How do we increase housing production and prevent displacement in neighborhoods in the face of increasing construction costs and housing prices? How can we create affordable housing driven by design excellence and efficient construction without contributing to increasing prices or losing local job opportunities? What design innovations can we bring to this problem?
Our Journey

Our organizational goals are shaped by Mayor Walsh’s ambitious plan for new housing growth and increased affordability. In Housing a Changing City: Boston 2030, also known as the Housing 2030 Plan, Mayor Walsh lays out a goal of producing 53,000 new units by 2030. Just recently this goal was increased to 69,000 units to match actual projected growth by 2030. Of these, 15,820 units need to be income restricted. Though we are well on our way to meeting that goal with 26,000 units already permitted, housing and construction costs remain high. There are still too many families facing evictions and paying a rent they can’t afford, too many seniors worried about how to stay in their homes, and too many middle-income households struggling to purchase their first home. Both rental and for-sale housing prices are escalating every day. The Greater Boston Housing Reportcard states that as of July 2018, metro Boston’s housing prices now exceed even the New York City metropolitan area. Median sales prices at the high end of the market exceed $800,000.

“Learn about BOSTON DND’S impact: HERE

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The City of Boston’s Department of Neighborhood Development (DND) seeks to host a Rose Fellow in order to strengthen the department’s ability to conduct design review for affordable housing projects and provide design expertise to housing & development initiatives. The Design Unit works in close collaboration with the Housing Innovation Lab (iLab) whose innovative work looks to prevent displacement and lower the cost of living in Boston. A Rose Fellow will strengthen our collaborative effort to use innovative design to create more affordable housing throughout Boston. The Rose Fellow will focus on expanding the reach of new initiatives focused on models for prototype housing and infill development including but not limited to modular or panelized construction. The fellow will also add desperately needed capacity as they work on individual projects with increasing responsibility as a member of our design team.
Organizational Culture

The intent of this application is to serve two particular needs in the Department of Neighborhood Development. In the work plan, we have divided them into two basic areas. The first is to seek entirely different approaches to accelerate housing production in the City to deliver more opportunities for low- and moderate-income households as soon as possible. The second is to add capacity and excellence within our existing effective, but sometimes too slow, framework.

The first involves increasing the Design Unit’s capacity to further accelerate our ability to deliver affordable housing through innovation. This work dovetails with departmental and City initiatives. A Rose Fellow will provide capacity to explore new initiatives that look at small and mid-scale infill development. This initiative would initially build upon the first phase of the Additional Dwelling Unit program, which allows homeowners to take advantage of the existing space in their homes to create a rental unit. ADUs provide rental income for homeowners and, in many cases, also help people age in their homes. This program led to a change in zoning to allow ADU’s as of right citywide. ADU 2.0, which the fellow could take a lead role in, will look at a similar approach for auxiliary structures on homeowner’s property. The fellow will also be tasked at exploring how modular or panelized delivery models could help us expedite the housing delivery process. Such delivery methods might be piloted for ADUs, urban infill, or small-scale homeownership. The fellow’s final task in this area would be to recommend ways to use visualizations and illustrations to promote better community engagement and dialogues around city-owned land.

The second area is to add capacity to the Design Unit and improve housing production and preservation through our existing systems. Our Design Unit is composed of 2 people to oversee the design review for affordable housing projects the agency funds on privately-owned land and development projects born out of a community engagement around the use of city-owned land. Currently, the unit has approximately 50 projects in some state of development and another 50 in construction. Design staff also advises on design review for other divisions within DND and Community Preservation Act project proposals. All this work requires coordinating design review with the Boston Planning and Development Agency and assisting with any problems associated with zoning and permitting.

