Library Village
2018 FHLB Boston Affordable Housing Development Competition
It was a privilege to collaborate with a team of mission-driven students from a wide range of backgrounds – community development, design, architecture, law, public policy, real estate, and finance – to reimagine how a public asset could comprehensively advance the interests of the South Boston community. We are deeply grateful to the Federal Home Loan Bank of Boston for giving us this opportunity and sustaining the Affordable Housing Development Competition for the past 18 years.

In a fast world where time is increasingly scarce, we are particularly indebted to our interviewees, who collectively allotted over 50 hours to speaking with us, and welcomed us into their senior centers, offices, libraries and book sales. During the time we spent together, they left us full of laughter, stories and insights into their community.

We are so appreciative for the support and intellectual acuity of our advisors, and for their unlimited patience as our vision evolved. This project also would not have come to fruition without the many unexpected contributions of our unofficial mentors, peers, and friends. We could not be more pleased to learn that our excitement about a multi-purpose neighborhood-serving asset could be so contagious.

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South Boston Neighborhood Development Corporation
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Right: South Boston seniors tell us about what they would like to see in a new affordable housing development above the South Boston Branch Library.

Left: Donna Brown, Executive Director of the SBNDC, shows the student team around the Library Village site.
CONTENTS

Introduction 4
Executive Summary 5
Our Vision 6
Key Judging Criteria 8
Our Sponsor 10

Context 12
Site Context 18

Program & Design 20
Floor Plans 24
Sustainability 32

Finance & Feasibility 38
Development Budget 40
Operating Pro Forma 43

Conclusion 46

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1 Introduction
**Project Overview**

South Boston is a **neighborhood in transition**. Once known for its working-class, immigrant community, South Boston is increasingly characterized by its “vibrant nightlife,” “restaurant scene,” and million-dollar condos. Or, as Boston Magazine recently put it: “South Boston has emerged as one of the hottest neighborhoods in the city.”

But this transformation is leaving South Boston’s most vulnerable residents behind. With a growing population and rents that have risen 32 percent from 2011 to 2016, South Boston has become unaffordable for many of its long-time residents, and its seniors in particular. While one-bedroom rents in the neighborhood’s new buildings are as high as $2,700 a month, over 50 percent of seniors in South Boston live on incomes below $25,000 per year. For these seniors, South Boston’s newfound popularity is hardly a cause for celebration – it’s a crisis of affordability.

Library Village is an opportunity to respond. In an effort to preserve affordability throughout the City of Boston, in January 2018, the Mayor’s Housing Innovation Lab issued a Request for Information to measure interest in developing housing on the site of city-owned assets, including the South Boston Public Library. After more than 50 hours of discussions with members of the South Boston community, we crafted a proposal that addresses what South Bostonians described as their community’s most pressing needs.

Over 48 apartments of permanently affordable housing will provide housing stability in one of Boston’s most rapidly changing communities. On the ground floor, upgraded library facilities and public open space will reinforce the neighborhood’s evolving identity and generate collective memories among its residents. We aim to develop an asset that not only provides housing security for low-income residents, but is a site of connection and belonging. To emphasize our holistic approach, we named our project **Library Village**.

**A New Approach to Affordable Housing**

The current environment in Washington suggests that traditional housing subsidies that enable development of moderate- and low-income apartments are become increasingly scarce. The fiscal year 2019 federal budget slashes HUD funding by 18 percent (or $8.8 billion) relative to 2017’s enacted levels, and decreases funding across rental assistance programs by 11.2 percent (or $5.7 billion). At the same time, escalating development costs are leaving non-profit developers with neither the resources nor incentives to produce affordable housing in South Boston.

Library Village represents an out-of-the-box solution to develop affordable housing as the need for deeper affordability rises and public resources decline. By leveraging federal, state and city subsidies to develop on below-market, city-owned land, Library Village becomes **more than the sum of its parts**: a cohesive community asset where a public library enhances the lives of the seniors who live above it and the neighborhood built around it.
Our goal for Library Village is to reimagine the South Boston Public Library as a neighborhood-saving resource that addresses South Boston’s most pressing needs: affordability, senior housing, and upgraded public amenities.

Our development program bears a significant connection to the history of the site itself. Originally the location of a four-story public school built in 1857 (the Frederic W. Lincoln School), the site has always been a space where learning is fostered and shared. Its subsequent use as a library continued to build on the site’s tradition of public access.

The second branch library in the United States, the South Boston Public Library has gradually evolved into a place of belonging and connection. Library Village seeks to reinforce this ethos through its community-focused uses and physical design.

“Lively, diverse, intense cities contain the seeds of their own regeneration, with energy enough to carry over for problems and needs outside themselves.”

- Jane Jacobs, The Death and Life of Great American Cities

1855
A meeting of the Boston Commission of the Erection of the Building for the Public Library

1871
Sketch of the reading room in the Boston Public Library
introduction

TIMELINE: COMMUNITY ASSET

1928
Students enjoying story hour at the South Boston Branch of the Boston Public Library

2018
Parents and children in the reading area of the South Boston Branch, while the Children’s Room is occupied for scheduled programming

2023
South Boston residents of all ages find programming that matches their needs at the new library
KEY JUDGING CRITERIA

1 Community responsiveness
: Listen to a range of community voices

- We spent over 50 hours speaking with South Boston residents and community stakeholders to align our project with their needs.

- Based on residents' feedback, we created flexible community spaces for neighborhood organizations such as the South Boston Arts Association and South Boston Historical Society.

- We focused on building a partnership between Library Village and the South Boston Neighborhood House (SBNH), a trusted neighborhood senior services provider with a long track record of serving the community.

- To address the depth of the affordability crisis in Boston, we set aside eight apartments for extremely low-income, formerly homeless seniors.

2 Project feasibility
: Leverage existing assets and advance public priorities

- Our development plan leverages the benefit of a publicly-owned site. By underwriting a reduced acquisition cost for Library Village, we were able to stretch scarce affordable housing subsidies further, paying for high-quality community spaces and keeping rents low.

- Our selection of uses aligns with existing public priorities in order to win support. A focus on affordable housing for seniors in particular, as well as a modernized library space, are consistent with key initiatives of the City of Boston.

- The South Boston Neighborhood Development Corporation (SBND), our project sponsor, has significant experience in the development of senior housing within the surrounding area. They previously completed Castle Cove, a 64-apartment senior housing project less than a half-mile away.

3 Project financing
: Maximize achievable benefits

- Given the urgency of the affordable housing crisis, we worked to ensure that Library Village will be financed and built as quickly as possible. All of our asks for public capital are in line with term sheet requirements, reducing delays from discretionary approvals.

- We left no stone unturned. By placing an emphasis on funds from the City of Boston’s Inclusionary Development Program, we identified a valuable gap-filling source that could potentially play a critical role in bringing Library Village to fruition.
4 Physical design: Design with a past-present-future perspective

• We sought to preserve the heritage of South Boston while delivering the resources it needs to thrive in the future. To that end, we created a contextual but modern structure consistent with the existing streetscape along East Broadway.

• Private common spaces on every floor encourage seniors to leave their apartments and socialize. The public library creates synergies by serving as an additional gathering place for residents.

• Our design features are cost-effective and easy to maintain. A ceramic frit pattern on the library windows reduces glare without the need for operating a blind.

5 Innovation: Embrace creativity and build a model for future projects

• Library Village features creative programming that expands the notion of what a library can be in order to serve the building’s residents and broader neighborhood, including a Wellness Center and Memory Cafe for seniors suffering from memory loss.

• As a pilot, the building features three apartments to be marketed to municipal workers, easing the rent burden on city employees who often struggle to fulfill a citywide residency requirement.

• We created an innovative mix of public and private community spaces for residents and the larger community. Flexible spaces in the library serve both seniors as well as neighborhood patrons, while private gathering areas on the upper floors cater solely to senior residents of the building.

6 Environmental: Apply a human-centric approach to sustainability

• We emphasized staff education about sustainability and performance monitoring through technology to complement building design. Software such as Wegowise is used to inform decisions made by the property manager, and staff receive targeted instruction on how to efficiently operate solar panels and other state-of-the-art technology.

• Our material selection ensures a sustainable building life cycle that begins during construction. Upper floors will be built using a wood frame, and, during construction, repurposed shipping containers will provide temporary library facilities with key services.

