

# **Bunker Hill Community College Preliminary Project Proposal**

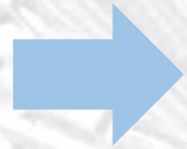
**Presentation to the Asset Management Board  
Division of Capital Asset Management and Maintenance**

July 19, 2022

**A Vision for the Future Campus**

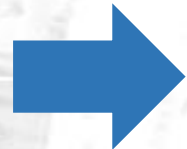
# BHCC Then and Now

1976



- Junior College
- 5,000 Students
- Mostly White
- Ages 17-21

2022



- 16,000 credit/WFD learners
- Diverse, International
- Low Income, Gateway Cities
- Average age 26



## Human Campus

- Vibrant
- Crowded
- Constant Activity
- Urban Community College in Transformation



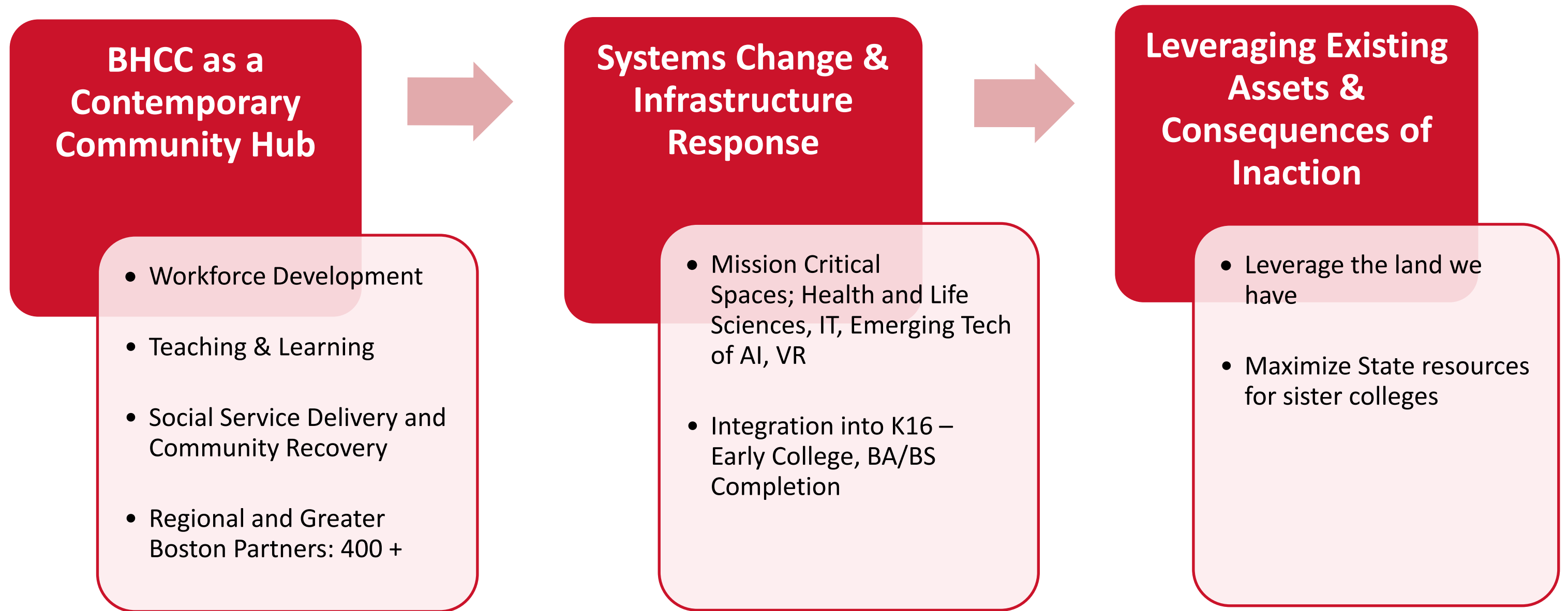
## Physical Campus

- End-of-Life Infrastructure failures
- Inequitable Environment for Teaching & Learning
- Poor Provisions for External Engagements

