

Gallivan Boulevard Concept

Strengthening Housing
and Building Access to
Opportunity

JOSEPH E. CORCORAN CENTER
FOR REAL ESTATE AND URBAN ACTION

BOSTON COLLEGE CARROLL SCHOOL OF MANAGEMENT

Note: This document was created at Boston College for academic purposes

- 6 Executive summary**
- 8 Mattapan**
 - 10 History
 - 14 Demographics
- 20 Redevelopment Concept**
 - 24 Design Types
 - 28 Description of Phases
- 32 Building upon Community Assets**
 - 34 Public Realm Improvements
 - 36 Transit, Parks, Public Space
- 39 Resident Engagement**
- 40 Addressing Gentrification**
- 42 Conclusion**



Each year students from Boston College's Real Estate and Urban Action class are tasked with creating a transformation plan for a public housing development. For two of the last three years, that development has been the Gallivan Apartments in Mattapan.

As a part of their project, students gain an understanding of the specific needs facing residents and the surrounding community and they highlight the strengths of the community. From this place of recognition, our students have developed and presented plans to strengthen the housing stock in this community, while developing and communicating opportunities for vital new partnerships and public realm improvements that could potentially strengthen resident's quality of life. Facing an assignment like this poses a unique challenge for the students, who are learning new material, gaining new knowledge, and working to simultaneously apply both to a real world project. Nonetheless, each year they rise to the occasion and produce outstanding proposals, demonstrating mastery of course material and a capacity to exercise professional skills.

This transformation concept is derived from the work of more than sixty students over two years. Each concept presented in this transformation plan has its roots in this undergraduate work and the names of the students whose projects underpin this transformation concept are included at the end of this document. In academic year 2018/2019, an undergraduate researcher compiled the student projects into a single document, while another undergraduate edited the concept and collaborated with our design partner Supernormal.

I would like to thank the Massachusetts Housing Partnership for the financial support to take this student work and convert it into a this transformation concept. We made every effort to work from the ideas proposed by undergraduate students, and then built upon these ideas in a way that honors the original concepts, while answering questions that naturally developed. I would also like to thank the Boston Housing Authority for supporting this idea and welcoming the compilation and sharing of this transformation concept.

The purpose of this transformation concept is to put the outstanding work of students to real world use by offering the Boston Housing Authority a fresh perspective on one of many assets in its portfolio. We hope that this effort results in further consideration of this valuable asset and creates a path forward toward supporting the development of more housing options that strengthen the availability of quality affordable housing within healthy, flourishing communities for all Bostonians.

Sincerely,



Neil McCullagh
Executive Director
Joseph E. Corcoran Center
for Real Estate and Urban Action



Executive Summary

The Gallivan Boulevard Apartments is a centrally-located housing development, situated in on 28 acres in close proximity to rapid transit, bus lines, commercial centers and great public amenities including parks, walking and biking trails and several schools. It is accessible to routes to job centers in the city as well as Quincy and points south. On all sides, it is surrounded by housing stock dominated by single and two family private home ownership. The proposed transformation plan takes these strengths and strives to use the redevelopment as a means to connect to the surrounding neighborhoods, while contributing in a meaningful way to increase housing stock and responding to neighborhood needs and interests, while respecting and preserving the character of the neighborhood.

The goal of this revitalization plan is to develop and communicate a concept that will aid the Boston Housing Authority and relevant public authorities to recognize the potential for the Gallivan site to make a substantial contribution to the housing, economic development and quality of life needs in this part of the city.

SUPERNORMAL

**JOSEPH E. CORCORAN CENTER
FOR REAL ESTATE AND URBAN ACTION**

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The Proposed Concept:

Integrates the development into as a mixed income neighborhood, which will blend into the existing urban neighborhood, serving families, elders, and young professionals.

Increases density from 237 units to 1058

Extremely Low Income Units: 300 units
Currently 237 units exist serving >60 % AMI.

Middle Income (60-120% AMI): 458 units

Market Rate Housing: 300 units
Marketable to young professionals and to young families.

Single Family Housing: 38 units
In a home ownership or cooperative housing structure to providing a wealth creation opportunity for owners/shareholders.

Accessory Dwelling Units: 38 units
Incorporated into a structure to provide space for shareholders to rent and or from which to operate businesses.

Incorporates mixed used at the ground level facing Morton Street, opening new convenience retail for all residents.

Makes recommendations for public realm improvements that will provide health benefits to the surrounding community.



Mattapan

A Good Place to Sit

During the 1600s, this area belonged to the Neponset Tribe, one of many tribes of the Massachusetts confederation. It was during this time that the territory was given the name Mattapan, which translates to “a good place to be” or “a good place to sit.”

History

In 1870, the area was annexed from Dorchester and began to flourish as a result of the increased the neighborhood's connectivity through trolley transportation to what today is downtown Boston. In the early part of the 20th century the neighborhood quickly grew into a predominantly Jewish neighborhood with a great number of active temples.

In 1953, the Gallivan residential area was selected to serve as permanent veteran housing. Gallivan Boulevard Apartments was comprised of 248 two, three, and four-bedroom apartments in duplex and single family style. The site, formerly an apple orchard, continues to be populated with several lingering apple trees.



A Jewish Man at Temple, 1971. Mattapan

- 1600**
 - Pre-1630 Mattapan settled by Mattahunt Neponset tribe
 - 1630: English Settlers inhabit Mattapan
- 1700**
 - 1765: John Hannon introduces Chocolate to America. Walter Baker Chocolate Company founded at Lower Mills
 - Irish Immigrants make a home in Mattapan
- 1800**
 - 1870: Boston annexes Dorchester. Mattapan becomes a neighborhood
 - 1872: Old Colony Railroad opens Shawmut line through Mattapan
 - Jewish Immigrants build community in Mattapan
- 1900**
 - 1928: Original Ashmont station opens
 - 1952: Eisenhower visits Mattapan
 - 1953: Gallivan Boulevard built
 - 1968-70: Blockbusting at its worst
 - Haitian Immigrants build community in Mattapan
- 2000**
 - 2009: BPL Mattapan Branch opens
 - 2011: New Ashmont station opens

By 1960, the Gallivan public housing project had 4,000 residents, of whom 99% were white and predominantly Jewish or Irish. For the most part, residents consisted of the families of local police and firemen. However, between 1968 and 1970, the Mattapan community experienced a dramatic shift in its demographic make-up, as the growing Jewish and Irish middle class began moving to cities such as Brookline and Newton.



This same period was marked by a darker side, of targeted efforts to “blockbust” Jewish neighborhoods in Mattapan. As recounted by Hillel Levine and Lawrence Harmon in *The Death of an American Jewish Community*, real estate agents capitalized on the racial fears and prejudices of white Mattapan residents in order to buy property at a lower market value, instilling fear, encouraging “white flight,” and leaving the neighborhood underpopulated.