• Library Village is located along a high-frequency bus corridor within a dense, walkable neighborhood. Our design takes advantage of these features to pursue smart growth principles by adding bicycle parking and subsidizing shared transit use among seniors.
Established in 1983 by a group of community residents, South Boston Neighborhood Development Corporation (SBNDC)’s mission is to provide decent and affordable housing opportunities for low- and moderate-income families in South Boston. Over the past quarter-century, SBNDC has developed or preserved over 170 units of affordable housing and currently manages 47 units.

Given the importance of senior affordable housing to the South Boston community, SBNDC has made it a significant focus. Past developments include Castle Cove, a 64-unit senior affordable housing project. SBNDC has also built up significant infrastructure around the creation of housing on City-owned sites. Their Patriot Homes development, which will feature 24 affordable apartments for veterans on the site of a former city-owned police station, is currently under construction.

Founded in 1901, the South Boston Neighborhood House (SBNH) has developed a robust infrastructure of supportive senior services in the neighborhood. Known affectionately as “The Ollie,” SBNH serves as an intergenerational community center tailored to the needs of the community’s residents. Located 4 blocks away from Library Village, SBNH is ideally suited to provide wraparound off-site services for seniors while preserving the independent living format of our development.

SBNDC anticipates entering into a formal services agreement with SBNH. An on-site social services coordinator at Library Village will be able to assist with programming in the building while referring seniors to more robust services provided by SBNH.

SBNH aims to reduce social isolation among seniors through a suite of programs focused on physical and emotional wellbeing. On its campus, SBNH offers programs ranging from yoga and preventative health screenings to financial literacy and craft programs, all while strengthening the community ties that bind seniors to one another.
A 1,767 sf Wellness Center

The redesigned library space will include the Wellness Center, a flexible community space featuring exercise classes and educational programming geared towards seniors. Through a partnership with SBNH, specially-trained instructors will offer low-weight strength training, chair aerobics, and yoga classes. The South Boston Community Health Center will also invite in doctors and healthcare practitioners to provide classes on healthy eating habits and self care in the Wellness Center, which will be open to residents and community members.

Housing for municipal workers

In addition to providing 45 units of senior housing, Library Village will pilot affordable housing for municipal workers, who often struggle to fulfill the city employee residency requirement as rents continue to rise in Boston. Three 1-BR apartments at Library Village will be targeted to municipal workers, including library staff and employees at the nearby Joseph P. Tynan Elementary School. With one on each floor, these units will be in the northeast corner of the building, where residents will have easy access to a stairwell and a direct entrance and exit.

A two-story commons for residents

The second floor of Library Village features a spacious two-floor dining and activity room that extends up through the third floor, providing an inviting space for seniors to congregate and socialize. While we sought to maximize the amount of dual senior-library community space based on feedback from neighborhood seniors, we felt it was essential to include a central private space for just residents.

A 4,642 sf public courtyard

A new courtyard in the center of Library Village is specifically designed with flexible walls leading into the surrounding community rooms and library spaces to allow for combined indoor-outdoor usage in the warmer months. The space can be joined with a flexible community room for monthly fundraising book sales held by the Friends of the South Boston Library, and can be joined with the Wellness Center for outdoor exercise classes. In addition to creating a large permeable surface in the building’s center, the courtyard will feature xeriscaping with native species to reduce irrigation needs.

A multi-purpose Memory Cafe

Library Village will feature the Memory Cafe, a shared community cafe named for and featuring an eponymous program run by the Boston Elderly Commission to foster interactions among seniors with dementia. The Cafe space will include historical images of South Boston embedded on the windows using ceramic enamel frit, which will reduce the building’s cooling load and serve as a nod to the neighborhood’s past.
2 Context
South Boston has historically been a working-class neighborhood. Though it is known as the home of generations of Irish immigrants fleeing economic disruptions in the 1820s and the Irish Potato Famine in the 1840s, South Boston has also been the site of arrival for many other immigrant communities. German, Lithuanian, Italian and Polish families also found places to call home in South Boston. These groups found solidarity amongst one another, and economic stability in the industries of South Boston: shipyards, glassworks, and later on, the docks.

Beginning in the late 1940s, myriad new challenges undermined South Boston’s cohesion. Many returning veterans took advantage of FHA mortgages to move from South Boston to the suburbs, and aspiring homeowners in South Boston were locked out of wealth-building opportunities because local banks devalued their homes through redlining.

During this period of economic upheaval, public housing was built on the site of demolished homes and churches. The City of Boston also proposed major highway plans that would completely transform the city. Like residents of many other neighborhoods, South Bostonians felt threatened by urban renewal as these changes took place.

The desire to preserve the neighborhood’s fabric became acrimonious in the 1970s and 80s, when South Boston drew widespread criticism for its violent fight against a federally-mandated busing plan designed to desegregate Boston’s public schools. Though busing was a court-mandated citywide initiative, much of the initiative focused directly on the working-class white neighborhood of South Boston. The plan directed the busing of nearby black Roxbury students into white South Boston schools, and was met with fierce pushback by South Boston residents.

Job losses and unemployment also emerged as major issues among lower income South Bostonians during this time. In the 1980s and 1990s, South Boston had the highest concentration of white households in poverty in America, and the lowest median income in Boston.

Those who stayed in South Boston in the second half of the twentieth century found themselves in a smaller, closer community bound by struggle.

Over weeks of conversations, lunches, book sales, and trivia nights with the South Boston residents, many of them seniors who have lived in South Boston for generations, we learned that a greater history defines this neighborhood. Though South Boston has a complex past, it also celebrates its relationships, the joy of knowing one’s neighbors, and the connections that have kept so many seniors in the neighborhood for so long. South Boston’s residents embrace their past as a part of a multi-layered story that informs how they move into the future.

We designed Library Village to preserve the neighborhood’s identity while creating an inclusive community that welcomes current and future residents seeking to find a home in South Boston. And we anchored the project in the South Boston Public Library, which has served as a model of inclusion in South Boston since its founding in the 1800s.
Today, massive economic and demographic forces are impacting Boston. Real estate investment and evolving industries such as biotech and web services are poised to remake the city’s neighborhoods.

The City of Boston projects that the Seaport district alone will experience unprecedented population growth: a 289 percent increase from 2012 to 2030. Glass towers and a proliferation of condos continue to attract newcomers to surrounding neighborhoods, including South Boston.

This raises existential questions for South Boston: will the people who call this neighborhood home recognize it in five years? Will the people who have invested their lives here be able to stay?

Most South Boston residents moved in after 2010

And most newcomers are increasingly younger

And more affluent

Above: Young South Bostonians line up outside The Broadway bar during St. Patrick’s Day weekend.
AN ACUTE HOUSING CRISIS

As new market-rate apartments are completed in rapidly-growing Boston neighborhoods, the need for affordable housing has become dire. As of 2016, there were 38,989 households on the Boston Housing Authority’s waitlist for affordable apartments or housing vouchers, including 9,083 households waiting for an elderly or disabled apartment.

The affordability crisis is a function of extreme increases in housing costs citywide and dramatic population growth. With significant regulatory hurdles to the construction of new units, Boston has struggled to accommodate more than 100,000 new residents who have moved in over the past three decades.

These demographic changes are felt acutely in South Boston. Though the population of South Boston has grown by 25 percent since 2000, occupied housing units have grown by only 20 percent. Meanwhile, the rental share of existing housing units has decreased from 67 percent to 63 percent over the same time period due to condominium conversions.

These combined forces have led to skyrocketing housing costs that outstrip increases in wages. From 2011 to 2016, the median monthly housing cost for rental housing in South Boston increased by 32 percent while median monthly income increased by only 11 percent.

As the appetite for luxury housing among South Boston’s younger, more affluent newcomers increases, affordable apartments are being lost at an astonishing pace. Over 1,200 units priced between $900 and $1,500 a month disappeared between 2010 and 2016 alone.

Most South Bostonians rent

*Composition of South Boston’s housing market*

<table>
<thead>
<tr>
<th>Year</th>
<th>Owner-occupied</th>
<th>Renter-occupied</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>2010</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>2015</td>
<td>63%</td>
<td>37%</td>
</tr>
</tbody>
</table>

*But affordable apartments are disappearing*

*Number of unsubsidized apartments in South Boston by rent level*

- Less than $250: Decrease from 2010 to 2016
- $250 to $500: Decrease from 2010 to 2016
- $500 to $750: Decrease from 2010 to 2016
- $750 to $1,000: Decrease from 2010 to 2016
- $1,000 to $1,250: Decrease from 2010 to 2016
- $1,250 to $1,500: Decrease from 2010 to 2016
- $1,500 to $1,999: Decrease from 2010 to 2016
- $2,000 or more: Increase from 2010 to 2016

A sense of community sounds vague, but it’s people who look out for each other. It’s a community you can’t mandate.

