turning 75,000 square feet of vacant, under-utilized land into high-quality, well-designed, owner-occupied housing.

Frederick Douglass Peace Garden

In 2019, we began discussions with the Lower Roxbury community about the future of the Frederick Douglass Peace Garden, in collaboration with the [Mayor's Office of Arts & Culture](#) and the [Edward Ingersoll Browne Fund](#). The garden was originally

established with the hard work of community residents, and was maintained by the Trustees of Reservation until 2016. The garden was the original site considered for the Frederick Douglass monument that is now planned to be sited at the corner of Tremont Street and Hammond Street.

This year, we held informal discussions with stakeholders and led a community meeting to solicit feedback on how the community envisions the future of this culturally important site. In 2020, we will draft and issue an RFP, with community involvement every step of the way.

Melnea Cass Boulevard Hotel & Residences

The Marriott Residence Inn Boston opened in 2019, on land awarded jointly by the BPDA and the Massachusetts Department of Transportation (MassDOT). The development includes 135 hotel rooms, 8,000 square feet of retail space, and 50 rental units, including 7 affordable units. In response to community activism, the developer guaranteed wages of \$18 dollars an hour for all permanent hotel staff, and is creating a \$400 thousand workforce training and development fund to be administered by the BPDA. Construction on the residential units is ongoing.



Rendering of Melnea Cass Boulevard Hotel & Residences



Rendering of Parcel 10, Madison Tropical Development

Madison Tropical

The three-phase Madison Tropical development, also built on BPDA and MassDOT land, completed Phase Two in 2019. Phase One, the expansion of the Tropical Foods market, was completed in 2015. Phase Two is a mixed-use development consisting of 23 rental units and ground floor commercial space. Construction is complete and the building is partially leased. In 2019, the development team submitted a notice of project change for Phase Three, requesting to shift from commercial use to affordable rental and condo units.



151 Lenox Street

151 Lenox Street

We extended tentative designation for Tenants' Development Corporation (TDC) to redevelop 151 Lenox Street as a community center with programs geared towards personal growth, empowerment and enrichment of youth through seniors.



Rendering of 41 Regent Street

41 Regent Street

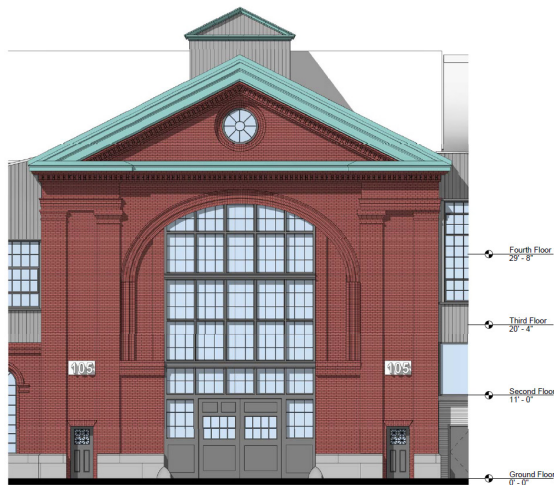
We also extended the Final Designation status of CVSE, LLC, a local minority-owned development entity, to construct 14 condominium units at 41 Regent Street. The developers intend to create units that will provide housing for the young, work-force segment of the community.

Invigorating the Charlestown Navy Yard

The Charlestown Navy Yard is a national historic landmark, and we are proud of our stewardship of the Navy Yard's architectural and historical legacy. The Historic Monument Area of the Navy Yard in particular reflects major stylistic developments and evolution of military technology. In 2019, we made strides in the preservation and redevelopment of key Historic Monument Area buildings.



Building 108 Power Plant in the Charlestown Navy Yard



Chain Forge Building, a 1904-built former chain factory.