# A Vision for the Future Campus



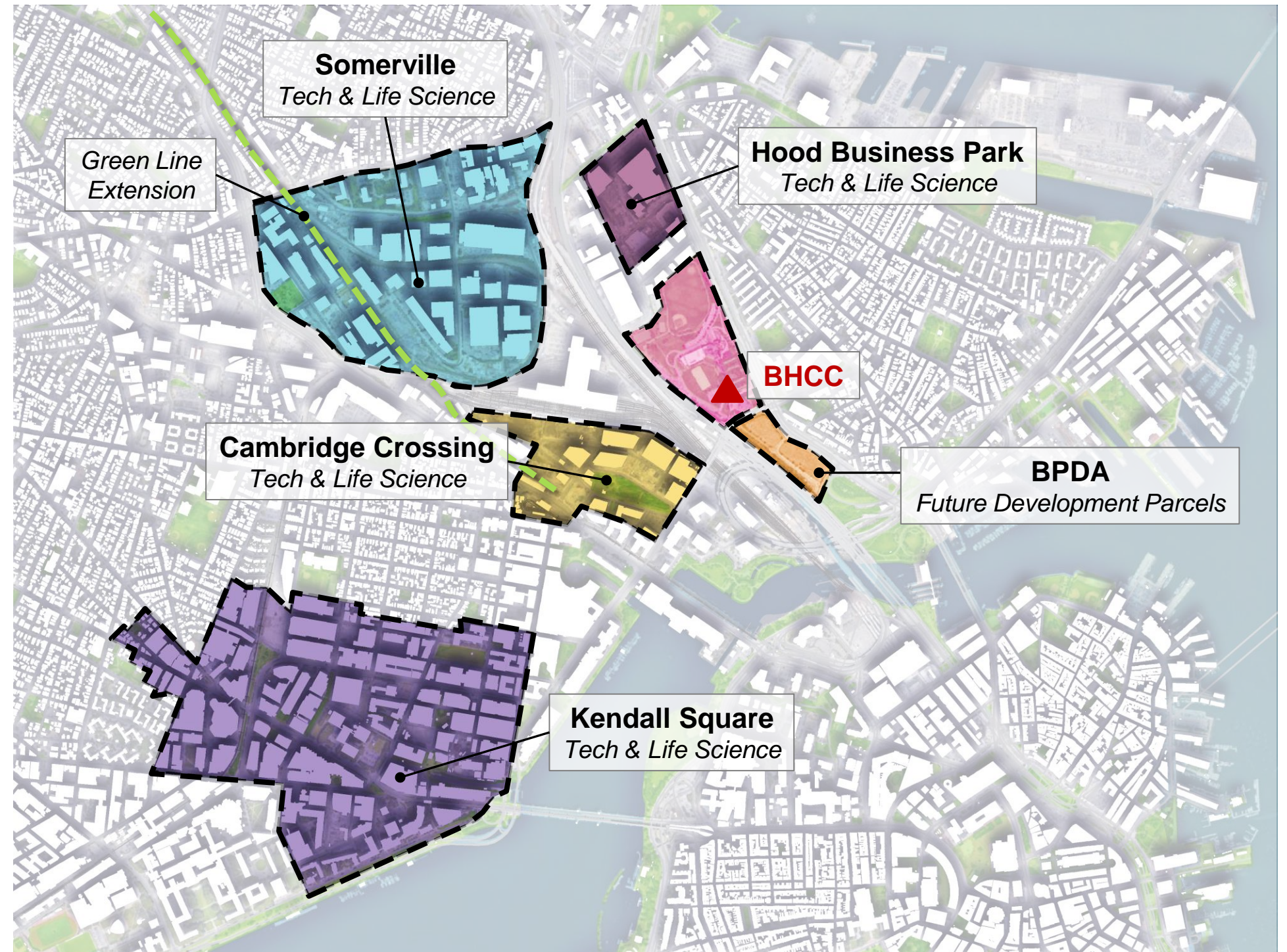
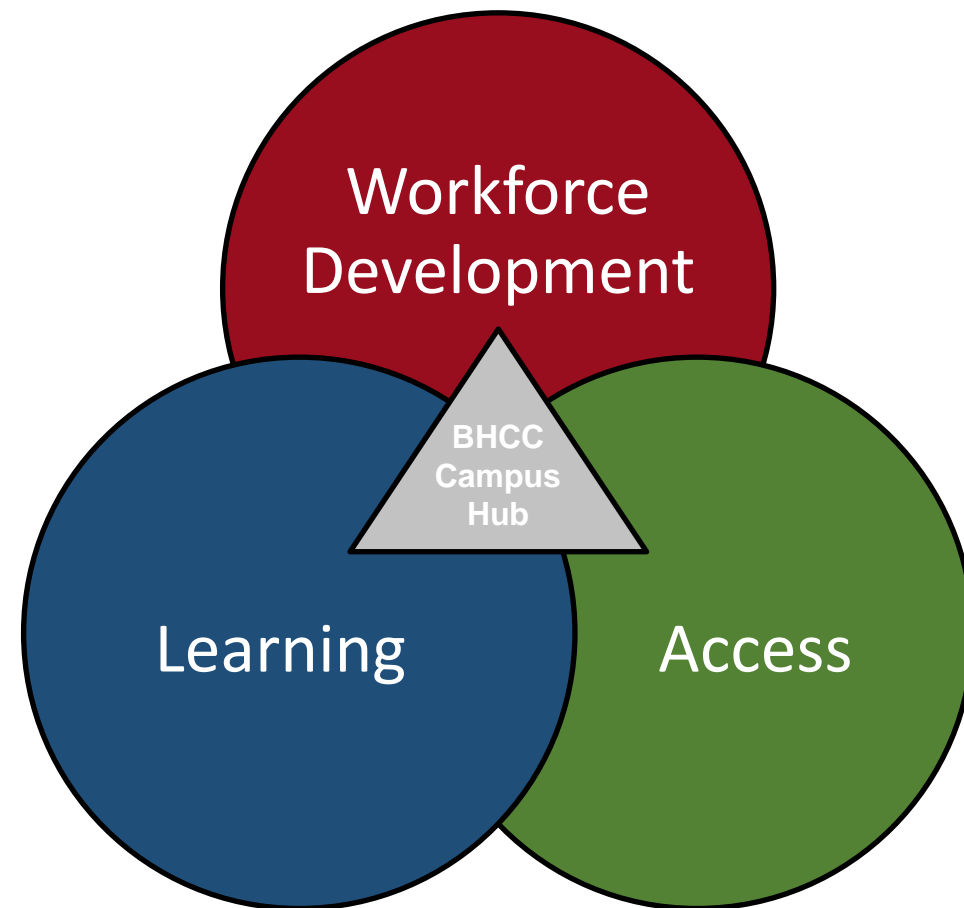
# Why? A Changed Environment