As a staff architect, the fellow will work with increasing independence to help us reach our 2030 housing goals, and will gain a depth of experience working with city partners, developers and funders throughout Boston. The Fellow will also be tasked to speed up the development process by piloting an internal zoning application process for city-owned land. This task focuses on Boston’s Neighborhood Homes Initiative (NHI). This initiative was inspired by Chief and Director Sheila Dillion’s goal of selling approximately 250 parcels of city-owned land for new homes by providing subsidies to ensure that these 1 and 2 family homes are priced affordably. NHI Homes use model home designs that have been pre-reviewed for zoning and building code with Inspectional Services (Boston’s Building department). Context specific designs are vetted with neighborhood stakeholders to obtain
This fellowship is a great launching pad for a long career pursuing design excellence in affordable housing through a myriad of seats at the development table.

“...”

What’s more, the challenges we face are too large for any of us to take them on alone, and each individual really does make a difference.

Adding a Fellow to our design team would have an immediate impact on NHD’s productivity and work quality. It is a challenging time to be doing our work, but it is also exciting. There are many opportunities for a fellow to pursue individual interests and contribute to Boston’s ability to meet our housing goals, both through the activities listed above and through countless other paths.
How do we increase housing production and prevent displacement in neighborhoods in the face of increasing construction costs and housing prices? How can we create affordable housing driven by design excellence and efficient construction without contributing to increasing prices or losing local job opportunities? What design innovations can we bring to this problem?

Department of Neighborhood Development, City of Boston

Boston, MA
**Fellow Work plan:** activities, targets and milestones for first year (October 2020 – October 2021, 12 months)

*Note: If your organization is selected, this Draft Fellow Work Plan is subject to amendment at two touchpoints: prior to the beginning of the fellowship, after discussions with the selected fellow and Enterprise; and again, before the start of the 2nd fellowship year.*

**Host Organization Name:** Department of Neighborhood Development, City of Boston

**Organization Vision Statement I:**

“What alternative means and methods can cities incorporate to more quickly add housing stock for low- and moderate-income households? Can cities scale-up these non-traditional approaches without negatively impacting local residents and communities? How can new techniques for project visualization and communication help cities build support for these new approaches? As we build innovation and housing through these explorations, can we create replicable prototypes?”

*Figure 1: Garrison Trotter 3 NHS*
Project(s) to achieve vision statement I:

**Project 1: Additional Dwelling Unit (ADU) 2.0**

*Role of Fellow: Project Manager*

*Supervisor: Assistant Director, Design Construction Openspace*

*Timeline: Duration of fellowship*

**Milestone 1: Initial Research** - The fellow will be asked to build upon existing ADU research produced by Boston’s Housing Innovation Lab and evaluate recent developments in the introduction ADU’s in Massachusetts and other comparable cities in the US and Canada. The fellow will be asked to participate in the current ADU program to understand how the building code guidelines were developed, what were the important issues that were conflicts that needed to be resolved, and how they were resolved through the current permitting process. The fellow will produce a report for DND’s housing development, homeowner services and Housing iLab to explain best practices for expanding the ADU program.

**Milestone 2: Plan for ADU 2.0** - Experience from the current ADU zoning change has shown that single family homes are the easiest opportunities to create additional dwelling units. The Fellow will review the zoning implications for incorporating existing backyard structures such as garages and carriage houses into this program, which we are calling ADU 2.0, and develop a plan for making these changes.

**Milestone 3: Execution of ADU 2.0** - Once a plan has been established for ADU 2.0 the fellow will be tasked with guiding the project through to completion. This will include building buy-in, collaborating with internal and external stakeholders such as the Inspectional Services Department and the Boston Planning and Development Agency, and producing content needed to move the project forward.