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

Building 108 Power Plant Demolition & Redevelopment

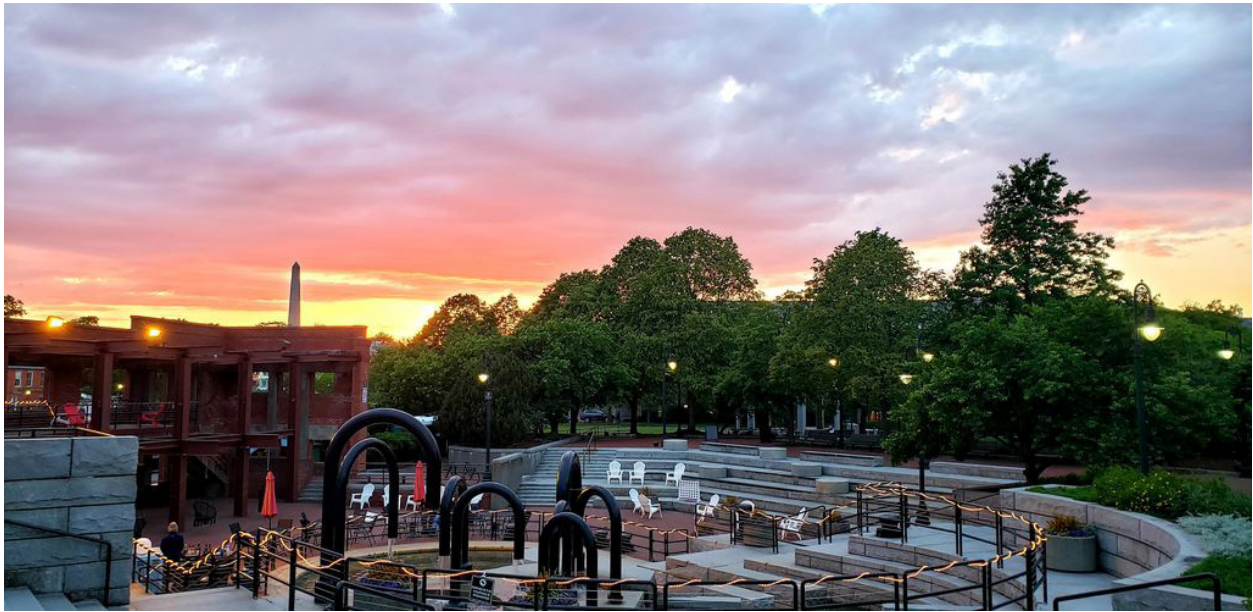
Starting from its construction in 1902, the Building 108 Power plant was the source of power for the Navy Yard. After the Navy Yard was decommissioned, the building fell into disrepair and became hazardous. In 2019, we took major steps to remediate the hazards and redevelop the building. The Capital Construction team erected temporary safety barriers around the building, completed demolition design, and worked proactively with both the Massachusetts Department of Environmental Protection (DEP) and the EPA to address environmental remediation. The Disposition team issued an RFP for redevelopment that honors the history of the site and the architectural character of the Historic Monument Area. In 2020, demolition will be completed and the Disposition team will select a developer for the site.

Chain Forge Hotel

The Chain Forge manufactured the die-lock anchor chain and was the Navy's sole source of chains for decades. In 2019, the developer resolved its final regulatory and financial concerns. In 2020, construction will begin on a 230-room hotel with exhibition space.

The Ropewalk - New Residential Development

The Ropewalk complex produced all of the Navy's rope for almost 135 years, and is the only building of its type that still exists in the United States. The development is preserving the building and renovating the interior to include 97 residential units, 20% of which will be affordable, along with community and exhibition space. In 2019, the developers were in the final phase of construction, and plan to open the building in 2020.



The Anchor, an outdoor community gathering space in Shipyard Park

Activating the Navy Yard Waterfront

We issued an RFP in June 2018 to activate the waterfront and watersheet of the Navy Yard, with the goal of making the Charlestown Navy Yard open and welcoming to all. After a thorough review that included significant community engagement, two proponents were awarded temporary license agreements for the summer of 2019: the Anthem Group, and the USS Constitution Museum.

- The Anthem Group created the Anchor, an outdoor community gathering space in Shipyard Park featuring activities for residents and visitors of all ages, along with beer and wine service. According to the Anthem Group, the Anchor received 110,000 visitors in its first season, and produced 300 programs including art programs, live performances, fitness programs, and inner city youth outreach. The BPDA negotiated a creative rent structure which credited expenditures on public programming to incentivize the Anthem Group to invest capital to enhance the experience for visitors.