## A Vision for the Future Campus



# Why now? BHCC is a hub to External Partners



## A Vision for the Future Campus



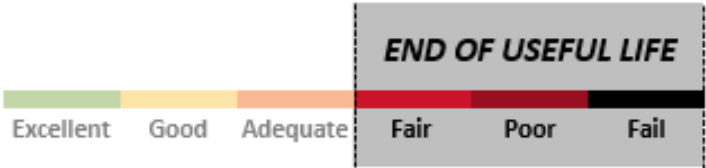
# BHCC Role in Preparing Massachusetts' Future Workforce

BHCC was a stakeholder in developing the Greater Boston Workforce Planning Blueprint and plays a key role in delivering the Commonwealth's Equity-Focused Strategic Framework for Public Higher Education.

COMMONWEALTH CHALLENGE <sup>1</sup>	BHCC ROLE
Build diverse and vibrant workforce	Students of color comprise 64% of the student body, including ~1,000 international students from 100 countries, speaking more than 75 languages
Demand in life science, healthcare, and professional and technical services	Degree and Certificate Programs; internships and apprenticeship programs in partnership with businesses, industries, and community organizations
Math and STEM  Multi-lingual capacity	Accelerated Developmental and English Language Learning; early college with focus in STEM

1. Per 2018 Greater Boston Workforce Planning Blueprint

# Aging Facilities



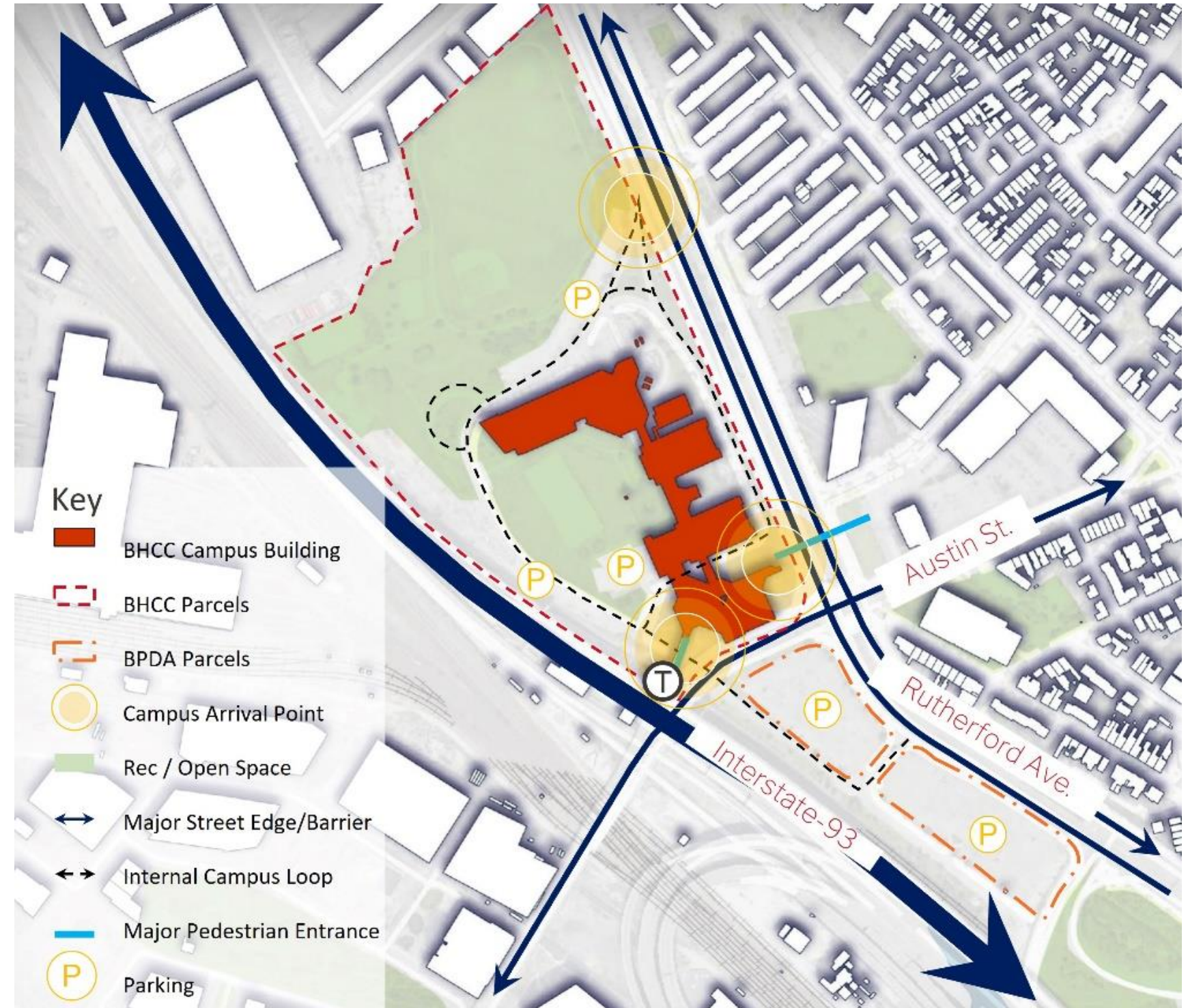
*\*Based on 2017 DCAMM Sightlines Facility Conditions Report; DCAMM Total Project Cost including 30% escalation from 2017 through Q1 2022.*