- Bob Allison, President of the South Boston Historical Society

Above: Cranes and new construction continue to dominate the skyline of the adjacent Seaport district.
AN ACUTE HOUSING CRISIS

"It's clearly a community, even though we're losing the community feel, because of real estate."

- Carole Sullivan, Director of Senior Center Programs at the South Boston Neighborhood House

32% increase in South Boston rents, 2011-2016

The share of expensive apartments has increased citywide, particularly in South Boston

But incomes are not keeping pace with rents

And low-income households are severely rent-burdened

To the right: Today, 25 percent of all households in South Boston make over $150,000 annually, compared to just 15 percent of all households in 2010. These wealthier households are disproportionately young.
GROWING CHALLENGES FOR SOUTH BOSTON SENIORS

To the right: The number of senior households in Boston is expected to grow almost five times as quickly as the number of non-senior households, underscoring the need to ramp up the development of apartments for Boston’s elderly population.

Seniors are disproportionately low-income

And rent-burdened

But still physically able and independent

The affordability crisis is pronounced for seniors, whose growth is expected to dramatically outpace the rest of Boston’s population. As the Baby Boomer generation reaches retirement age, Boston’s seniors represent the city’s most rapidly-growing demographic group.
The South Boston Public Library presents a rare opportunity to address the affordability crisis afflicting low-income Boston seniors. Located on East Broadway, one of the main arteries of South Boston, the Library is within a quarter-mile of the South Boston Neighborhood House (SBNH), a major neighborhood senior services provider, and within a half-mile of the South Boston Community Health Care Center. Seniors living at Library Village would have access to a high-frequency MBTA bus corridor (Lines 9 and 10) and a Stop & Shop grocery store one block away.

“I couldn’t think of a better location, right on Broadway. It has everything you could need—a grocery store, a pharmacy, shops, cafes,” City Councilor-at-Large Annissa Essaibi George said when discussing the project. “The library is exciting because it creates direct access to the community for seniors, and it’s a safe space for them to go. Instead of being isolated, the local library will be their living room.”

The existing library, a large brick structure with a private courtyard and community room, features programming for all ages: young children from the nearby Joseph P. Tynan elementary school participate in afterschool enrichment, adults attend weekly technical assistance courses, and seniors frequently join monthly book club meetings. At the same time, many portions of the current library are underutilized. The librarians and patrons we interviewed all spent time identifying needs and desires for new facilities and programming.

Library Village creates a unique synergy: address a pressing affordable housing crisis while actualizing a state-of-the-art community node for residents and the larger neighborhood.
Library Village reimagines the current South Boston Public Library to address the following key concerns expressed in our conversations with librarians, branch patrons, and community stakeholders:

1. Underutilized Courtyard
The courtyard in the back, much beloved by the community, is surrounded on three sides by a brick wall and is often cold and forlorn in the winter. Its large size without proper pathways also hinders it from being used efficiently.

2. Limited Access from North
A ten-foot drop at the north end of the site, along with a tall, brick wall, cuts off a public alleyway that could potentially provide easy access to the library and Broadway for residents living to the north.

3. Open Plan with Unenclosed Children’s Space
The open plan of the library without enclosed study/meeting rooms or children’s space creates noise problems for patrons who desire silence.

4. Inefficient Use of Space
The multipurpose room, while big, can be used by only one group at a time. It also doubles as an inefficient storage space for books and other materials creating a messy backdrop while the room is being used for other purposes.

5. Insufficient Computers
The computers are constantly in demand, and library patrons expressed a need for expanded facilities.
3 Program & Design
When we conceived our design for Library Village, we aimed to address the trends that undermine the fabric of South Boston: the threat of displacement; pressure on the neighborhood’s public amenities; and a community’s sense that its history is fading. We therefore sought a design that would integrate multiple uses and foster a local identity.

In addition to providing a responsive mix of affordable apartments, Library Village will also create high-quality public amenities. It will be a home, as well as a gathering space that pulses with the hum of conversation and hosts the lively spillover from neighborhood events.

**Apartments for low-income seniors**

Library Village will make 37 one-bedroom apartments affordable to seniors earning up to 60% of AMI. These apartments will accommodate low-income elderly residents, many of whom are living on a fixed monthly income through social security payments.

**Housing security for the formerly homeless**

Over the last 30 years, the number of individuals experiencing homelessness in Massachusetts has more than doubled, pushing shelter beds over capacity. In response, the City of Boston has emphasized that new affordable housing projects must serve individuals transitioning out of homelessness. Library Village will target eight apartments to formerly homeless seniors earning up to 30% of AMI. These residents will benefit from project-based Section 8 vouchers, allowing them to pay 30% of their income, with the balance covered by HUD. The on-site social services coordinator will work closely with these residents to refer them to nearby community organizations, such as Catholic Charities’ Laboure Center and the South Boston Community Health Center.

**Apartments for municipal workers and librarians**

Housing attached to public assets such as schools or libraries should support the municipal workers who sustain these assets. In areas with appreciating rents, these employees make salaries so low that they are forced to live far from their place of employment. Library Village will address this challenge by creating three apartments for municipal workers earning at or below 60% of AMI. These apartments will be marketed to staff of the library and nearby Joseph P. Tynan Elementary School, where the starting salary is $35,000 and $25,000 respectively, while the average asking rent of a one-bedroom unit in South Boston is over $30,000 a year.

<table>
<thead>
<tr>
<th>Affordability Level</th>
<th>Monthly Tenant Rent</th>
<th>Monthly Contract Rent</th>
<th># of Apts</th>
<th>Average Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-Income Seniors</td>
<td>$1,164</td>
<td>$1,164</td>
<td>37</td>
<td>632 sf</td>
</tr>
<tr>
<td>Formerly Homeless Seniors (Section 8)</td>
<td>30% of income*</td>
<td>$1,509*</td>
<td>8</td>
<td>600 sf</td>
</tr>
<tr>
<td>Municipal Workers</td>
<td>$1,164</td>
<td>$1,164</td>
<td>3</td>
<td>600 sf</td>
</tr>
</tbody>
</table>

* Through the Section 8 Housing Choice Voucher program, HUD pays the balance of a rent payment that exceeds 30% of a renter’s monthly income, up to what HUD deems to be 110% of the Fair Market Rent in a given Metropolitan Statistical Area (MSA), which is $1,509 for Library Village. For example, if a resident is only able to pay $500 per month, HUD will pay the landlord the remaining $1,009.
600 SF: Senior couple

Patrick, a retired bus operator, and his wife Joanne pay $1,164 per month to live in a 600sf 1-BR apartment overlooking the building courtyard.

600 SF: Municipal workers and librarians

Vivian, an operations staff member at Joseph P. Tynan Elementary School, frequently invites her friends over for dinner in her 600sf 1-BR apartment, for which she pays $1,164 per month.

720 SF: Seniors with disabilities

Winthrop, a handicapped, formerly homeless veteran, pays $400 per month to live in a 720sf 1-BR apartment, one of eight Project-Based Section 8 apartments at Library Village and one of nine ADA-accessible apartments.
Seniors gather in the second-floor central community space and dining room.
library village

SECOND FLOOR

1. Central Community Space (double-floor height)
2. Roof decks
3. Solarium hallway
4. Community space
5. Laundry room

THIRD FLOOR

1. Laundry room
2. Solarium hallway
3. Community space
4. Roof deck
FOURTH FLOOR

1. Roof deck
2. Solarium hallway
3. Community space
4. Laundry room

Below: Roof deck overlooking Broadway serves as a private, outdoor gathering place for Library Village residents.
We recognize that community doesn’t just happen – it needs to be nurtured and given space to grow. With that in mind, we’ve designed Library Village with specific spaces meant to foster community and interaction among seniors.

On the first floor, we’ve included the Wellness Center, a public communal space that can be used by Library Village residents for health classes and exercise. By creating space for programming that encourages residents to remain both physically and socially active into their later years, the Wellness Center can help residents preserve a robust quality of life and build sustainable community.

In the center of the second floor and extending through the third floor, we have created an expansive, multi-story community dining and activity area. With double height ceilings and direct views of the courtyard, the glass-encased dining room will serve as a focal point of the resident social experience. The hope is that this space will provide an opportunity for seniors to interact in a more private setting than the shared public spaces on the ground floor below.

In addition to the multi-story dining room, each residential floor features a small gathering space with views of the courtyard where seniors can congregate in smaller groups. These gathering spaces can serve as extended “living rooms” for residents who might benefit from interacting in familiar spaces outside their one-bedroom apartments.