- The BPDA awarded a \$10,000 grant to the USS Constitution Museum to offer free outdoor programming. The USS Constitution Museum turned “inside out,” taking the remarkable stories told by the collections and exhibits outside the museum into the Navy Yard and filling exterior windows and illuminated reproductions of maritime masterpieces.

Waterfront Focus in 2020

In 2020, we will build on this success by moving forward with plans for redeveloping and activating the last remaining parcels on the Navy Yard waterfront: Pier 4, Pier 5, and the Dry Dock #2 Pump House. We held an initial community meeting to discuss the future of the sites in 2019, and plans to move forward with redevelopment in 2020 in line with planning recommendations and the desires of the Navy Yard community.

This year, we worked closely with the Chinatown community to build affordable housing and support key community institutions.

(Right) Aerial of Charlestown Navy Yard, Alex McLean



Preserving Chinatown

Focus on Affordable Housing on Tremont Street

In 2019, we supported the 290 Tremont Street project as it continued moving through the Article 80 process. The project will redevelop the BPDA's existing parking lot on Tremont Street through a unique partnership between the Asian Community Development Corporation, Millennium Partners, Tufts Shared Services, and the Doubletree Hotel. All of its 168 homeownership and rental units are affordable. It also includes an expansion of the adjacent Tufts garage and an addition to the hotel. The project is entering affordable housing financing rounds with the city and state in early 2020, and is projected to break ground in spring 2021.



Rendering, 290 Tremont Street, Pedestrian View

The China Trade Center & Liberty Tree Plaza

We also reached major milestones with the China Trade Center, a historic building and community space in the heart of Chinatown. The BPDA acquired the China Trade Center in 1993 as part of the City's commitment to revitalize downtown Boston. After a major tenant vacated the building in 2014, the BPDA embarked on a major renovation project, investing several million dollars in building improvements.

In 2019, the Commercial Leasing team fully leased the building, allowing the BPDA to subsidize the rent of long-term non-profit tenants which play a vital role in Chinatown's community: Gung Kwok Dance, Chinatown Main Streets, and the Chinatown Historical Society. The Commercial Leasing team also leases space to mission-oriented tenants including the Chinatown branch of the Boston Public Library, Urban College of Boston, the Massachusetts Department of Children



Liberty Tree Plaza

and Family Services, International Institute of New England, and the Fenway Community Health Center.

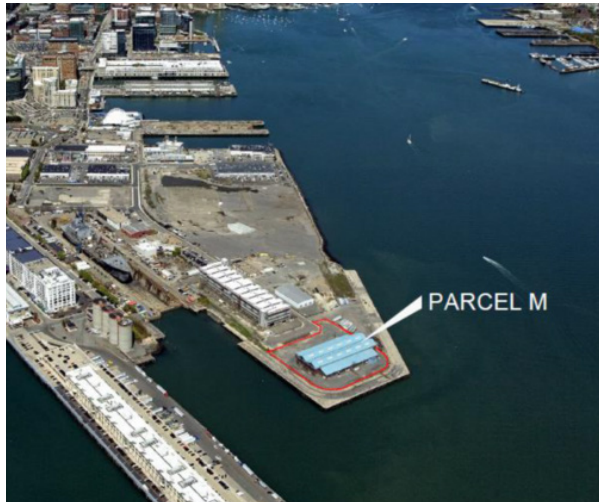
We are continuing to invest in the historic building. The newly renovated Liberty Tree Plaza opened at the beginning of 2019, with new paving, lighting, and landscaping. We are currently overseeing a more than \$500,000 project to paint and repair the atrium. The 7-story atrium allows light, views, and connections to the Boston Public Library, conference space, classrooms, non-profits, and retail. The design will maintain the historic character of the building while addressing deficiencies in the common area.

Continuing to Convert Parking to Housing 2020

In early 2020, we plan to begin a community process around the R-1 site, which is currently licensed to Tufts Shared Services for parking. As the Parcel P-12c project moves forward and Tufts is able to relocate its R-1 parking to the new 290 Tremont Street garage addition, R-1 will be available for a new use.