A Vision for the Future Campus



# BHCC Existing Campus Context

- Existing facility is a series of interconnected buildings **surrounded by an auto-centric campus loop and parking**
- Existing **athletic fields are detached** with poor pedestrian connectivity
- **Existing Campus functions as an “island”,** surrounded by high-capacity roads, **disconnected from Charlestown community**
- **Campus redevelopment** would enable site reorganization that **would reintegrate with the Charlestown community**, create an exciting destination for multiple users, improve pedestrian safety and access, improve road network to address current and future traffic demands

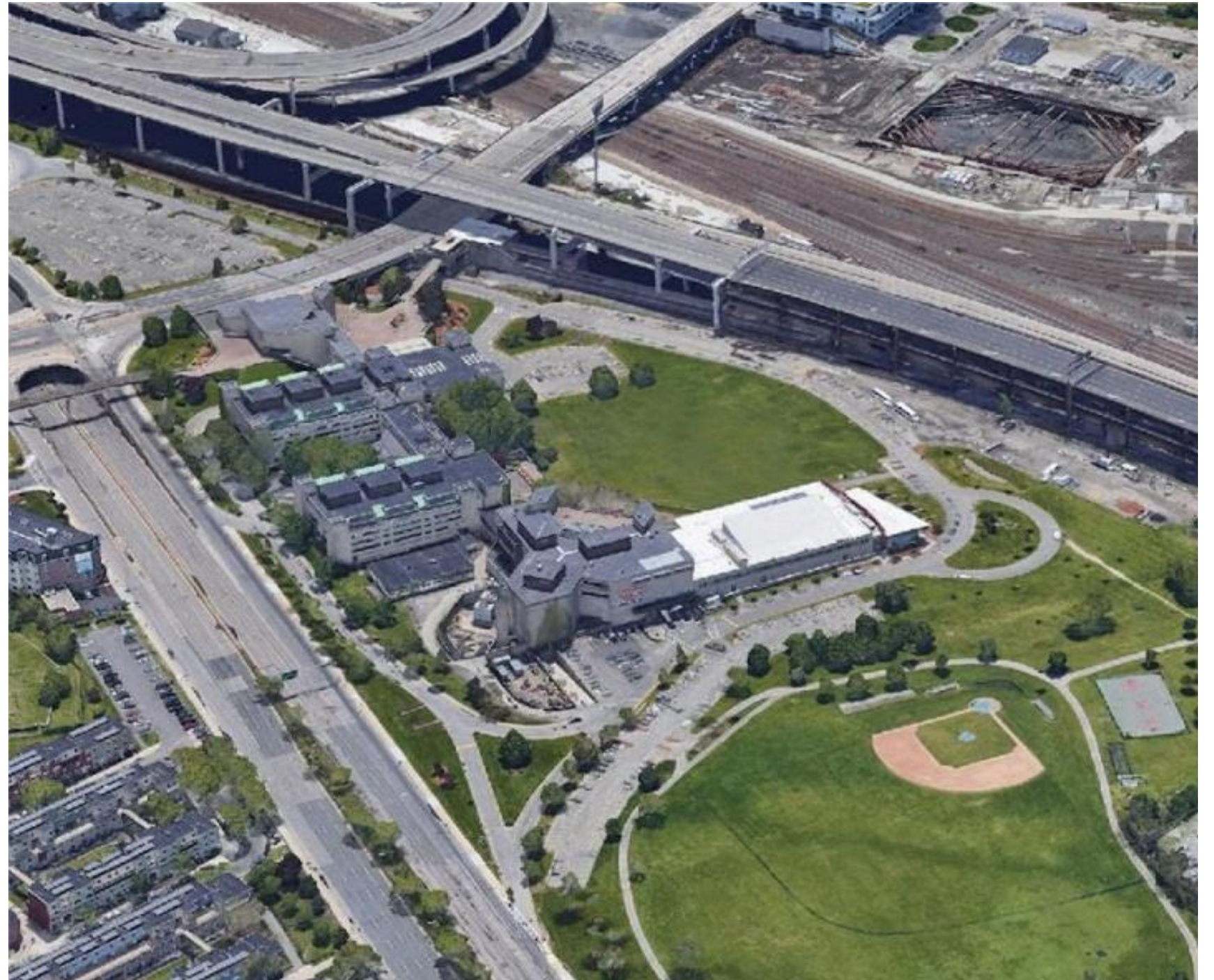


## A Vision for the Future Campus



# BHCC Facility Strategy

- Create a **contemporary urban community college** for greater Boston with no or minimal funding from the Commonwealth