From the 1970's and into the 1980's the Mattapan Neighborhood became home to an increasing African-American population. This is also when an increasing number of Haitians moved into Mattapan and this population remains crucial to the identity of Mattapan today. The neighborhood is the location of the highest concentration of Haitians and Jamaicans in all of Massachusetts and one of the highest concentrations of Haitians outside Haiti.



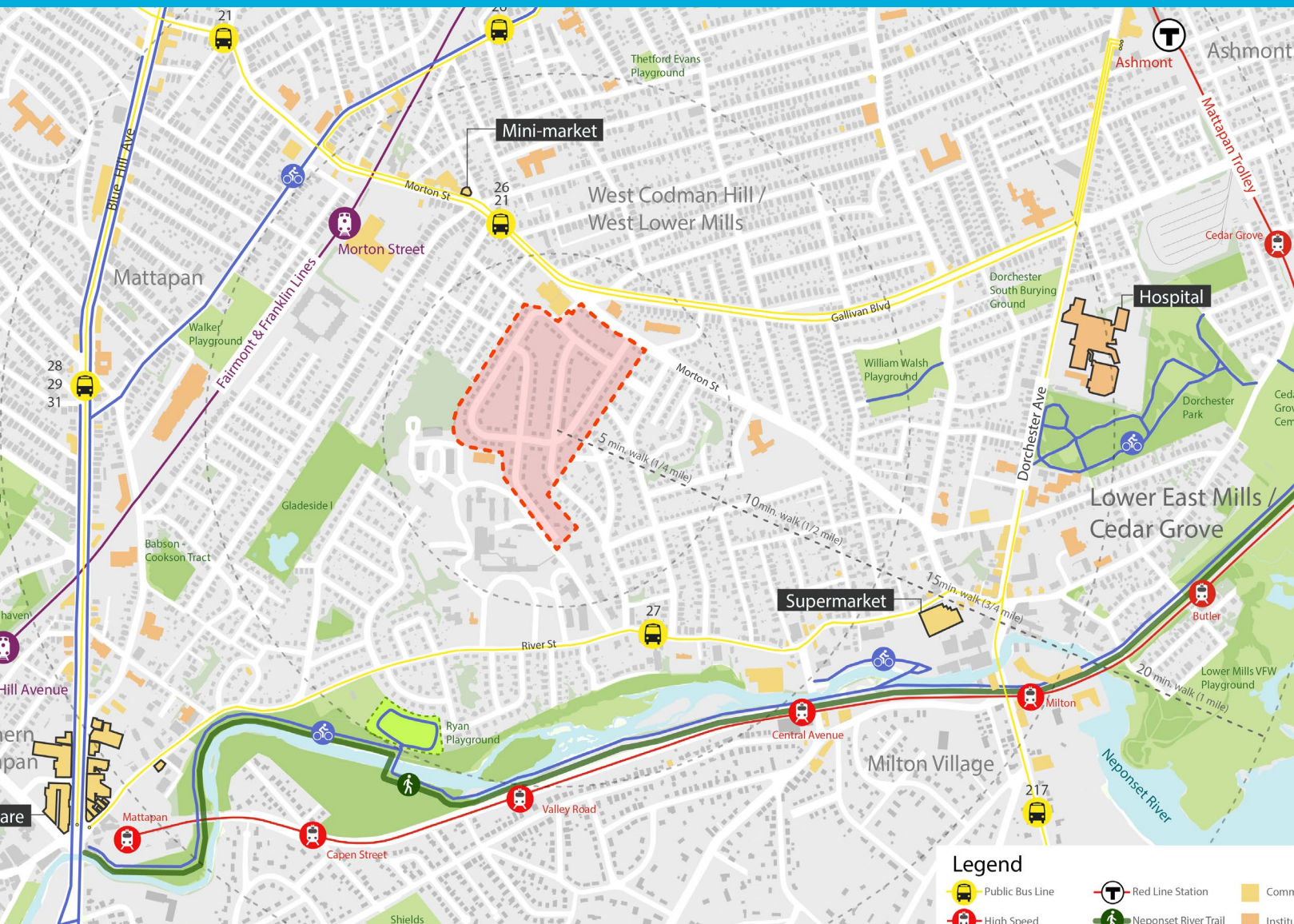
Gallivan

An overview of the site and neighborhood

Gallivan Boulevard is a public housing development comprised of 284 housing units in 130 separate buildings and located in the Mattapan neighborhood, 5 miles from downtown Boston. Built in the post World War II period for returning veterans, the entire area of the Gallivan Boulevard property lies on 1,246,281 square feet of land (28.6 acres).

Built in 1953, the Gallivan development has stood the test of time. However housing standards have dramatically changed and new housing could replace existing structures to provide more high quality mixed-income housing that will be beneficial to residents, the neighborhood and will make a dramatic contribution to the city's housing crisis.

Gallivan Boulevard:
An aerial view looking South towards Milton



The Gallivan site was originally designed to be integrated into the surrounding neighborhood. But today, the Gallivan Boulevard development is isolated from the surrounding community, resulting in a high concentration of extremely low income households. Although it is close to grocery stores and other conveniences, there is very little household-serving commercial presence within walking distance of the property.

Gallivan Boulevard is located in one of the most affordable and transit oriented spots in Boston. With the Morton Street stop on the Fairmount Indigo Line a five minute walk, and the Mattapan high speed rail ten minutes away, a trip from Gallivan to many of the top employment centers of the city: Downtown, Kendall Square, the Seaport District, and Longwood Medical is not very far away. A trip on the Indigo line to South Station totals only 20 minutes. The Bus terminal at Ashmont and in Mattapan Square can also bring Gallivan residents to almost every part of the city and the surrounding suburbs within an hour.

Demographics

Site demographics

There are 644 residents, 449 are females and 239 are males living in 248 households. 39% of the total population is under 18 years old, significantly higher than the greater Mattapan area. The Gallivan Boulevard development has one of the two highest concentrations of youth across the neighborhood.

Income and Personal Wealth

Mattapan residents maintain a lower average household income, partly due to the substantial elderly population and a higher level of unemployment than in other neighborhoods of the city. 65% of Mattapan's residents are eligible for participation in the labor force, of which 88% is currently employed.

52% of families living in Mattapan earn less than \$50,000 a year, and the median household income for this neighborhood is less than \$32,821. By comparison, the nearby neighborhood of West Roxbury has a median income of \$44,792.