Finally, throughout the building, we’ve taken steps to make sure that seniors feel secure in their environments. Consistent with best practices in design for aging-in-place communities, we’ve differentiated each door and community space by color to help prevent those with dementia from losing their way.

Our hope at Library Village is to create a community and physical space that can sustain seniors as they age in place.
To take full advantage of spaces designed around health, we expect to partner with the South Boston Neighborhood House (SBNH) to facilitate multi-component exercise programs in the Wellness Center, such as yoga, low-weight strength training, and tai chi. These programs are specifically designed with seniors in mind to reduce the risk of falls. Additionally, SBNH currently contracts with local physicians to prepare health screenings, perform specialized consultations, and facilitate other important health conversations for seniors at their current location.

We expect Library Village to enter into a similar working relationship coordinated through our on-site social services coordinator, providing opportunities to share lessons about nutrition, preventative care, and other important health considerations with the full community. The Wellness Center will also serve as a location to host educational programming about these topics for the larger South Boston community.

In addition to SNBH, Library Village is near many other valuable off-site community institutions that can help residents age in place. Our project is located approximately one mile from Boston Medical Center, a 496-bed teaching hospital, which residents may access via a one-seat ride on MBTA bus line 10. In addition, Library Village is also only 1.6 miles from Tufts Medical Center, a 415-bed teaching hospital, which residents can access via MBTA bus line 11. Both hospitals offer geriatric services for seniors and are also Level I Trauma Centers.

To ensure seniors remain active, transportation and connection to other local institutions are key to our development. For this reason, we have budgeted the cost of providing residents with complementary monthly membership in the Southie Shuttle, a local charter bus that offers door-to-door trips for seniors for a monthly fee of $10.50.

Residents will also have access to The Ride, a similar door-to-door service for those with disabilities operated by the MBTA, as well as the City of Boston’s Taxi Discount Program.
Library Village will reposition the South Boston Library as an intergenerational hub where multiple communities can live, create, and shape the future of South Boston. Through an expanded circulation of books and e-materials, as well as new technological opportunities, the library will host a continuum of services for patrons of every age.

**Multi-Purpose Public Courtyard: The Village Green**

A key element of Library Village is the redesign of the community’s beloved courtyard into a more dynamic and user-friendly space. It restructures the siting of the library to be more pedestrian-friendly with increased public presence by connecting the north and south neighborhoods via a pathway on the north side and by moving the parking lot to the west. Adjacent to the courtyard, the library and community rooms contain window walls that can be opened to allow activities to expand outdoors. In warmer months, the courtyard’s dividing walls can be opened to create a partially outdoor space. Walls on both street-facing ends of the courtyard can be closed off for library control and safety.

**Wellness Center**

Library Village’s ground floor will include the Wellness Center, a space shared by building residents and the public. The space will serve as a large exercise room that will host low-weight strength training classes and chair aerobics. Furniture can be rearranged to accommodate classes about health and wellness. The room’s courtyard-facing walls can be opened to create an expansive indoor-outdoor space for tai chi and yoga classes.

**Memory Cafe**

A shared community cafe in the library, the Memory Cafe takes its name from an eponymous program of the City of Boston Elderly Commission’s Alzheimer’s Initiative which will be provided within the space. Memory cafes are locations where individuals experiencing memory loss can meet with their caretakers in a safe, social environment. An emphasis on history and connections to the past provides a welcoming place for those suffering from various forms of dementia.

With support from the South Boston Historical Society, this dedicated space will foster storytelling to record the memories and experiences of South Boston through Boston’s StoryCorps @ Your Library program. Patrons will have the opportunity to record stories of their lives and connections to the city. The South Boston Arts Association will also use the space to display their work through rotating exhibits centered on South Boston’s history, including with a ceramic frit display on the windows.

**New Public Community Room**

Library Village will transfer management of the library’s courtyard-facing community room to the residential landlord. With a new public entrance, the community room will be available outside of library hours, maximizing its availability to local organizations such as the Friends of the South Boston Library, who can use it to host their monthly book sales.
Technology Center

A central technology area lined with twelve computers and numerous tables with outlets will ensure that residents effectively utilize all of the digital opportunities at the library. As libraries evolve to include more digital media, the South Boston Branch will host classes leveraging the most up-to-date technology, with access provided to eAudiobooks and eMagazines.

Small Study Rooms

Small study rooms can be reserved for use by tutors, individuals, entrepreneurs and small groups. These study rooms can also accommodate consultations between seniors and healthcare providers or caretakers.

Children’s Zone

A children’s area will ensure that South Boston’s youngest community members can take full advantage of the new library space. The children’s area is separated acoustically from the main section of the library, but offers sight lines to the cafe, where parents may congregate.

Above: The Friends of the South Boston Library monthly fundraising book sale would use an innovative flexible indoor-outdoor community space with a clear sight line from the street.
library village

Above: A revamped South Boston Library provides community space for both neighborhood patrons as well as senior residents of Library Village.

Above: The South Boston Arts Association showcases work by local artists on Library Village’s opening day in 2023.
When conceiving the design for our library, we matched the needs of the community for specific programming with a suite of innovative library features. First, we looked for inspiration in our backyards, at Boston’s new branch libraries, and interviewed the architects at Utile who designed new branches of the Boston Public Library at Dudley Square and Jamaica Plain. Then, we critically examined some of the most successful branch libraries around the globe. We incorporated that collective universe of best practices into Library Village.

**Dudley Branch (in construction) | Boston**

- At Dudley...A nutrition lab and technology teaching lab, as well as a redesigned open space, will make the library more inviting to community residents and create a unique identity for the branch.

- At Library Village...The Wellness Center will offer health-centric programming complementary with other senior services, consistent with the Boston Public Library’s strategy of including unique educational programming at each branch. A public courtyard at Library Village will enhance visitors’ experience, compared to the current courtyard.

**East Boston Branch | Boston**

- At East Boston...An open-floor plan library with technology offered in the form of 54 computers and free Wi-Fi throughout the building is complemented by a multipurpose community room and a room dedicated to the history of East Boston.

- At Library Village...Our Memory Cafe will help protect the legacy of South Boston and incorporate Alzheimer’s care into historical education. Expanded computer facilities and free Wi-Fi will also be provided.

**Green Square Branch | Sydney**

- At Green Square...A wide selection is offered of various media types to meet the needs of a diverse constituency, including 2400+ popular eAudiobooks to download, as well as eMagazines, eMusic, and eMovies.

- At Library Village...We will host a wide selection of eAudiobooks for visitors with visual impairments, and the Memory Cafe will host rotating multimedia exhibits about the history of South Boston.

**Independence Branch (in construction) | Chicago**

- At Independence Branch...A library on the ground floor of a new affordable housing development will offer themed reading rooms for all age groups.

- At Library Village...We will adopt the Independence Branch’s approach of aiming to serve all age groups, with a children’s room, a Memory Cafe geared towards seniors, and small study rooms for adults.
SUSTAINABILITY

5-20% on energy bills can be saved by simply implementing best practices for operations and maintenance, without any upfront capital investment.

A Building’s Sustainable Life Cycle

We designed Library Village to be highly energy efficient and sustainable not just in design, but in its realized form. First, we started with a selection of environmentally conscious construction techniques. Then, we aimed to conserve water and minimize usage of nonrenewable energy with clever building design. Finally, we considered ongoing behavior of users, ensuring staff are educated about how to utilize building systems while encouraging residents and library patrons to minimize their own carbon footprint.

Minimize carbon footprint through materials

Library Village will utilize a wood-frame structure on the upper residential floors to minimize the development’s carbon footprint, while simultaneously reducing project costs.

The building will also utilize local purveyors of bricks in order to minimize the carbon footprint stemming from transportation of building materials. The ground floor, which will host the library space and community facilities, will be constructed using concrete and recycled steel. During construction, a temporary library facility hosting key services will be constructed using repurposed shipping containers.

Protect habitats from soil erosion

Soil erosion from construction can create sediment deposits that adversely impact water quality and cause harm to fish and wildlife. During the construction phase, Library Village will implement a stringent site erosion and sedimentation control plan in order to minimize the negative effect of soil erosion on aquatic habitats in the Boston region.