- Ensure an **equitable environment** for BHCC's **diverse learners**
- Build mission critical programs to **meet workforce demands**
- Foster **public-private industry partnerships**



## A Vision for the Future Campus



# Rightsized Building Program

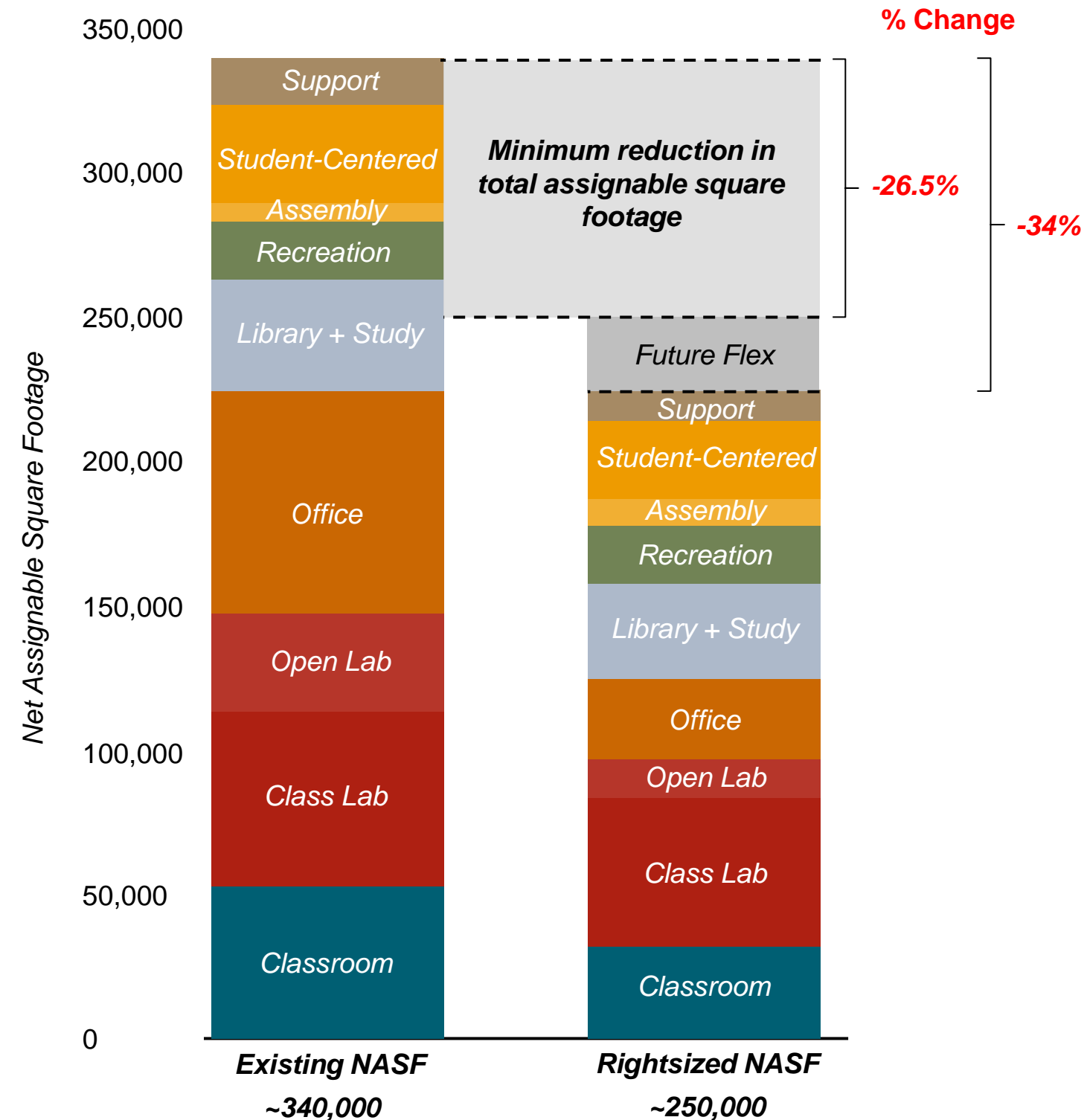
- **Existing facilities** total approximately **510,000\* GSF**
- **Rightsized facilities** total approximately **385,000\* GSF to 415,000\* GSF**
- **Mission Critical and Essential Programs** accommodated in less GSF through **flexible design**:
  - Efficient layout and programmatic adjacencies
  - Rightsized class labs and new maker spaces
  - Flexible, tech-enabled learning spaces
  - Distributed study and collaboration spaces
  - DCAMM Future of Work office standards