We look forward to initiating this conversation with the community and expect that this may be another site for the creation of affordable housing in Chinatown.

Supporting the Marine Industrial Economy in the RLFMP



Parcel M, Located at 3 Dolphin Way



Rendering, 2 Drydock Avenue



Rendering, Marine Wharf (Parcel A Hotel), 1 Drydock Avenue

Developing vacant industrial parcels

In 2019, we reissued two RFPs for key marine industrial sites in the RLFMP. We received 5 proposals for 24 Drydock Avenue and awarded Tentative Developer Designation to Cronin Development, LLC in January 2020. Cronin proposes not only to create a project that will bring additional life science and research and development jobs to the RLFMP, but to move its headquarters to the new building and provide financial support to retain the marine-related jobs of Boston Ship Repair in the RLFMP.

We also received three proposals for Parcel M, located at 3 Dolphin Way. Staff are currently engaged in vetting these proposals to ensure that a selection is made that will best benefit the ongoing mission of the RLFMP.

2 Drydock Avenue

The thirteen-story commercial building under construction at 2 Drydock will result in 50 permanent jobs, and the design includes a thirteen thousand square foot urban plaza, which will introduce publicly accessible open space. Community benefits include a \$50,000 donation to Martin Richard's Park.

1 Drydock Avenue

This site is under construction as a 411-room hotel. The design is LEED Gold certifiable, and public benefits include a \$50,000 donation to Martin Richard's Park and maintenance of adjacent public open space. Innovation Square at Northern Avenue has completed its first phase of construction and has begun the second phase. The site is being developed as a research and development and manufacturing facility. Public benefits of the project include public transit infrastructure improvements, and 1,000 new full and part-time jobs.



Rendering, Innovation Square, Tide Street Patrial Elevation

Innovation Square at Northern Avenue

This development has completed its first phase of construction and has begun the second phase. The site is being developed as a research and development and manufacturing facility. Public benefits of the project include public transit infrastructure improvements, and 1,000 new full and part-time jobs.

Capital Construction to Protect Infrastructure

The Capital Construction team moved forward multiple projects to protect infrastructure in the RLFMP in 2019:

- Environmental remediation was completed at 339 Northern Ave. The site contained hazardous materials related to uses as part of the former South Boston Army Base and soil contamination from underground storage tanks.
- A construction contract was awarded and initial installations were completed for roadway improvements at Black Falcon Avenue and Terminal Street. Improvements include installing pavement and replacing sidewalks for ADA compliance. The project is projected to be completed in Spring 2020.
- A contractor was selected and construction began for repairs to the RLFMP garage. This is the first comprehensive repair and maintenance program for the garage since its original construction in 1991. Construction is projected to be completed in Summer 2020.
- Emergency repairs were completed for dewatering pumps in Dry Dock 4 on Pier 5.
- Eighty percent of construction was completed for bulkhead rehabilitation at the East Jetty. Work includes constructing a new concrete bulkhead wall, new fencing and gates, and installing an electrical conduit for future use.

Supporting the Marine Park ecosystem

As steward of the RLFMP, we take an active role in ensuring that the RLFMP is a vibrant and activated area that supports Boston's marine industrial community.

The Real Estate Department is supporting pedestrians and cyclists in the RLFMP with a redesign of Northern Avenue. The project aims to introduce sustainable modes of transportation and increase bicycle and foot traffic. In 2020, design will be completed and construction will begin. Work includes reconstructing sidewalks along Northern Avenue and Tide Street to integrate raised bike lanes and ADA-compliant ramps and walkways.



12 Channel Street owned by the BPDA

At the BPDA's 12 Channel Street commercial building, the Commercial Leasing team rents space to small local manufacturing companies and startups in new industries. Industrial tenants include a local, woman-owned custom manufacturer, an electro-mechanical manufacturer, and a defense technology firm's research and development and manufacturing arm for helmet technology. Other tenants include an interior design firm; and multiple commercial distribution firms. 12 Channel Street also houses non-profits including the New Boston Pride Committee, Massachusetts Iraq & Afghanistan Fallen Heroes, and MassRobotics, which supports robotics startups. In 2019,

the Capital Construction and Commercial Leasing teams built out space for Mass Fallen Heroes and provided construction oversight for MassRobotics.