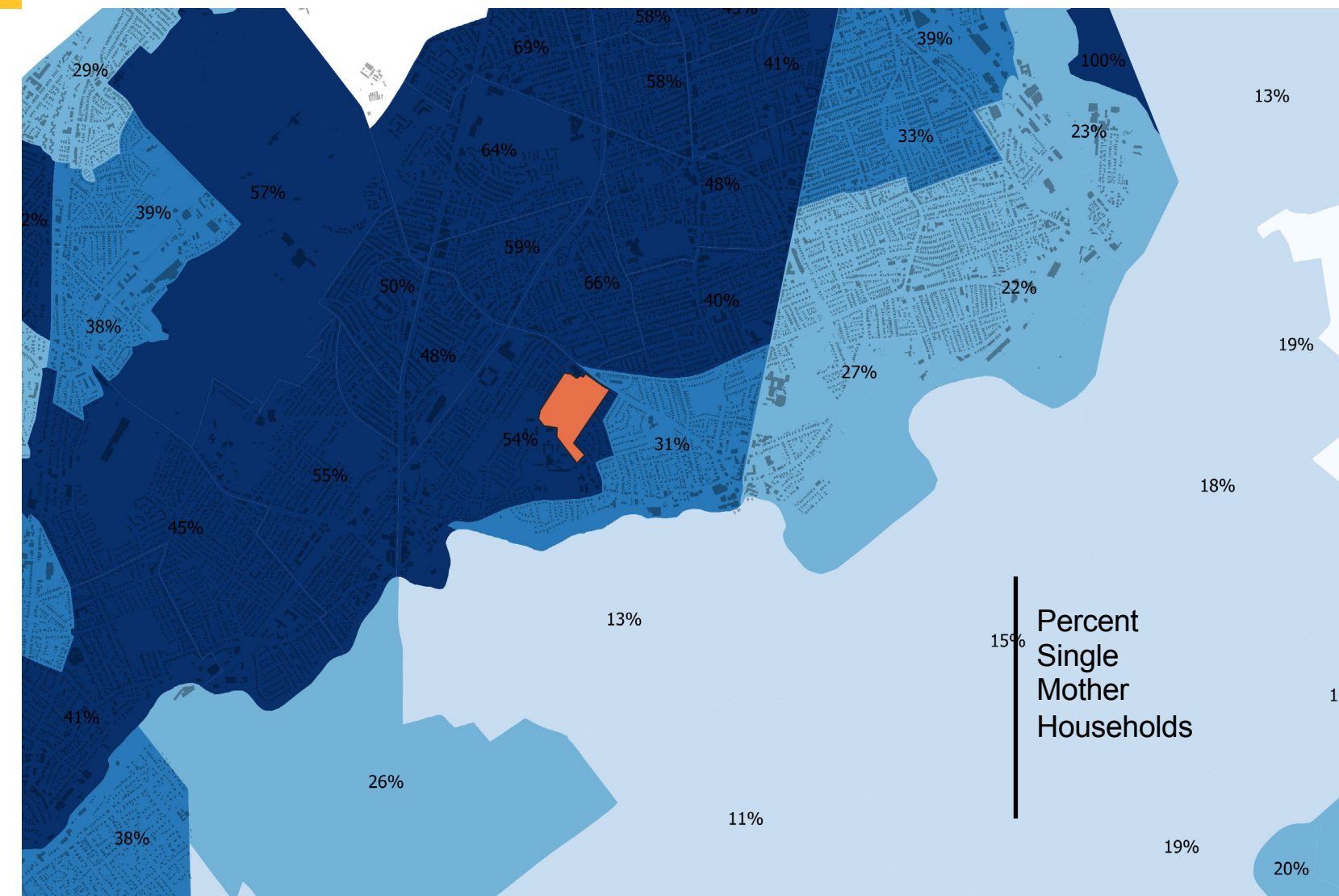
With respect to socioeconomic status, more than 50% of households in the area are classified as low-income with one in four homes living below the national poverty line. However, families living below the poverty line makeup 63% of the population at Gallivan.

This data is further supported by the trends in annual family income in Mattapan, where almost 60% of households have an annual income that is under \$50,000 and are officially considered low-income. The current median household income in Mattapan is \$48,197. Although this is higher than neighboring Roxbury, it ranks much lower than other neighborhoods in Boston.

Single Mother Households

Looking within the home, 33% of Mattapan households with children are run by single mothers as of 2019, the highest of any neighborhood in Boston. Only 26% of households are lead by married couples.

Between 2000 and 2014, there has been a 17% decrease in the percentage of children in Mattapan that come from married households.



Race and Ethnicity

Mattapan, is a diverse neighborhood predominantly composed of Caribbean, Black, and African American communities. According to the Boston Redevelopment Authority, as of 2017, Mattapan has a population of 25,586 people. The neighborhood is 73% Black/African American, 15% Hispanic/Latino, 6.5% White/Caucasian, 2% Asian, and 2.5% other.