*\*Includes New Building N currently under construction*

## Space Category Key

100 Classroom	500 Recreation
200 Teaching Lab	600 Student-Centered
300 Office	700 Physical Plant
400 Library	Flex (Expansion) Program





## Program Square Footage Change\*



# A Vision for the Future Campus



**BHCC Proposal is Aligned with Commonwealth’s Major Project Capital Request Program**

COMMONWEALTH CRITERIA	CONSIDERATIONS	BHCC STRATEGY	ALIGN
Expand and deepen programmatic collaborations	Strength of alignment with the MA Public Higher Education System strategic priority relating to the Equity Agenda	Build new facilities to support mission critical and essential programs integrating K16 – Early College, BA/BS completion; partner with a developer to build private space for workforce training and internships	
Align investments to statewide industry priorities and quantifiable occupational needs	Comparative need across all the proposals based on data	Propose new programmatic models for active, hands-on collaborative lab spaces for workforce training in Health and Life Sciences, IT, and Emerging Tech such as AI and VR	
Develop more flexible and innovative program delivery models; incorporate impacts and best practices learned from the COVID-19 pandemic	Cost effectiveness and feasibility of the project’s business case and implementation strategy	Propose increase in hands on and hybrid instructional model via maker spaces, tech-enabled learning environments, distributed study and collaboration spaces while reducing office space consistent with DCAMM Future of Work Standards; results in ~30% smaller footprint	
Leverage partnerships and resources for investing in, repairing, renovating, demolishing, or replacement current facilities	Where applicable, demonstration of strategies to address climate resilience, low carbon emissions, and energy	Replace deficient, non-functioning facilities to remove \$95M in capital backlog liability with smaller building footprint with new facilities that incorporate new technology and strategies to meet net zero carbon goals; Leverage unutilized land to finance the new construction without use of Commonwealth funds	