Manage stormwater runoff efficiently

Our site includes over 19,000 sf of permeable courtyard and open pavement surfaces and 9,000 sf of parking paved with porous asphalt that will absorb water in the event of storms and reduce the load on municipal storm sewers. The courtyard will also feature xeriscaping, using plants native to South Boston, in order to mitigate irrigation needs, reduce maintenance cost, and improve the retention of storm water.
Reduce reliance on non-renewable energy

Library Village’s south-facing rooftop space, equal to approximately 5,913 sf, will be covered with an 88kW photovoltaic solar system, generating over 10,000 kWh of electricity every month and 127,000 kWh of electricity annually. This will be sufficient to power more than 40% of Library Village’s annual electricity consumption.

Reduce cooling load with ceramic frit

To mitigate solar radiation and glare on the ground floor, we will use ceramic frit patterns on the windows, thereby decreasing the cooling load and increasing the comfortability of users. The frit patterns will be designed based on historical images of South Boston as part of the Memory Cafe concept aimed towards seniors with dementia and Alzheimer’s.

Monitor performance through software

Our building will feature WegoWise energy benchmarking software to ensure that before unnecessary expensive capital measures are taken, staff are aware of building performance and are utilizing systems correctly, catching mistakes early on. In addition, we believe that a sustainable project starts from operations and maintenance, and that education can often be just as effective, if not more, than intensive capital investments.

Invest time to educate building staff

Throughout our design of the sustainability plan for Library Village, we placed an emphasis on the importance of staff education. State-of-the-art monitoring systems, rainwater harvesting systems, and appliances can only work well if building staff are fully aware of how to use each system and why each system’s functionality is important for environmental and financial sustainability. Support may potentially be provided through Enterprise Community Partners’ PartnerPREP environmental consulting.

Utilize efficient appliances

At Library Village, we will install Energy Star-certified appliances in units as well as in common areas, an upfront capital investment in order to ensure cost savings later on in the building’s life cycle. Specific appliances with an Energy Star certification will include laundry machines, unit refrigerators, and dishwashers in the common spaces.

Encourage use of sustainable transportation

The overall location of the site will in and of itself encourage usage of public transportation, but we will implement design and programs to further incentivize usage. The building will include bicycle parking facilities, in addition to a Hubway station on the adjacent sidewalk. Senior residents will also receive a complementary monthly membership to utilize the Southie Shuttle, a private shared transportation service in the neighborhood.
1. Overhangs prevent sunlight in the summer when the solar angle is high and let in sunlight in the winter when the solar angle is low
2. Roof with high albedo value reduces heat gain from sunlight
3. Rain water is collected for toilet water and landscape irrigation
4. Low-e, double-pane glazing prevents excessive heat gain from solar radiation
5. Ceramic frit in the form of historical South Boston images prevents direct light
6. Proximity to public transportation reduces carbon emission from vehicular usage
7. Bicycle racks encourage cycling for better health and environment
8. Ventilation system filters fresh air from the courtyard away from Broadway
9. Air-to-air heat exchange system garners heat from exhaust air and warms up supply air
10. Education of the residents on building operation and energy consumption has a lasting reducing impact on the required energy load
11. Native plants are used to lower the amount of water needed for irrigation and provide a pleasant environment as well as shade in the summer
12. Locally-sourced building materials, including brick and glass, and wood-frame construction are utilized to reduce the carbon footprint of the project
13. Solar panels provide heat for the radiant floor system which uses less energy than a conventional heating system using air
14. Radiant floor heating
15. Operable windows for heat flush at night in the summer and better ventilation
16. Energy Star-certified appliances to reduce energy load
17. Permeable pavement with underground pipes connected to water storage system for irrigation and reduction of the load on city sewers in the event of storms
18. Fence with climbing plants provide visual connection to the library site as well as a pleasant backdrop to the open space around the library
19. Pleasant pedestrian pathway to and through the library encourages walking
We expect Library Village to achieve LEED Gold certification. While the City of Boston uses LEED Silver Certification as a baseline standard for new construction, we have identified specific cost-effective measures that improve water efficiency, ensure sustainability of materials, and reduce energy consumption.

A double bottom-line decision

In addition to working towards a sustainable building design to promote Library Village’s programmatic environmental goals, the cost savings from solar energy are substantial and make sense from an investor’s perspective.

### Solar Economics at a Glance

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total South-Facing Rooftop SF</td>
<td>5,913</td>
</tr>
<tr>
<td>Watts per Square Foot</td>
<td>15</td>
</tr>
<tr>
<td>Total Kilowatts</td>
<td>89</td>
</tr>
<tr>
<td>Upfront Capital Cost per Watt</td>
<td>$3</td>
</tr>
<tr>
<td><strong>Total System Cost</strong></td>
<td><strong>$266,085</strong></td>
</tr>
<tr>
<td>Monthly kWh per kW</td>
<td>120</td>
</tr>
<tr>
<td>Total Annual kWh</td>
<td>127,721</td>
</tr>
<tr>
<td>Operating Cost per kWh</td>
<td>$0.23</td>
</tr>
<tr>
<td><strong>Annual Savings</strong></td>
<td><strong>$28,993</strong></td>
</tr>
<tr>
<td>Solar Investment Tax Credits</td>
<td>$79,826</td>
</tr>
<tr>
<td>Syndication Proceeds</td>
<td>$74,238</td>
</tr>
<tr>
<td><strong>Net System Cost</strong></td>
<td><strong>$191,847</strong></td>
</tr>
<tr>
<td><strong>Return on Investment</strong></td>
<td>15.1%</td>
</tr>
</tbody>
</table>

### Total Energy Cost

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Monthly kWh per Unit</td>
<td>500</td>
</tr>
<tr>
<td>Annual kWh per Unit</td>
<td>6,000</td>
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<tr>
<td>Number of Apartments</td>
<td>48</td>
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<tr>
<td><strong>Project Annual kWh</strong></td>
<td><strong>288,000</strong></td>
</tr>
<tr>
<td>Less: Solar kWh</td>
<td>(127,721)</td>
</tr>
<tr>
<td>Net kWh Requirement</td>
<td>160,279</td>
</tr>
<tr>
<td>Cost per kWh</td>
<td>$0.23</td>
</tr>
<tr>
<td><strong>Remaining Annual Cost</strong></td>
<td><strong>$36,383</strong></td>
</tr>
</tbody>
</table>
Smart growth begins with site selection, and as a mixed-use development combining community and residential uses in a dense, walkable neighborhood, Library Village is set up for success.

**Mixture of Land Uses**

Library Village will help foster active street life on Broadway by combining a new library space with residential housing above, ensuring building users are active throughout the day. The combined uses will also encourage walkability by creating both an origin and a destination on the same site.

**Compact Building Design**

The proposed development encourages increased vertical development at the site in order to maximize courtyard open space and reduce operational costs. At the same time, the proposed variances from current zoning are reasonable and contextual within the greater neighborhood.

**Transit Mode Options**

Library Village is located along a high-frequency bus corridor formed by MBTA Lines 9 and 10, both of which connect to the Red Line subway. Bike parking and Hubway facilities will also be provided on site.

**Walkability**

By co-locating residential, recreational, wellness, and educational uses under one roof, Library Village reduces South Boston’s reliance on auto-dependent transportation, and promotes walkability. Serving a variety of users, the building also improves pedestrian activity on East Broadway, making it a more inviting corridor with greater social interaction and improved personal and environmental health.

**Existing Communities**

Not only is Library Village located within an existing dense, urban neighborhood, but it creates a model for how to responsibly develop on the sites of public facilities. This helps ensure that public land is not being overlooked as a tool for fostering sustainable land use patterns.

**Strong Sense of Place**

By borrowing from South Boston’s architectural elements and preserving a critical community asset, Library Village reflects the values and culture of the people who reside in the area. Through a well-integrated mixed-use environment, the project will also support a more cohesive community fabric, allowing Library Village to retain its vitality and value to the neighborhood over time.
3 Finance & Feasibility
We have conceived an innovative financing structure that maximizes available sources while partially reducing reliance on competitive, and increasingly scarce, state and federal funds.

First, we took advantage of an underutilized public site. We underwrote a below-market acquisition cost at $100 for each of the site’s four parcels, consistent with current City practices for disposition of public land. This low cost of acquisition helped subsidize both the creation of affordable housing units and the construction of revamped library facilities that will be of particular benefit to Library Village residents.

Then, we looked at our neighborhood context. In the past decade, over 5,000 market-rate units have been built in the adjacent Seaport district, and thousands more units are under construction. Under the city’s Inclusionary Development Program (IDP), for every 100 market rate units built, owners must keep 13 units on-site affordable, build 18 affordable units off-site in the same area, or make a payment to a citywide fund.