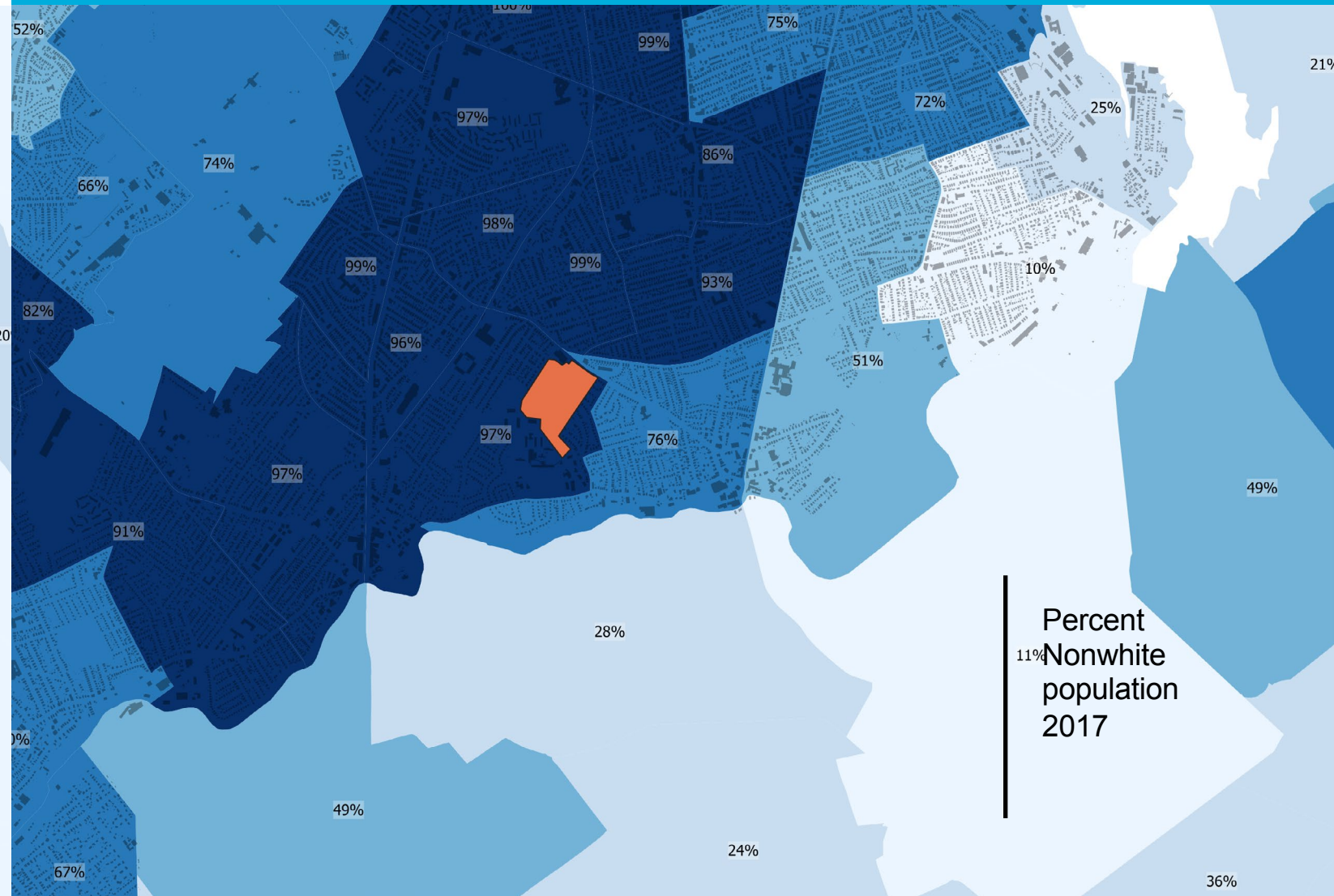
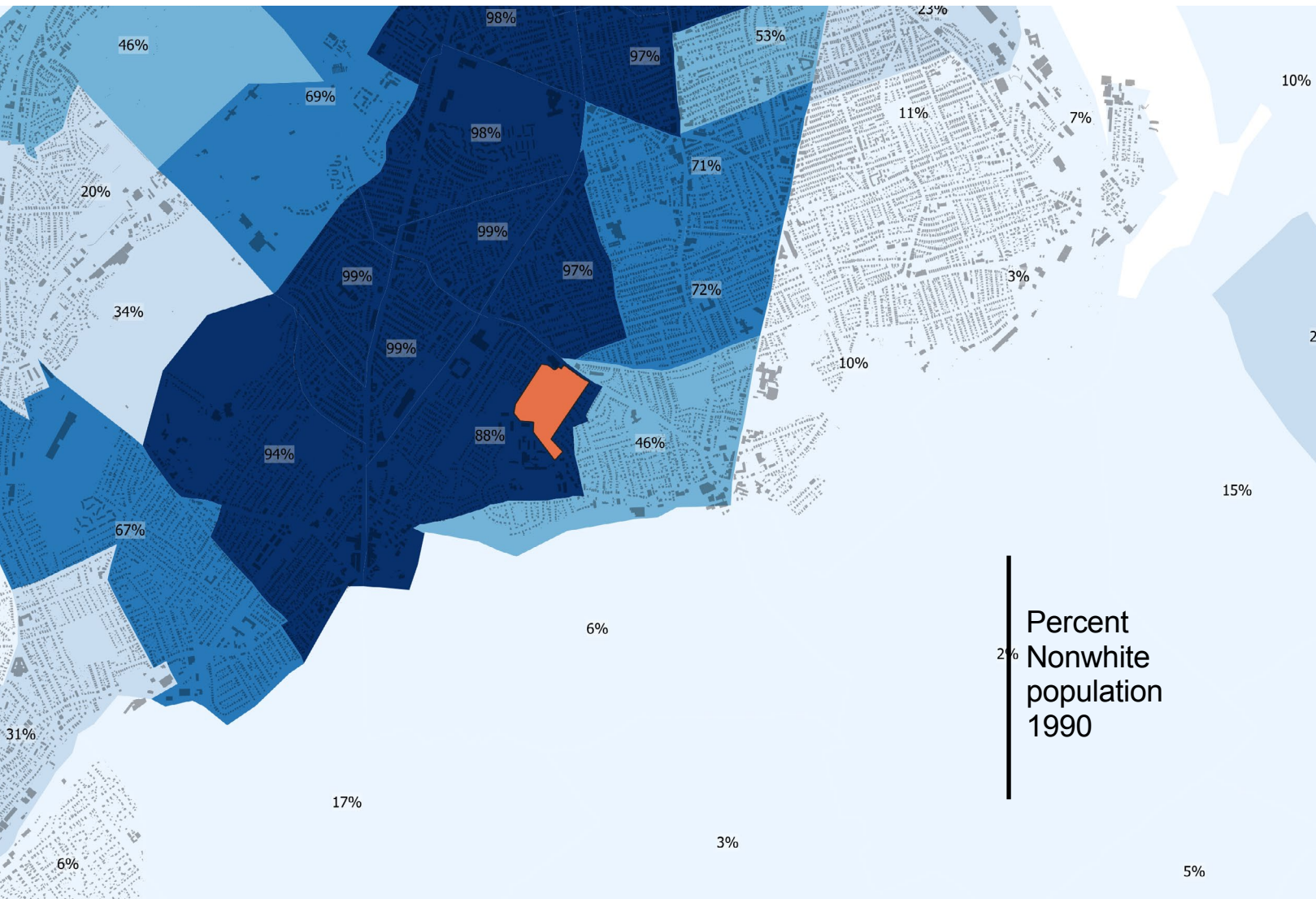
33% of the neighborhood's residents are foreign born, with 14% lacking full U.S. Citizenship. Haiti is the most common country or origin, followed by several other Caribbean countries. The Mattapan Neighborhood is also characterized by an elderly majority. 20% of Mattapan's residents are aged 60 or older, and has seen a 50% increase in the last 10 years. The population of younger residents, on the other hand, has been steadily declining since the year 2000. Compared to the Boston Average of 40%, only 21% of Mattapan's residents are between the ages of 18 and 34.

Neighborhood Trends: 1990 to 2017

Interestingly, in the area around Gallivan Boulevard the non-white population grew from 88% to 97% from 1990 to 2017. Bordering census tracts in Milton and North Quincy, non-white populations have also increased dramatically.

Gallivan exists in an increasingly non-white neighborhood, suggesting that this neighborhood and the surrounding neighborhoods both in and out of Mattapan have become a high demand location for people of color.

The crime rate has also seen a remarkable change. In the past two years, crime in Mattapan has decreased by 44%. Part One Crimes, typically, more violent, have decreased by 53%.