The Commercial Leasing team also supports multiple annual events that activate the RLFMP, including many charitable fundraisers. In 2019, the Commercial Leasing team granted licenses for multiple events, including the 12th Annual Lawyers Have Heart road race supporting the American Heart Association, the Bikes and Beers event supporting the Massachusetts Bicycle Coalition, the 18th annual Harpoonfest, and the Harpoon 5-Miler road race to support the Angel fund. The RLFMP also hosted staging for two high-profile charity bike races: Bike MS Cape Cod Getaway to support MS research, and the Pan Mass Challenge supporting the Dana Farber Cancer Institute and the Jimmy Fund.

In 2019, the Real Estate Department also renegotiated its lease with Jamestown Properties for the Boston Design Center, adjusting the uses allowed in the building in response to challenges faced by the design industry. The new lease will support the historically significant design industry, while allowing Jamestown to creatively position the building to be responsive to the future vision of the RLFMP.

Expanding Harbor & Open Space Access

Expanding the Charlestown Harborwalk while Preserving the Charlestown Port



Charlestown Waterfront

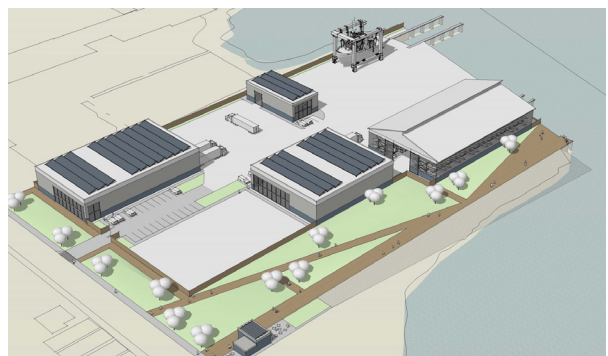
Along the Charlestown waterfront, we negotiated a new lease with Massport for our Little Mystic site. The new lease requires investments from Massport to support the goals of environmental justice, social equity, and multimodal transportation mobility while still protecting the required Designated Port Area (DPA) uses of the Little Mystic site. The final community mitigation package was the result of a community process with neighbors, elected officials, and advocacy groups. Massport's commitments include beautifying the shoreline, setting aside space for a future Harborwalk extension, offering benefits for local, low income students, and creating pedestrian and cycle pathways to connect to local recreational areas.

These investments include filling a missing link in the Harborwalk under the Tobin Bridge to connect residents in the primarily low-income affordable housing developments near the Little Mystic to the Harborwalk in the Navy Yard and beyond. In addition, Massport will also construct a community path along the Mystic Branch Rail Line which will connect residents to open spaces on either side of Charlestown.

Expanding the East Boston Harborwalk while Supporting East Boston Businesses

In 2007, the BPDA acquired approximately nine acres of land on Condor Street in East Boston from the Hess Corporation for the purposes of industrial and economic development. The BPDA sought developers with an innovative economic development strategy supporting the BPDA's commitment toward strengthening Boston's maritime economy. In 2016, the BPDA granted tentative designation to the East Boston Community Development Corporation (EBCDC) to develop three buildings to house three long-standing East Boston businesses.

In 2019, the BPDA negotiated the terms of the ground lease and granted final designation to the EBCDC. Public benefits will include an extension of the Harborwalk with Harbor Arts Installations, a commemorative memorial for the Battle of Chelsea Creek, a tot lot, and a dog walk. In 2020, EBCDC will begin pre-development work, including replacing a decayed seawall.



146 Condor

Preserving Open Space Permanently

In 2019, the BPDA Board voted to transfer 21,000 square feet of open space adjacent to Ceylon Park to the City of Boston Parks and Recreation Department. These parcels will now be permanent open space for the public's enjoyment. In 2020, we anticipate transferring 51,000 square feet of wetland on Cow Island Pond to the Boston Conservation Commission to preserve permanently as urban wild.