Many owners of the new Seaport units have elected to fulfill their IDP requirements by building or financing units offsite. SBNDC is currently securing $10mm in IDP funds at their nearby O’Connor Way development, equivalent to over $213k / unit. We have taken a conservative approach and underwritten citywide IDP funds as a gap-filler in our base case, with under $20k / unit, but IDP funds could be further explored to provide a deeper subsidy.

Leveraging public sites and subsidies to create affordable housing
The Project will be built on a City-owned site, and we have underwritten a below-market acquisition price of $100 per parcel. As part of the terms of the sale, we expect Library Village will pay approximately $2.8mm of construction costs for the build-out of the Project’s library component, which is expected to cover core and shell build-out. Upon construction completion, a legal condominium consisting of the library space will be conveyed back to the City.

We expected the City will pay for fit-out of the library using funds for capital projects. The City currently has $100,000 allocated to improvements in the courtyard of the current South Boston Library, which could instead be applied towards fit-out at Library Village. Financing costs assume a blended rate of 4.0% during construction across the short- and long-term debt tranches and 5.0% during the permanent phase.

### Acquisition Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Total per GSF</th>
<th>LIHTC-Eligible</th>
<th>Per GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Acquisition Price</td>
<td>$400</td>
<td>$325</td>
<td>$0</td>
</tr>
<tr>
<td>Acquisition Subtotal</td>
<td>$400</td>
<td>$325</td>
<td>$0</td>
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</table>

### Hard Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Total per GSF</th>
<th>LIHTC-Eligible</th>
<th>Per GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demolition</td>
<td>$261,596</td>
<td>$212,639</td>
<td>$5.0</td>
</tr>
<tr>
<td>Resi Construction Costs</td>
<td>$10,163,240</td>
<td>$8,659,517</td>
<td>$1.6</td>
</tr>
<tr>
<td>Library Construction Costs</td>
<td>$2,770,534</td>
<td>$2,770,534</td>
<td>$53.0</td>
</tr>
<tr>
<td>Contingency</td>
<td>$677,138</td>
<td>$535,403</td>
<td>$5.1</td>
</tr>
<tr>
<td>Hard Costs Subtotal</td>
<td>$14,219,906</td>
<td>$11,243,462</td>
<td>$271.8</td>
</tr>
</tbody>
</table>

### Soft Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Total per GSF</th>
<th>LIHTC-Eligible</th>
<th>Per GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architectural &amp; Engineering</td>
<td>$614,673</td>
<td>$489,638</td>
<td>$11.7</td>
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<tr>
<td>Permits</td>
<td>$142,199</td>
<td>$115,587</td>
<td>$2.7</td>
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<tr>
<td>Bank Legal</td>
<td>$50,000</td>
<td>$40,643</td>
<td>$1.4</td>
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<tr>
<td>Developer Legal</td>
<td>$50,000</td>
<td>$40,643</td>
<td>$1.0</td>
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<tr>
<td>Water &amp; Sewer</td>
<td>$10,000</td>
<td>$8,129</td>
<td>$0.2</td>
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<tr>
<td>Real Estate Taxes</td>
<td>$5,000</td>
<td>$4,064</td>
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<tr>
<td>Insurance</td>
<td>$50,000</td>
<td>$40,643</td>
<td>$1.0</td>
</tr>
<tr>
<td>Accounting &amp; Cost Certification</td>
<td>$30,000</td>
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<td>$0.6</td>
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<tr>
<td>Title &amp; Survey</td>
<td>$51,505</td>
<td>$41,866</td>
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<tr>
<td>Appraisal &amp; Market Study</td>
<td>$15,000</td>
<td>$12,193</td>
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<tr>
<td>Construction Monitoring &amp; Testing</td>
<td>$20,000</td>
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<tr>
<td>Construction Inspections</td>
<td>$23,000</td>
<td>$18,696</td>
<td>$0.4</td>
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<tr>
<td>FF&amp;E</td>
<td>$20,000</td>
<td>$16,257</td>
<td>$0.4</td>
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<tr>
<td>Environmental Contingency</td>
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<td>$20,321</td>
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<tr>
<td>Library Relocation Trailers</td>
<td>$50,000</td>
<td>$40,643</td>
<td>$1.0</td>
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<tr>
<td>LEED Certification Fee</td>
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<tr>
<td>LIHTC Application Fee</td>
<td>$44,850</td>
<td>$44,850</td>
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<tr>
<td>Soft Cost Contingency</td>
<td>$199,240</td>
<td>$161,952</td>
<td>$3.8</td>
</tr>
<tr>
<td>Soft Costs Subtotal</td>
<td>$1,665,256</td>
<td>$1,340,885</td>
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</table>

### Financing Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Total per GSF</th>
<th>LIHTC-Eligible</th>
<th>Per GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Senior Loan Origination Fee</td>
<td>$83,104</td>
<td>$67,551</td>
<td>$1.6</td>
</tr>
<tr>
<td>Construction Senior Loan Interest</td>
<td>$290,863</td>
<td>$236,428</td>
<td>$5.5</td>
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<tr>
<td>Permanent Loan Commitment Fee</td>
<td>$26,161</td>
<td>$21,265</td>
<td>$0.5</td>
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<tr>
<td>Subordinate Loans Origination Fees</td>
<td>$14,890</td>
<td>$14,890</td>
<td>$0.3</td>
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<tr>
<td>Subordinate Loans Interest</td>
<td>$26,057</td>
<td>$26,057</td>
<td>$0.5</td>
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<tr>
<td>Financing Costs Subtotal</td>
<td>$441,974</td>
<td>$366,191</td>
<td>$8.4</td>
</tr>
</tbody>
</table>

### Reserves

<table>
<thead>
<tr>
<th>Description</th>
<th>Total per GSF</th>
<th>LIHTC-Eligible</th>
<th>Per GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capitalized Operating Reserve</td>
<td>$296,703</td>
<td>$296,703</td>
<td>$5.7</td>
</tr>
<tr>
<td>Lease-Up Reserve</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$0.6</td>
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<tr>
<td>Reserves Subtotal</td>
<td>$326,703</td>
<td>$326,703</td>
<td>$6.2</td>
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</table>

### Developer Fee

<table>
<thead>
<tr>
<th>Description</th>
<th>Total per GSF</th>
<th>LIHTC-Eligible</th>
<th>Per GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer Fee</td>
<td>$1,750,000</td>
<td>$1,750,000</td>
<td>$33.4</td>
</tr>
<tr>
<td>Developer Fee Subtotal</td>
<td>$1,750,000</td>
<td>$1,750,000</td>
<td>$33.4</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$18,404,339</td>
<td>$14,852,566</td>
<td>$351.8</td>
</tr>
</tbody>
</table>

40

$230 per square foot
blended library core/shell and residential construction costs

---

1. GSF excludes library, which will be developed as a separate legal condominium.
We anticipate the Project will support $2.6mm in long-term debt based on an underwritten permanent rate of 4.5%, 30-year amortization, and a minimum debt service coverage ratio of 1.15x. We have underwritten $9.2mm in 9% LIHTC and $0.1mm in solar ITC equity proceeds assuming net pricing to the Project of $0.93, and $0.5mm in state low-income housing credit (SLIC) equity at $0.70 per credit. Financing costs also assume a short-term senior loan bridges LIHTC equity during construction.

Our underwritten soft loans to finance Library Village are all based on public term sheet limits. While this requires the layering of multiple different sources and a more complex capital stack, we believe this increases the feasibility of our development.

State funds from the Department of Housing and Community Development (DHCD) are provided through HOME, the Affordable Housing Trust Fund (AHTF), Community-Based Housing (CBH), and Housing Innovation Fund (HIF) programs. City funds are provided by the Department of Neighborhood Development (DND) through HOME, IDP, and the Neighborhood Housing Trust (NHT).

We have underwritten $500k in funds from the Federal Home Loan Bank (FHLB) of Boston: according to scoring guidelines, our project is likely to receive funds given community stability features and the fact that all units are restricted below 60% of AMI.

On a previous project, SBNDC has created a financing structure where an affordable housing project enters into a direct agreement with the developer of a nearby market-rate project and constructs the required off-site affordable units in exchange for a subordinate loan covering the full financing gap. The remainder of the Sponsor’s 18% off-site unit requirement under the Boston IDP could be fulfilled at other projects.