Demographics

Site demographics

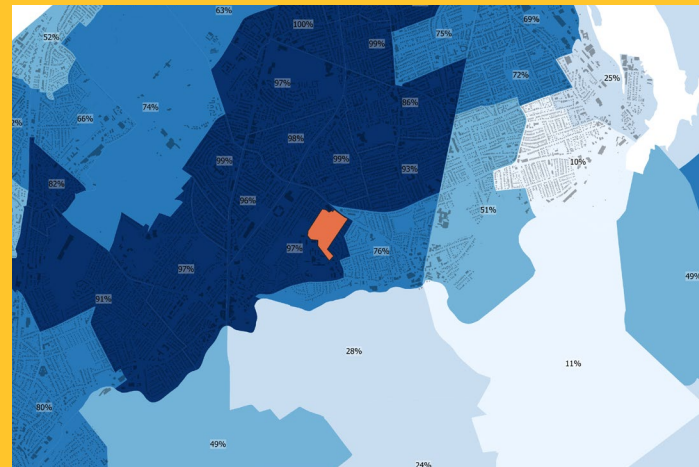
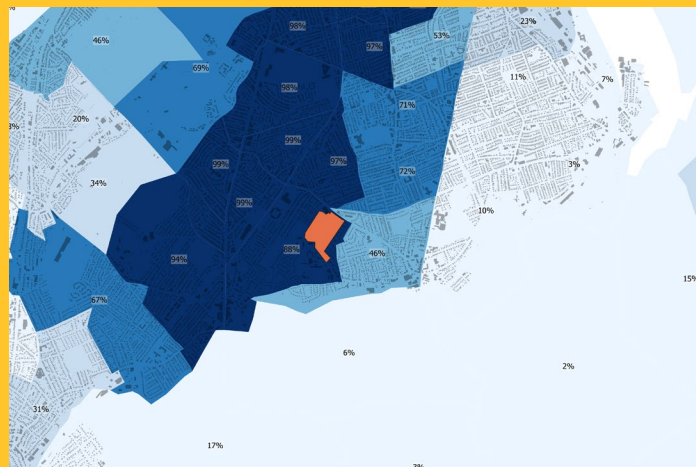
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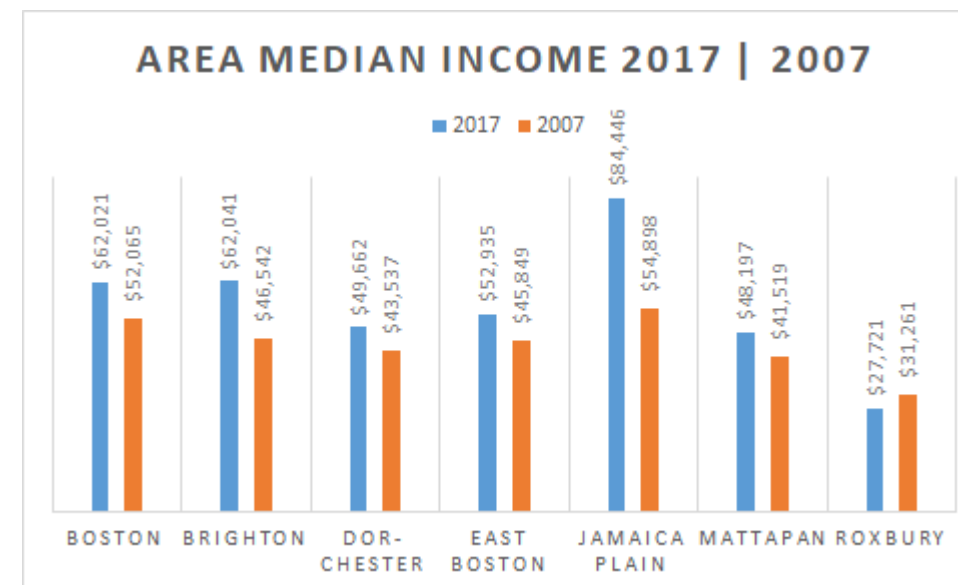
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Mattapan compared to other neighborhoods in Boston



Redevelopment Concept

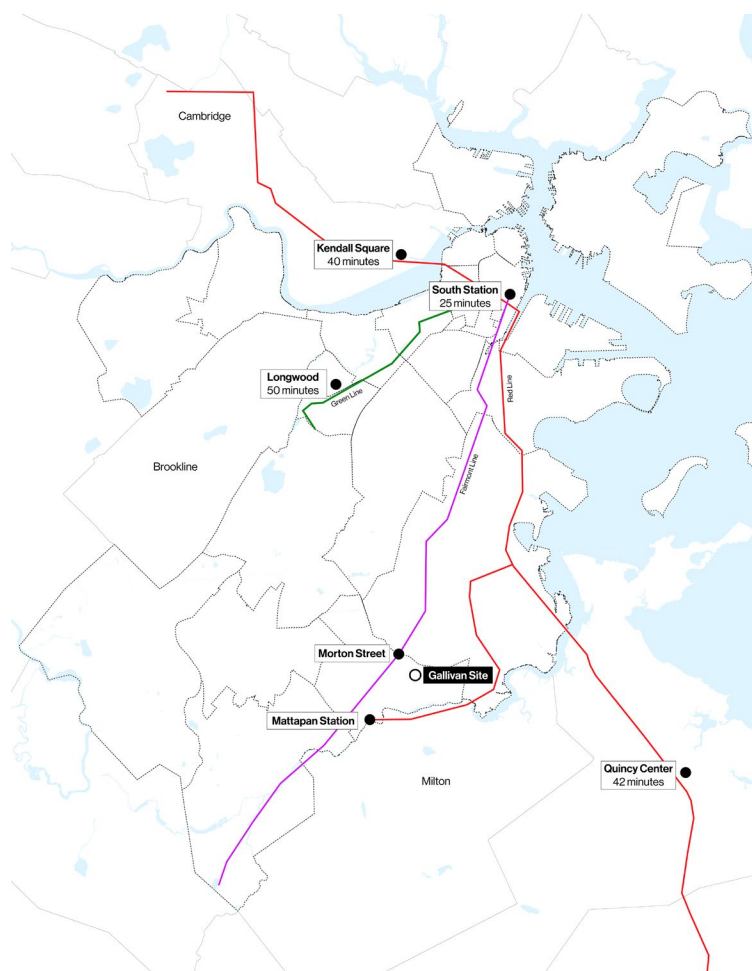
An Urban Vision

The proposed development is one that is more urban in scale, but which retains a strong balance of natural green space and appropriate in design that will create natural connections with the surrounding community.

Location

Gallivan is a prime location for increasing the density of housing that can serve young professionals, families, and elderly. This redevelopment concept includes a plan for the redevelopment of the entire Gallivan Boulevard Development into a higher density mixed income community. In the process of redevelopment no residents will be displaced and 100% of existing residents can be relocated on site.

The resulting new addition to the surrounding community will include 1100 units of housing, a net increase of approximately 800 units of housing, which can be developed in six phases of construction. The redevelopment employs 7 different building types, is varied in scale, and provides significant amounts of open space.



Gallivan Boulevard is in a prime location in Boston, only a train ride away from the city's main job hubs.

Urban Scale

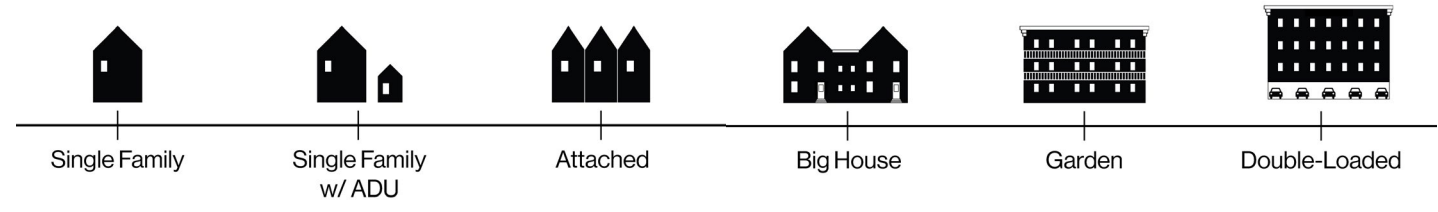
The redevelopment concept also carefully re-integrates the neighborhood into the surrounding community by reintroducing road connections and recommending public realm improvements that will strengthen natural desire lines for walking and biking that will connect the entire development to transit and amenities both natural and commercial that serve this neighborhood.