**Measurable Outcome:** Produce a series of implementation guidelines for the introduction of ADU 2.0’s in Boston with a particular neighborhood focus (ex. Mattapan West Roxbury) for pilot program. Oversee the pre-development for at least one new ADU under the 2.0 guidelines.
Project 2: Modular, Partial Modular or Panelized Delivery Methods

Role of Fellow: Project Manager

Supervisor: Assistant Director, Design Construction Openspace in conjunction with the Director of the Housing iLab

Timeline: Duration of fellowship

Milestone 1: The fellow will be asked to examine project delivery methods that employ modular construction and/or panelization for small and medium scale development. The Fellow will research approaches in Massachusetts and in similar cities around the US and Canada. Fellow will also identify manufacturers who could participate in Boston jobs. The Fellow will prepare a report outlining the opportunities and constraints of using these delivery methods for ADUs, homeownership and urban infill projects.

Milestone 2: Identify conditions that may be suitable for modular residential development and draft the evaluation criteria for an RFP that defines and tests the time, cost and efficiency benefits that may be obtained with the desire for local job creation and neighborhood context and fit.

Milestone 3: Issue RFP to pilot these construction methods for a package of city-owned parcels. Coordinate review committee for to bring RFP from issuance to developer designation.

Measurable Outcome: Report on viability and efficiency of modular, partial modular or panelization including a prototype designs assuming a modular or panelized methodology of project delivery. Use the pre-approval zoning process to test if prototype designs can be used to streamline the approval and permitting process for ADU 2.0s. The testing context could be privately owned land or recently completed NHII projects or NHII projects in development.

Measurable Outcome: Identify Sites that may be suitable for modular residential development using City owned property. The Fellow will create an evaluation based research of existing modular companies and the evaluation criteria developed during Milestone 2.

Measurable Outcome: RFP is issued for pilot modular or panelized project on city-owned land. Fellow follows RFP through to developer designation.
Project(s) to be co-created with Rose Fellow:

**Project 3: Visualization of Development Opportunities for Community Stakeholders**

**Role of Fellow:** Project Lead

**Supervisor:** Assistant Director, Design Construction Openspace

**Timeline:** Duration of fellowship

*Milestone 1:* The fellow will be asked to examine the Design Unit’s current techniques for visualizing Design and Development principles on given sites in preparation for community engagement.

*Milestone 2:* The fellow will examine alternative approaches that the unit could use to convey potential developments on city-owned parcels this information more quickly and clearly in terms of production. The fellow will also assess how these alternative approaches either further or hinder the department’s ability for positive and authentic engagement with community groups around these sites.

*Milestone 3:* The fellow will pilot a more interactive and engaging visualization approach at a set of community meetings around city-owned land. Fellow and the Assistant Director will assess the impact of this approach to inform a new visualization strategy for community engagement.

**Measurable Outcome:** Documentation and how-to’s for an improved methodology for visualizing development scenarios during community engagement processes.

**Measurable Outcome:** Application of this improved methodology for at least one community engagement process around city-owned land targeted for housing development.
Organization Vision Statement II:

“How can Boston meet its aggressive housing targets within its existing housing production and preservation framework? How can we improve upon an efficient but slow system to meet unprecedented annual production numbers in an environment where too many residents are housing cost burdened or worse? Can intra-agency collaboration on the zoning and permitting process help accelerate the process? Can we be more efficient in swiftly moving projects from schematic design through construction within our existing design review process? What incremental changes can support our success?”

Figure 2: Garrison Trotter 3 NHI
Project(s) to achieve vision statement II:

**Project 1: Prototype Housing Initiatives - Streamlining Permitting in the Neighborhood Homes Initiative**

*Role of Fellow: Staff Architect*

*Supervisor: Assistant Director, Design Construction Openspace*

*Timeline: Duration of fellowship*

**Milestone 1:** Boston’s Neighborhood Homes Initiative (NHI) program uses City-owned land to create affordable homeownership opportunities. NHI uses DND-produced prototype designs to help streamline predevelopment and get affordable single and two-family buildings on the market more quickly for first time homebuyers. It also aims to create opportunities for smaller contractors interested in developing affordable housing. Unfortunately, however increasing construction costs are challenging the program’s feasibility. One key hurdle is the zoning process. If DND could begin the zoning process before designating a developer, we believe it will help driving the program to move faster and provide increased certainty for developers and builders in the process of development. The fellow will be asked to look at further streamlining the process by advancing the zoning process parallel to the land disposition process. The first major milestone will be the fellow’s understanding of the program; Boston’s zoning process, and preparation of a full set of plans to Inspectional Services for one NHI project. One key hurdle is the Zoning process. The fellow will be asked to look at how we might further streamline the process of developing homeownership units by advancing the zoning process parallel to the land disposition process?