The high number of fully market rate projects being developed in South Boston and the nearby Seaport create numerous opportunities for entering into such an agreement. While some projects are outside the technical 0.5 mile vicinity for offsite units, the City often approves exceptions on a discretionary basis for projects within functionally contiguous neighborhoods. Potential partner projects include EchelonSeaport (formerly known as Seaport Square Block M) and the Parcel K development. Because of the highly discretionary nature of such an approval, we have not taken this approach in our base case.
Our project’s operating expenses prioritize efficiency in order to maximize our investment in higher-quality services for residents. We have included a resident services line item of $75,000 to support a resident services coordinator, who will connect seniors to services offered by South Boston Neighborhood House and other providers. The project will also provide subsidized transportation to residents through complementary membership for the Southie Shuttle.

Real estate taxes were underwritten based on an assessed value equal to gross income less a 60% expense margin, capitalized at a 7.5% rate, following a conversation with the Boston City Assessing Department.

### Annual Operating Expenses

<table>
<thead>
<tr>
<th>Administrative Expenses</th>
<th>$ Amount</th>
<th>$ per Unit</th>
<th>$ PSF</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Fee</td>
<td>$35,281</td>
<td>$735</td>
<td>$1.17</td>
<td>7.6%</td>
</tr>
<tr>
<td>Payroll</td>
<td>$30,500</td>
<td>$635</td>
<td>$1.01</td>
<td>6.5%</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>$5,000</td>
<td>$104</td>
<td>$0.17</td>
<td>1.1%</td>
</tr>
<tr>
<td>Renting Expenses</td>
<td>$500</td>
<td>$10</td>
<td>$0.02</td>
<td>0.1%</td>
</tr>
<tr>
<td>Legal Expense</td>
<td>$7,500</td>
<td>$156</td>
<td>$0.25</td>
<td>1.6%</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>$500</td>
<td>$10</td>
<td>$0.02</td>
<td>0.1%</td>
</tr>
<tr>
<td>Auditing</td>
<td>$11,500</td>
<td>$240</td>
<td>$0.38</td>
<td>2.5%</td>
</tr>
<tr>
<td>LIHTC Monitoring Fee</td>
<td>$1,440</td>
<td>$30</td>
<td>$0.05</td>
<td>0.3%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$2,500</td>
<td>$52</td>
<td>$0.08</td>
<td>0.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$94,721</strong></td>
<td><strong>$1,973</strong></td>
<td><strong>$3.14</strong></td>
<td><strong>20.3%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilities</th>
<th>$ Amount</th>
<th>$ per Unit</th>
<th>$ PSF</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>$36,383</td>
<td>$758</td>
<td>$1.21</td>
<td>7.8%</td>
</tr>
<tr>
<td>Water and Sewer</td>
<td>$25,000</td>
<td>$521</td>
<td>$0.83</td>
<td>5.4%</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>$40,000</td>
<td>$833</td>
<td>$1.33</td>
<td>8.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$101,383</strong></td>
<td><strong>$2,112</strong></td>
<td><strong>$3.37</strong></td>
<td><strong>21.8%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maintenance</th>
<th>$ Amount</th>
<th>$ per Unit</th>
<th>$ PSF</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exterminating</td>
<td>$5,000</td>
<td>$104</td>
<td>$0.17</td>
<td>1.1%</td>
</tr>
<tr>
<td>Trash</td>
<td>$5,000</td>
<td>$104</td>
<td>$0.17</td>
<td>1.1%</td>
</tr>
<tr>
<td>Snow</td>
<td>$2,500</td>
<td>$52</td>
<td>$0.08</td>
<td>0.5%</td>
</tr>
<tr>
<td>Grounds</td>
<td>$5,000</td>
<td>$104</td>
<td>$0.17</td>
<td>1.1%</td>
</tr>
<tr>
<td>Cleaning</td>
<td>$5,000</td>
<td>$104</td>
<td>$0.17</td>
<td>1.1%</td>
</tr>
<tr>
<td>Elevator</td>
<td>$5,000</td>
<td>$104</td>
<td>$0.17</td>
<td>1.1%</td>
</tr>
<tr>
<td>Maintenance</td>
<td>$35,000</td>
<td>$729</td>
<td>$1.16</td>
<td>7.5%</td>
</tr>
<tr>
<td>Repairs</td>
<td>$30,000</td>
<td>$625</td>
<td>$1.00</td>
<td>6.4%</td>
</tr>
<tr>
<td>Lock and Key</td>
<td>$3,500</td>
<td>$73</td>
<td>$0.12</td>
<td>0.8%</td>
</tr>
<tr>
<td>Window</td>
<td>$5,000</td>
<td>$104</td>
<td>$0.17</td>
<td>1.1%</td>
</tr>
<tr>
<td>FF&amp;E</td>
<td>$5,000</td>
<td>$104</td>
<td>$0.17</td>
<td>1.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$106,000</strong></td>
<td><strong>$2,208</strong></td>
<td><strong>$3.52</strong></td>
<td><strong>22.7%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Taxes and Insurance</th>
<th>$ Amount</th>
<th>$ per Unit</th>
<th>$ PSF</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>RE Taxes</td>
<td>$41,161</td>
<td>$858</td>
<td>$1.37</td>
<td>8.8%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$40,000</td>
<td>$833</td>
<td>$1.33</td>
<td>8.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$81,161</strong></td>
<td><strong>$1,691</strong></td>
<td><strong>$2.69</strong></td>
<td><strong>17.4%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other</th>
<th>$ Amount</th>
<th>$ per Unit</th>
<th>$ PSF</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Services</td>
<td>$75,000</td>
<td>$1,563</td>
<td>$2.49</td>
<td>16.1%</td>
</tr>
<tr>
<td>Southie Shuttle Membership Fee</td>
<td>$7,776</td>
<td>$162</td>
<td>$0.26</td>
<td>1.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$82,776</strong></td>
<td><strong>$1,725</strong></td>
<td><strong>$2.75</strong></td>
<td><strong>17.8%</strong></td>
</tr>
</tbody>
</table>

**Total** $466,042 $9,709 $15.47 100.0%
By applying conservative yet reasonable assumptions, we have taken a long-term perspective to the project’s success. We have assumed that revenue grows at 2% on a year-over-year basis, while expenses are projected to grow at 2.5% annually, including during construction. We have reduced gross potential rent with 4% vacancy and 1% collection loss.

Given the current political environment, we have analyzed the risk that Congress does not appropriate sufficient funds to fund Library Village’s Project-Based Section 8 contract, reducing revenue. In such a situation, operating reserves could be applied to cover the operating deficit. Even if Library Village’s revenue declined by 5%, equivalent to losing all eight Section 8 vouchers, the $0.3mm operating reserve could sustain ongoing operations through Year 15.

As a development on a City-owned site, Library Village is uniquely poised to preserve long-term affordability for low-income residents. While the project’s public funders will require Library Village to maintain affordability at stated levels for a minimum of 30 years, we expect to enter into a supplemental deed restriction when the City of Boston transfers the site to require permanent affordability of all apartments at 60% of AMI. The deed restriction would include a remedy for any breach requiring the next available apartment to be rented to a tenant meeting the affordability requirement.
We have proposed an ambitious development timeline where Library Village breaks ground in less than three years and is fully completed within five years. As a high-priority project built on city-owned land, we anticipate that financing applications could result in fully-funded subsidy awards in the next two years. After construction and financial closing, we have assumed an 18-month construction period, when the library’s services will be temporarily relocated.

**Interim Library Space: Invoking the Book Mobile**

Our development budget includes $50,000 for two trailers that will create approximately 2,000 square feet of swing space for key library uses during construction. A large public plaza at the Joseph P. Tynan School two blocks from Library Village could host these trailers for key services during the two-year development period. Locating library services in a more compact, temporary location is not without precedent. In fact, the Boston Public Library’s use of trailers and buses to disseminate books to difficult-to-reach neighborhoods was commonplace until the 1960s. We envision a design for the temporary library that references this tradition and reinforces South Boston’s legacy as a center of waterfront trade utilizing repurposed shipping containers. Melting and re-using the steel in a single shipping container can require over 8,000 kWh of energy, so adaptive reuse also reinforces our vision of a construction process that minimizes Library Village’s carbon footprint.

![Bookmobiles](image-url)
At 56,234 gross square feet, Library Village will need a zoning variance to realize its full potential. Under current regulations, the maximum buildable square footage on our site, which covers 31,500 square feet, is 47,250 square feet. This is too low to maintain the current footprint of the library while building enough housing to address community needs.

We are also proposing a variance from current parking space rules, which require 0.5 spaces per unit of housing. Our proposal is to offer 25 parking spaces, including 6 spaces for library staff and 19 spaces for residents. This is equivalent to 0.4 spaces per unit. We feel this is reasonable given that the project is providing senior affordable housing located near high-quality public and private transit options.