To increase the density and structural diversity of the proposed redevelopment of Gallivan Boulevard, this proposal uses different development styles ranging from unattached single family homes to larger double loaded corridor apartment buildings. This will also increase the appeal of Gallivan to different residential market, attracting both young professionals and single parent households, and with accommodations for seniors.

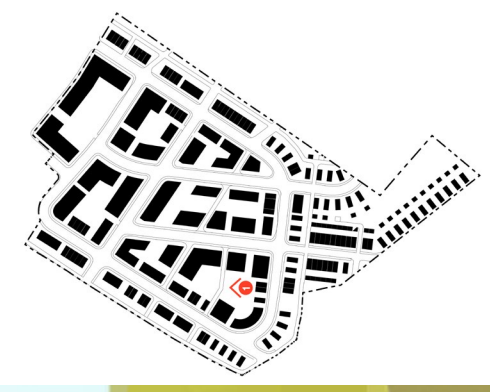
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Building Types



Key



Foley Senior Residences

Gallivan Community Center

Mattapan Heights

Gladeside Urban Wild

Doone Ave

Norfolk Hardware

Fire Station

Morton Street

Charles H Taylor School

Gallivan Blvd.

Standard Street

Woodbole Ave

Ill Street

A

Phase A is designed in the Northernmost part of the Gallivan Boulevard on 180,000 sq. Two buildings, both double loaded corridor style, separated by a green space and parking lot, make up the Phase A development. The first floor of both buildings is a commercial plaza with a combined 31,200 ft² of retail space. Store fronts will face Morton Street and turn down Woodmere Street and Woodgate Street. A parking lot with 63 spots will serve this retail space. The top four floors of each building are residential. The first building will have 122 units and the second building will have 72 units, with a total of 194 Units. Phase A will offer Studio, 1, 2, and 3 bedroom options, with the average Phase A Unit being 650 square feet. Residents will likely be car-free as only 6 spots are provided for resident parking, or use on street parking options farther south of Woodbole Ave. 8,550 ft² of Green space will separate the two buildings and provide a pedestrian corridor between Morton Street and Woodbole Ave.

B

Phase B: Spans a total of 227,850 Square feet and is comprised of 10 buildings, 5 of which are double loaded corridor and five in the big house or garden style. One double loaded corridor building and one big house will include tuck under parking facing an inner courtyard style green space. Phase B will offer Studios, 1, 2, and 3 bedroom apartments with the average unit size being 750 ft². A total of 249 residential units will be split among the ten structures and 40 parking space will be provided for the occupants of these units. 21,750 ft² of open space will be divided between two courtyard style parks surrounded by each of the buildings.

C

Phase C will span a total of 211,200 square feet directly south of Phase B, and includes 4 double loaded corridor style and 6 big house or garden style buildings. Phase C will offer a total of 173 units, with 76 units with big house style and 97 units within double the four. Like the previous phases, Phase C will offer Studio, 1, 2, and 3 bedroom apartments with the average unit size at around 1000 ft². 32 parking spaces will serve the residents of these units, largely concentrated in a central parking lot located in the Phase C section between Woodruff and Standard Street. 21,300 ft² of open space will exist between three separate parks.

D

Will cover a total of 231,600 ft² with 14 separate buildings split between 3 double loaded corridors and 11 big home or garden style houses. Phase D is comprised of 345 Units of Studio, 1, 2, and 3 bedroom apartments with an average square footage of 550 ft². 200 of those units are big house or garden style and 145 of those units are double barrel style. 23 parking spaces will be provided for the residents of these units, and 39,630 ft² of open space will be split between two courtyard style parks. Between Woodruff Way and Woodbole Ave, the courtyard style park will be dedicated to the creation of an apple orchard managed in partnership with local urban farming organizations. (See Community Partnerships) This apple orchard will be accessible to the public and will allow for a dynamic community asset that strengthens resident's connection with nature creates a connection with the site' legacy as an orchard.

E

Will be comprised of small townhomes and attached home developments that surround and occasionally fill in developments built in Phases A through D. There will be a total of 11 single family homes and 68 attached units. 8 attached home units, split into 4 home segments, will be built across Woodgate Street from Phase A. Another 16 attached homes, also in four home segments, will be interspersed throughout Phase B. 14 attached homes, divided into 5 and 9 home segments, will fill in land left vacant in Phase C on the outside edge of Woodbole Ave and Woodgate Street. Phase D will leave room for 12 attached home units, in 4 home segments each, on the inside of Woodbole Ave and Woodgate Street, and will allow for the further development of the 11 stand alone single family homes and 16 attached home units on the outside of Woodbole Ave.

F

Will use the same building type as Phase E, with the distinction that Phase F will be comprised of 17 attached homes and 21 stand-alone single family homes. 35 of the 38 homes will have an ADU, or additional dwelling unit, to be used in a manner consistent with the economic and wealth building goals of the development. The ADUs could be used as additional housing, artists live and work space, space for businesses and or at home offices.

Financial Feasibility

Phases A – D: Rental Units

Rent Schedule

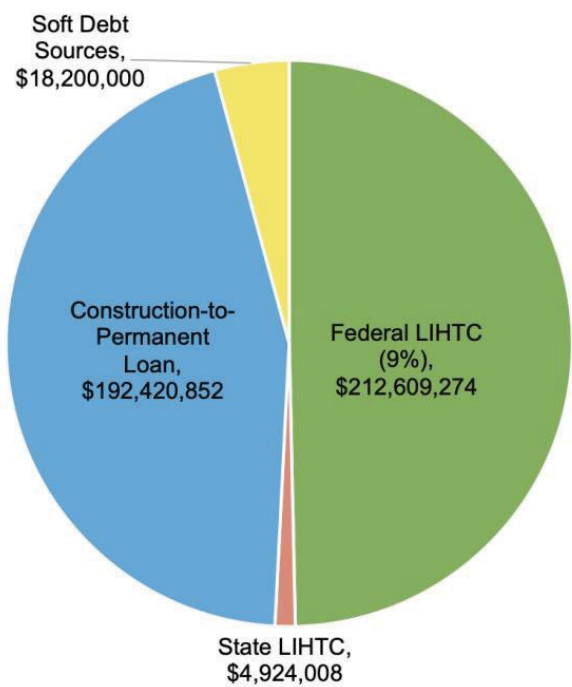
| Unit Type | Avg. SF | Total Units | Section 8 Subsidized | | 60% AMI | | Market Rate | |
|--------------|---------|-------------|----------------------|---------|------------|---------|-------------|---------|
| | | | # | Rent | # | Rent | # | Rent |
| 0 BR | 550 | 48 | 21 | \$625 | 12 | \$1,250 | 15 | \$1,950 |
| 1 BR | 750 | 241 | 107 | \$675 | 60 | \$1,350 | 74 | \$2,250 |
| 2 BR | 1050 | 432 | 194 | \$800 | 108 | \$1,600 | 130 | \$2,700 |
| 3 BR | 1200 | 192 | 85 | \$925 | 48 | \$1,850 | 59 | \$2,450 |
| 4 BR | 1300 | 48 | 20 | \$1,050 | 12 | \$2,100 | 16 | \$4,150 |
| Total | | 961 | 427 | | 240 | | 294 | |