**A Vision for the Future Campus**



# Public-Private Partnership

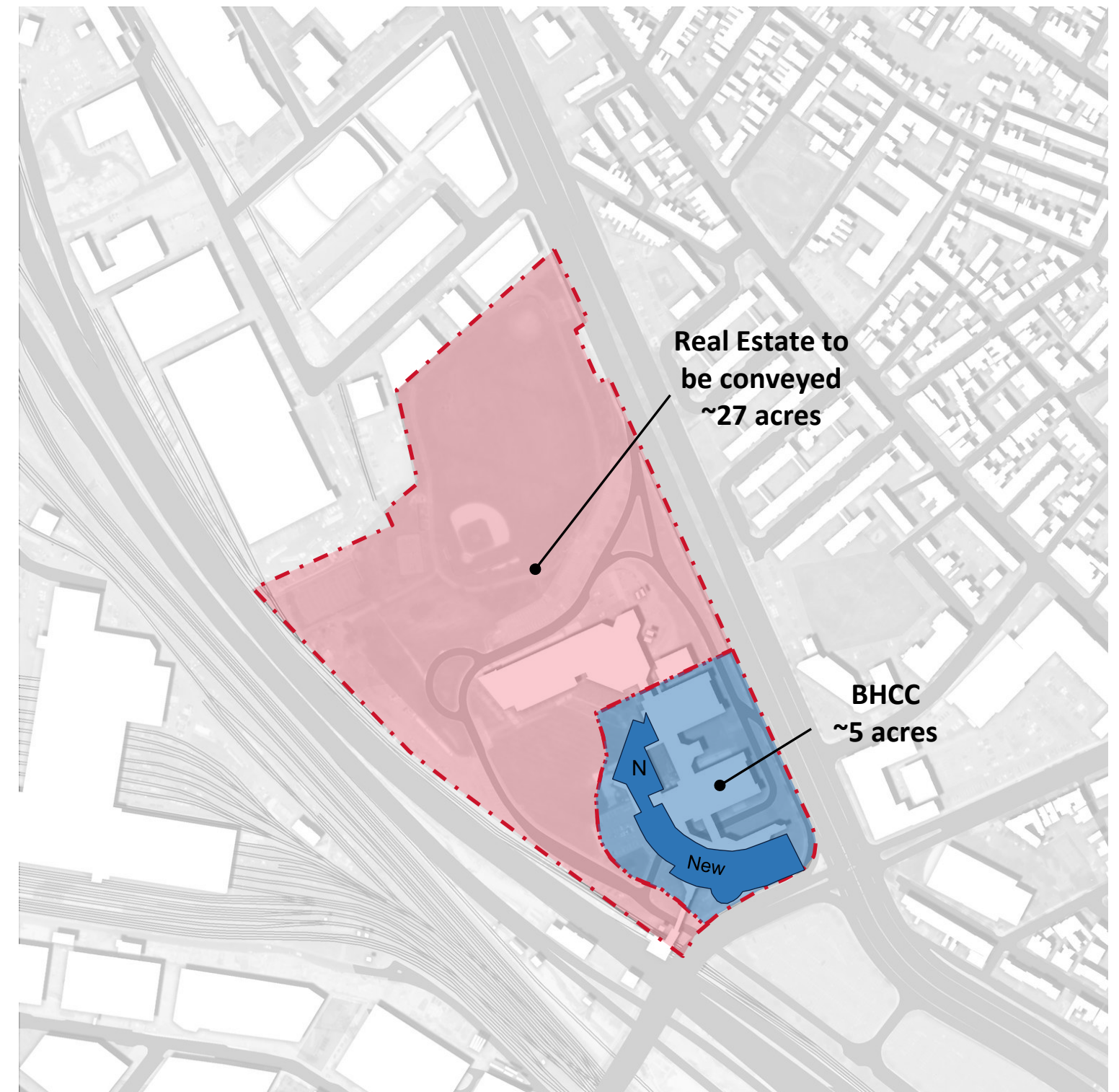
- **Enter a long-term lease with a qualified developer to create a master plan** for a phased, mixed-use redevelopment of the Site.
- **The selected developer will be asked to deliver fully constructed, new BHCC facilities as part of the master plan** including improvements for site infrastructure, parking and enhanced access to/through site.
- **Landscaped open space improvements with rights of use for BHCC and the Charlestown community** will be requested as a condition of the selected developer's master plan site improvements.
- **Privately owned/operated space will be asked to be made available for student workforce training opportunities** and enable business partnerships for student internships as part of the long-term partnership with selected developer.
- **Negotiate terms of long-term partnership specific to the selected developer's timing and responsibility** for necessary permits and approvals, due diligence activities, and making the site-ready, with a goal to deliver the fully constructed new BHCC facilities as the first phase.

## A Vision for the Future Campus



# Optimal Solution

- Larger contiguous parcel produces higher revenue potential to cover cost for new BHCC facilities
- All new facilities would enable BHCC to accommodate rightsized program in less GSF through **more flexible and efficient** design
- BHCC consolidation creates opportunities for **larger open space gestures and site improvements** to be shared with the partner as a community benefit
- Siting of new BHCC facilities **enhances College identity, visibility and access** through improved pedestrian, MBTA, and Charlestown connectivity



## A Vision for the Future Campus

# Financial Assumptions

## **BHCC leverages real estate for a future campus without additional capital resources**

- **Land value: \$145 - \$210 per buildable square foot**

Land value derived through reasonable assumptions on developable square footage and program mix.

Return on Cost model utilized to determine what a future developer would be willing to pay for the land.

Actual value depends on market, mix of uses.

- **Site could support nearly 2.8m - 3.2m SF of new development**

\$510m - \$574m in land value at 2.25 - 2.5 FAR across the entire site.

Assuming mid-point land value of \$181 per buildable square foot.