We believe that the Board of Zoning Appeals and the Boston Planning and Development Agency (BPDA) are likely to approve our project for a variance. The site is located in a South Boston Interim Planning Overlay District (IPOD), a short-term zoning district that enables an expedited process for new planning permits while giving the city more time to finalize an upzoning plan for the area.

Using this zoning designation, a nearby project, 545 East Third Street, benefited from a variance in spite of having a maximum floor area ratio of 2.8 due to the project’s benefits of affordable housing and construction jobs. Library Village likewise offers many high-priority community benefits. Moreover, our site is part of the City of Boston’s program to redevelop public facilities to expand access to affordable housing.

<table>
<thead>
<tr>
<th>Current</th>
<th>Proposed</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lot Width and Frontage Minimum</td>
<td>20 feet</td>
<td>20 feet</td>
</tr>
<tr>
<td>Floor Area Ratio Maximum</td>
<td>1.50</td>
<td>1.79</td>
</tr>
<tr>
<td>Building Height</td>
<td>35 feet</td>
<td>45 feet</td>
</tr>
<tr>
<td>Usable Open Space per Dwelling Unit Minimum</td>
<td>200 SF</td>
<td>217 SF</td>
</tr>
<tr>
<td>Rear Yard Setback</td>
<td>20 feet</td>
<td>20 feet</td>
</tr>
<tr>
<td>Front Yard Setback</td>
<td>5 feet</td>
<td>5 feet</td>
</tr>
<tr>
<td>Side Yard Setback</td>
<td>3 feet</td>
<td>3 feet</td>
</tr>
<tr>
<td>Off-Street Parking Units per Senior DU</td>
<td>0.5 units</td>
<td>0.4 units</td>
</tr>
</tbody>
</table>
CONCLUSION

The Path Forward

Although we have begun a dialogue with the South Boston community, realizing an innovative project like Library Village requires sustained outreach and relationship building.

We are particularly focused on negotiating an equitable agreement between the South Boston Neighborhood Development Corporation (the project owner) and the Boston Public Library to strike a balance between the needs of library users and senior residents. We believe that ongoing discussions with the community will help us identify and respond to the needs of all parties.

<table>
<thead>
<tr>
<th>Engagement Initiated in Spring 2018</th>
<th>Future Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residents</strong></td>
<td></td>
</tr>
<tr>
<td>South Boston senior housing project residents (O’Connor Way, Foley Apartments)</td>
<td>☑ Community Organizations</td>
</tr>
<tr>
<td>South Boston Neighborhood House program participants</td>
<td>☑ Public library patrons</td>
</tr>
<tr>
<td><strong>Boston Public Library</strong></td>
<td></td>
</tr>
<tr>
<td>Friends of the South Boston Public Library</td>
<td>☑ Boston Public Library Executive Leadership</td>
</tr>
<tr>
<td>Librarians of the South Boston Public Library</td>
<td>☑ Boston Public Library Operations Staff</td>
</tr>
<tr>
<td><strong>Community Organizations</strong></td>
<td></td>
</tr>
<tr>
<td>South Boston Neighborhood House</td>
<td>☑ South Boston Community Health Center</td>
</tr>
<tr>
<td>South Boston Historical Society</td>
<td>☑ Tynan Elementary School &amp; Boston Public Schools</td>
</tr>
<tr>
<td></td>
<td>☑ South Boston Arts Association</td>
</tr>
<tr>
<td></td>
<td>☑ StoryCorps</td>
</tr>
<tr>
<td></td>
<td>☑ Community newspapers</td>
</tr>
<tr>
<td><strong>Local Planning Officials</strong></td>
<td></td>
</tr>
<tr>
<td>Boston Planning &amp; Development</td>
<td>☑ Massachusetts Bay Transit Authority</td>
</tr>
<tr>
<td>Boston City Council</td>
<td>☑ Boston Elderly Commission</td>
</tr>
<tr>
<td>City of Boston Department of Neighborhood Development</td>
<td>☑</td>
</tr>
</tbody>
</table>
IT TAKES A (LIBRARY) VILLAGE

Project Overview

By 2030, one in five Boston households will be headed by someone over the age of 65. Of those households, two-thirds will be lower-income seniors, making less than $50,000 a year. Meanwhile, the costs of both producing senior housing and providing supportive services will continue to increase for the foreseeable future. To address these challenges, the City of Boston will need to execute innovative solutions to create affordable housing and provide services for its low income seniors.

We believe our vision for Library Village addresses these challenges. It relies on innovative financing, leveraging both the City of Boston’s IDP funds, as well as city-owned land at the library site to create deeply affordable apartments for seniors. Its strategic design arranges senior housing around a courtyard and provides residents access to, and privacy from, the library below.

Both the active design of Library Village and the health services brought on site will reduce health care costs to seniors. Our ground floor Wellness Center responds to best practices on aging-in-place and a clear community desire for exercise classes, while maintaining flexibility for yet to be conceived uses.

Beyond simply addressing the challenges facing the city of Boston, Library Village offers a new model for Boston. This project strategically locates some of the city’s most vulnerable residents atop the civic heart of a neighborhood. This design recognizes the social value of the library and embraces its role as a site for services, classes, and community gatherings. Library Village also celebrates the value of Boston’s seniors; in their history, memory and vitality.

It is in this interplay that Library Village invites citizens to encounter each other. It is in this new civic space that there will be places for engagement, discovery, and connectedness.

“Without libraries what have we? We have no past and no future.”

- Ray Bradbury, author and screenwriter

To the right: Friends of the South Boston Branch Library monthly book sale.
A SPECIAL THANKS TO OUR INTERVIEWEES

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bob Allison</td>
<td>President, South Boston Historical Society</td>
</tr>
<tr>
<td>Alma Balonon Rosen</td>
<td>Director, Relationship Management, Enterprise Community Partners</td>
</tr>
<tr>
<td>Brett Bentson</td>
<td>Associate Principal, Utile</td>
</tr>
<tr>
<td>Lalo Brito</td>
<td>Development Analyst, Syndication, Enterprise Community Investment, Inc.</td>
</tr>
<tr>
<td>Millie Davis</td>
<td>Member, South Boston Neighborhood House</td>
</tr>
<tr>
<td>Tim Davis</td>
<td>Housing Policy Manager, BPDA</td>
</tr>
<tr>
<td>Mary Doucette</td>
<td>Member, South Boston Neighborhood House</td>
</tr>
<tr>
<td>Rainey Fiasconaro</td>
<td>Member, South Boston Neighborhood House</td>
</tr>
<tr>
<td>Francie Francis</td>
<td>Branch Librarian, Boston Public Library (South Boston Branch)</td>
</tr>
<tr>
<td>Theresa Gallagher</td>
<td>Deputy Director, City of Boston DND</td>
</tr>
<tr>
<td>Annissa Essaibi George</td>
<td>Councillor-at-Large, Boston City Council</td>
</tr>
<tr>
<td>Joe Kebartas</td>
<td>President, Friends of the South Boston Branch Library</td>
</tr>
<tr>
<td>Sara Myerson</td>
<td>Director of Planning, BPDA</td>
</tr>
<tr>
<td>Connie Rancatore</td>
<td>Member, Friends of the South Boston Public Library</td>
</tr>
<tr>
<td>Pat Sheehy</td>
<td>Member, South Boston Neighborhood House</td>
</tr>
<tr>
<td>Carole Sullivan</td>
<td>Director of Senior Programs, South Boston Neighborhood House</td>
</tr>
<tr>
<td>Allegra Zoller</td>
<td>Scanning &amp; Annex Services Assistant, MIT Libraries</td>
</tr>
</tbody>
</table>

Above: The original location of the South Boston Branch of the Boston Public Library, 1939.
Above: Veterans in the St. Patrick’s Day parade.


City of Boston. Inclusionary Development Policy.


Massachusetts Department of Housing and Community Development. Notice of Funding Availability, Winter 2018.


South Boston. Point 2 Homes, www.point2homes.com/US/ Neighborhood/MA/Boston/South-Boston-Demographics


Turchi, Megan. “Boston gentrification over the past 15 years, in one map.” Real Estate by Boston.com & Globe.com, 2 February 2016.

United States Census Bureau / American FactFinder. Various.

Preserving the Context of South Boston

The vernacular colors of South Boston informed our palette choices throughout this report. By reflecting the roofs, tiles, and stoops that residents of South Boston encounter on a day-to-day basis, we hope to keep our design for Library Village grounded within its neighborhood context.