Stabilized Pro-Forma: Year 7

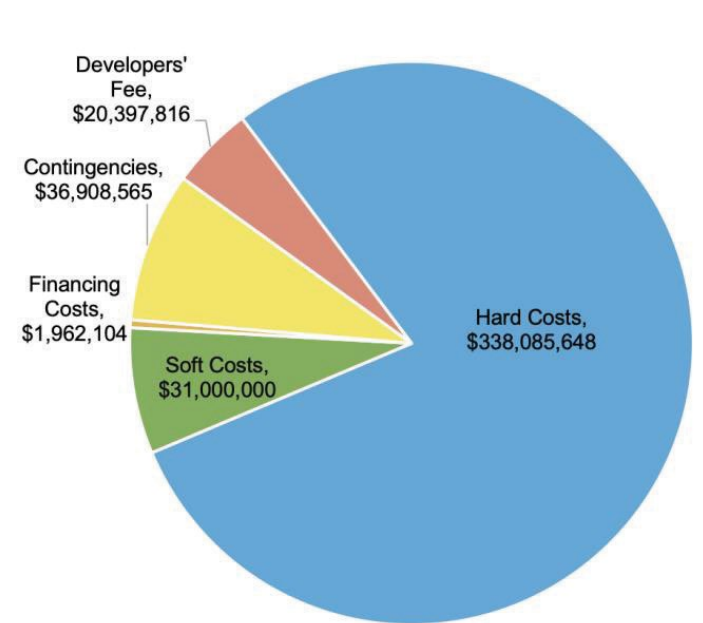
| | | Total Amount | Amount Per Unit |
|-------------------------------|-------|---------------------|-----------------|
| Gross Potential Income | | | |
| Phase A | | \$5,842,621 | \$30,117 |
| Phase B | | \$7,045,063 | \$28,293 |
| Phase C | | \$5,104,894 | \$29,508 |
| Phase D | | \$10,891,702 | \$31,570 |
| Total GPR | | \$28,884,280 | \$30,056 |
| Vacancy/Collection Loss | 2.50% | \$(722,107) | \$(751) |
| Commercial Income | | \$284,706 | \$296 |
| Additional Income | | \$1,001,946 | \$1,043 |
| Effective Gross Income | | \$29,448,825 | \$30,644 |
| Total Operating Expenses | | | |
| | | \$(10,833,503) | \$(11,273) |
| Replacement Reserves | | \$(401,619) | \$(418) |
| Net Operating Income | | \$18,213,702 | \$18,953 |
| | | | \$- |
| Annual Debt Service | | \$(14,792,573) | \$(15,393) |
| Before Tax Cash Flows | | \$3,421,128 | \$3,560 |
| DSCR | | 1.23 | 1.23 |

Sources & Uses

FINANCING SOURCES



FINANCING USES



Total Development Cost: \$428,354,133

Total Development Cost per unit: \$445,738

Phases E – F: Homeownership



| | | | |
|---------------|--------------------|---------------------|---------------------|
| Phase E: | 4 | - | 74 |
| Phase F: | 3 | 35 | - |
| Total: | 7 | 35 | 74 |
| TDC: | \$4,299,750 | \$30,883,125 | \$33,670,000 |

| | |
|--|----------------------|
| Phase E Total Development Cost: | \$ 36,127,000 |
| Phase F Total Development Cost: | \$ 32,725,875 |
| Combined Total Development Cost: | \$ 68,852,875 |
| Total Development Cost per unit: | \$593,559 |
| Total Assessed Land Value (2020): | \$3,799,472 |



Building on Community Assets

Proposed Investments

In this section, we include a number of investments that will provide residents of the new development and the surrounding neighborhood with improved access to transit, businesses and green space.

Public Realm Improvements

One critical aspect of ensuring the viability of this development is looking at the public realm improvements that will strengthen the quality of life for residents and in particular users of public transit and public green spaces.

Here we highlight changes both within the development and radiating from the development which will need to be considered as integral elements of the proposed transformation plan.

Within the Development

Connecting streets that link the new Gallivan development to surrounding neighborhoods will be introduced to create a more inclusive less isolating effect for residents of the new development and the surrounding community.

The connection with the immediately surrounding neighborhood and developments will be achieved by extending Doone Ave., Verndale St., Maryknoll Terrace, Freeland St., and Tiverton Road to Woodbole Ave and Woodgate Street.

Establishing these connections throughout the neighborhoods will build a greater sense of communal neighborhood identity and create a more obvious connection with the greater Mattapan neighborhood.



Outside of the Gallivan Boulevard Site

Outside the Gallivan Boulevard site, developing walking and biking connections from this site to nearby rapid transit, bus and inner-city commuter lines will be critical to making jobs more accessible to this community, making commuting faster and more enjoyable, and improving quality of life for residents. This proposed concept recommends public realm improvements radiating out from the site to facilitate the use of the most accessible public transit, including the Central Avenue Mattapan Trolley Station, Ashmont Station, Morton Street Station and connections to bus lines that traverse the neighborhood on Morton and River street.

This concept highlights sidewalk improvements along Morton Street leading to the Morton street commuter rail station, as well as south towards Ryan Playground and the Neponset river along Standard and River Street.

Walking Infrastructure

The installation of brighter, more frequent streetlamps along these streets and developing more pronounced walking infrastructure to connect the Central Ave Station will increase the feeling of safety and security to improve access to transportation. Properly maintained safe sidewalk spaces prioritize walkability over car use, leading to higher rates of ridership on public transit and an increased use of the local park system, and this choice will advance health benefits in the community.

Access to Transit

Simple On-Street Bike Lanes will promote bike usage and increase accessibility to the Gallivan Boulevard. Additionally, although the Ashmont station is not a primary choice for current residents, improved walking and biking infrastructure to Ashmont will promote transit use at the station and provide community wide health benefits.

Finally, in order to encourage community building, there will be four-sided public message boards placed around the development. These will serve as places for announcements about local events sponsored by community partners. The boards will have maps of the immediate T lines and bus routes, and are intended to improve collective knowledge of the community that surrounds Gallivan. These improvements are intended, at the highest level, to achieve better economic outcomes for residents, thereby breaking the negative stigma surrounding the Mattapan neighborhood.