- **\$463m – \$484m Approximate Cost to redevelop Bunker Hill**

Actual cost depends on final Bunker Hill program and footprint

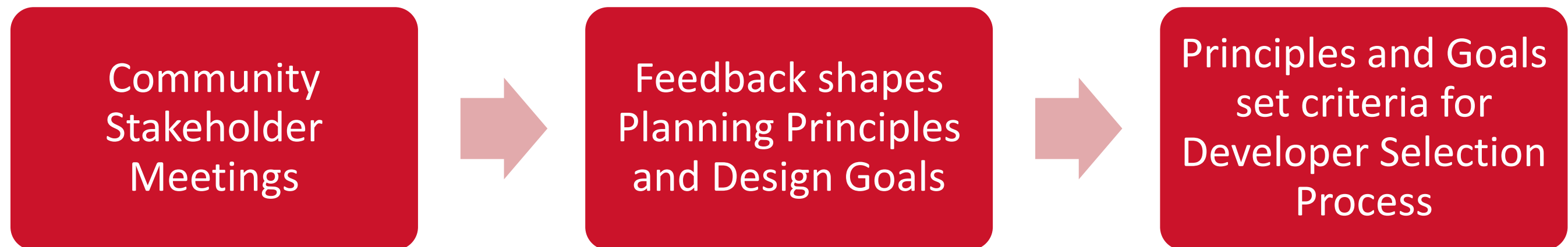
# A Vision for the Future Campus



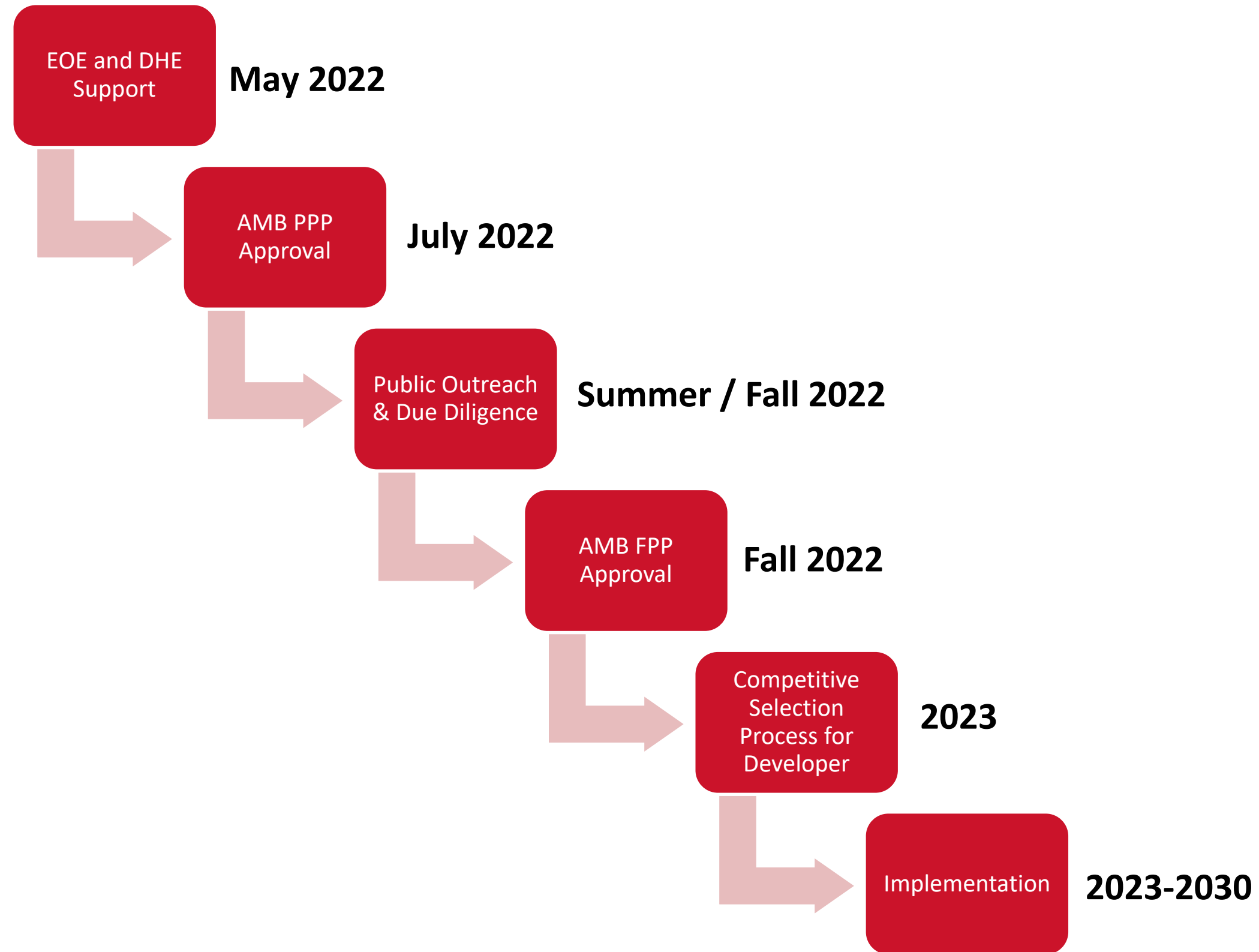
# Public Outreach & Planning Due Diligence

The College is implementing a **public outreach plan and conducting planning due diligence** concurrently with the Asset Management Board process.

This process will be aimed at establishing Planning Principles and Design Goals that will ensure the highest and best use of the Commonwealth's assets informed by State, City and Community perspectives.



# Timeline



## A Vision for the Future Campus