**Milestone 2:** Once the fellow has prepared the ISD submission, the fellow will track this set through the initial rejection process and prepare the ISD rejection to deliver to a designated developer. Using this experience, the fellow will outline the steps to follow this process for all future NHI packages. The fellow will be asked to participate in the Neighborhood Homes Initiative. It is important for the fellow to understand mechanisms that Boston used to produce affordable housing from engagement with stakeholders, zoning analysis, urban planning, coordination with other departments, implementation via RFP, developer selection, design review, permitting through construction and selling to a homeowner.

**Milestone 3:** The fellow will manage the ISD submission process for all NHI projects during the fellowship period.

**Measurable Outcome:** NHI project’s pre development phase is expedited because the City delivers the packages to developers after zoning review is already underway. Create Rejection set for the development of city owned property that allows DND to begin the zoning process.
Project 2: NHD Design Review

Role of Fellow: Staff Architect

Supervisor: Assistant Director, Design Construction Openspace

Timeline: Duration of fellowship

Milestone 1: The fellow will shadow an NHD design architect to fully understand our design review process for projects on city-owned land or supported with city funds. The fellow will then be coached to be a lead reviewer on projects of multiple scales.

Milestone 2: The fellow will work with independence on design review for individual projects, expanding NHD’s capacity to be responsive to developers and keep projects moving.

Measurable Outcome: The fellow masters the role of an architectural professional in safeguarding public resources, ensuring good designs that bolster neighborhood fabric, and partnering with developers.

Measurable Outcome: NHD is able to meet the demands of its increased pipeline without interruption, giving all projects the attention they need to have a positive impact on our city.
Enterprise Rose Fellowship

The innovative model of the Enterprise Rose Fellowship embeds architectural designers and community-engaged artists in place-based community development organizations that are committed to improving the quality of design, sustainability, and community engagement within their projects, throughout their organization, and in their communities.

Benefits of being a Rose Fellow

+ 2-year fellowship position
+ Annual stipend and benefits
+ In-person orientation
+ Two annual, week-long fellowship retreats
+ Professional development allowance and opportunities

Qualifications

Architectural fellowships

+ Applicants must have an accredited architecture degree in order to be considered for the fellowship:
  + NAAB-Accredited Professional Architecture degrees (B.Arch, M.Arch) are accepted for ALL positions
  + LAAB-Accredited Professional Landscape Architecture degrees (B.La, M.La) are accepted ONLY for the positions specified

Arts fellowships

+ Community engaged artists, teaching artists, or culture bearers in all disciplines -- including but not limited to: visual and performing arts, traditional and folk arts, digital media, dance, theater, literary arts and multi-media

All fellowships

+ Applicants must be eligible to work in the U.S. for the entire fellowship period

Key dates

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<tr>
<td>THURS. FEB 27</td>
<td>2:00 - 3:30 PM EST</td>
<td>Webinar: Informational “Meet the Hosts”</td>
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<tr>
<td>THURS. MAR. 19</td>
<td>2:00 - 3:00 PM EST</td>
<td>Webinar: Rose Fellows Application FAQ</td>
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<tr>
<td>FRI. APR. 10</td>
<td>11:59 PM EST</td>
<td>Application Deadline</td>
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<td>JUNE 22 - JULY 31</td>
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<td>In-person interviews at Host location</td>
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<td>AUGUST 15</td>
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<td>Final decisions and notifications</td>
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<td>OCT 1</td>
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Learn more

www.enterprisecommunity.org/rose