Parks and Public Space

Green space is a valuable commodity in the city. Gallivan Boulevard is well situated to create usable green spaces for residents of the new development and well positioned to strengthen the accessibility of the valuable recreational space that surrounds the development. In order to improve the use of green space of the New Gallivan Boulevard for both current and prospective residents, it is important that planning related to green and recreational space is an integral part of the future use of the development.

Historically, Gallivan Boulevard was once an apple orchard. Many apple trees still exist on site. Incorporating Urban Agriculture programs into new green spaces at Gallivan Boulevard will provide a unique source of education and community building for the residents of the development and the surrounding neighborhoods.



Neponset River Greenway, Completed in 2007



Gladeside Urban Wilds

In addition, the proposed concept integrates surrounding natural resources, such as the Gladeside urban wilds reservation area. With some modest efforts this important habitat can be developed into a more accessible community asset. This could be done by introducing a walking trail, which could better link the new development to Mattapan Square and to parks and schools in the neighborhood. This would allow the surrounding community, including the nearby Foley senior residences, access to the new walking trail.



Bikers on the Neponset River Greenway.

Photo Credit:
Crosby
Schlessinger
Smallridge

Resident Engagement

In addition to the physical transformation of the community, the needs and interests of the people in the Gallivan neighborhood are central to the revitalization process. The reintegration of this development into the surrounding neighborhoods and the development of housing at a larger scale will require that residents of the existing development and the surrounding community benefit from the transformation and evolution of the property. In order to ensure that this happens, this proposal calls for the creation of a neighborhood development committee.

This committee would be comprised of resident leaders from the Gallivan development as well as representatives from surrounding neighborhood associations. This neighborhood committee will develop and integrate plans for the community that will support the special needs and interests of residents and the surrounding households. As this concept develops, partnerships with community serving organizations will be developed and prioritized based on the direction of this neighborhood committee.

Addressing Gentrification

The Concerns

The economic success of Boston and the region has created unprecedented growth and an insatiable demand for housing. New development across the city particularly in neighborhoods of color, has displaced existing residents, many of whom have lived in their respective neighborhoods for decades. This displacement and the corresponding increase in development across the city has generated deep distrust of development and the perception that all development will increase gentrification and harm existing communities.

Place-based development and several large-scale neighborhood transformation projects in the city of Boston have recently created a pipeline of new development, and with it the prospect of new, higher standards housing to replace existing public housing. However, this same pipeline of development has increased residents' concerns about a growing wealth gap in the city and the potential for these developments to normalize cultural displacement.

Despite these challenges, the Gallivan transformation concept will incorporate strategies that counteract these negative forces. This section endeavors to highlight the strategies that leverage the transformation of this public housing to preserve and add affordable housing within the community, increase standards of housing, and create new homeownership, entrepreneurial, and wealth-creation opportunities for residents.

While some development may be characterized by displacement of residents and locally relevant businesses, this transformation plan starts with the values and strategies which are foundational to successful anti-gentrification programs.

The Solutions

Mixed-Income Housing

By providing rents at **three** different levels, 30% of Area Median Income, 60% of Area Median Income, and market rate rents, Gallivan will serve as a unifying development by bringing together residents from Mattapan as well as other surrounding neighborhoods. This group of tenants will have different occupations and come from a wide range of socioeconomic backgrounds to create a diverse mix of individuals within the 961 units of rental housing.

Since 70% of the units will be offered below market rate, 427 of which will be offered at rents that are currently available to BHA residents, this mixed-income approach will combat displacement by enabling existing Gallivan residents to remain in their neighborhood while also adding new residents who can contribute to the success of the development.

Home Ownership

Phases E and F of this proposed transformation offer a variety of new homeownership opportunities. Because of the significant size of the property, there is ample room to accommodate a diverse offering of homes. There are three styles of homes in this concept, attached duplexes, stand-alone homes, and duplexes with Accessory Dwelling Units (ADUs). ADUs are detached annexes that sit on the property that can be used for additional rental housing or for the use of a private small business. Each of these home styles will be available at costs substantially below market through the development and use of a Community Land Trust.

Community Land Trust

A Community Land Trust (CLT) is a self-sustaining model for long-term affordable housing and homeownership managed by an independent, non-for-profit organization that is granted land on which homes are built and offered to prospective first-time homebuyers for more affordable rates.

CLTs provide the opportunity for individuals who have typically been financially excluded from the chance of homeownership to take out an affordable mortgage for the value of the home, excluding the land cost, and begin to buy back equity and create personal wealth for themselves.

The Gallivan Boulevard redevelopment will utilize a CLT for phases E and F, on which 116 stand-alone single-family townhomes and two-family attached homes, including 35 homes with ADUs, will be offered for first-time homebuyers. These homeowners will have the chance to participate in decision-making for the CLT on which they reside, as one-third of the Gallivan land trust's board will be comprised of its community members.

These prospective homebuyers will have the opportunity to utilize advantageous first-time mortgage programs such as Massachusetts Housing Partnership's *One Mortgage* program.



Conclusion

The Gallivan Boulevard development lies on 28 acres of land in the neighborhood of Mattapan. It is home to over 248 households. This site has provided vital public housing for the city of Boston for generations. This same development now has the great potential to contribute to the elevation of housing standards, health conditions, and improved standard of living for residents and the surrounding community.

The city of Boston's demand for housing is well documented. In particular, the demand for affordable housing has risen precipitously over the last several years. With the Gallivan Boulevard site there is a remarkable opportunity to convert an underutilized public asset into a vital contribution to the unfolding crisis of housing and inequality in the city.

The Gallivan Boulevard has latent potential as Transit Oriented Development responsive to the housing and economic development needs of residents, the neighborhood and the city. Amidst a housing shortage, Boston is rapidly becoming less and less affordable for the residents. Mattapan itself has increasingly seen the outmigration of middle income homeowners and renters, while both the higher end of the socio economic spectrum and the lower end of the socio economic spectrum have filled-in to take their place. The story of this neighborhood is the story of Boston, economic displacement.

The transformation of this site to accommodate a higher standard of housing will directly respond to the demand for housing and will add density at all income levels, which will combat dislocation and provide economic development benefits to current residents and the surrounding community. Over the last several years Boston has embraced bold ideas to contribute to responses to the complex issue of housing in Boston. This concept is a bold idea and a feasible option for the Gallivan Boulevard site.

While this concept will certainly be revised, the compilation of student ideas contains a number of features that have emerged consistently and which we believe could be considered as an aspect of any future development on the site.

Elements of Positive Evolution of Housing for Gallivan:

Density is critical to building the scale of housing that will optimize use of the site, provide for Public Housing and substantial addition of affordable and Market rate housing. Proposals have incorporated anywhere from 600 to 1200 units of housing in various conditions.

The site has an unrecognized Transit Oriented Development potential. Related public realm improvements will be a central part of this project's potential positive impact on the surrounding community.

The sheer size of the property provides an opportunity for the creative implementation of economic development strategies related to entrepreneurship and wealth creation for residents.

This development lies in between two neighborhoods of single family homes. Creating a balance of scale that incorporates this development into the surrounding neighborhood will be critical to the successful development and implementation of this redevelopment.





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