

City of Cambridge

Agenda Item No. 4
AMENDED ORDER
IN CITY COUNCIL
May 12, 2003

- WHEREAS: There exists in Cambridge a severe shortage of decent housing affordable to low and moderate income residents; and
- WHEREAS: The City Council desires to increase the supply of affordable rental and ownership housing, now and in the future, for low, moderate, and middle-income Cambridge residents to reside in decent, affordable housing; and
- WHEREAS: Pursuant to Section 15A of Chapter 40 of the General Laws, as amended and accepted by the City Council on November 26, 1990, the City Council may, by a majority vote, transfer municipal land to another board or officer of the City for the purpose of constructing affordable housing; and
- WHEREAS: The City of Cambridge owns a certain parcels of land situated in Cambridge, Middlesex County, on Massachusetts Avenue at the corner of Cameron Avenue known as Parcels C-232D-B and C-232D-C on a plan entitled "Land Disposition Plan, City of Cambridge, Massachusetts (Middlesex County)," Plan No. 54390 dated April 2, 1982, which were formerly part of the adjacent M.B.T.A. maintenance facility at Trolley Square; and
- WHEREAS: The Trolley Square property on Massachusetts Avenue was acquired by the City of Cambridge from the M.B.T.A. on January 12, 2001; and
- WHEREAS: The City Manager has appointed a Trolley Square Study Committee which has considered potential uses for the Trolley Square site and made use recommendations to the City Manager; and
- WHEREAS: The City Manager has reviewed the recommendations of the Trolley Square Study Committee, and has recommended transfer of the property to the Cambridge Affordable Housing Trust for development of between 35 and 40 units of affordable mixed-income rental and ownership housing for Cambridge families, a publicly accessible open space area of at least 3,000 square feet, between 1,500 and 3,000 square feet of retail or community space preferably arts space; now therefore be it

- ORDERED: That the City Manager is authorized to transfer the Trolley Square land and property at the corner of Massachusetts Avenue and Cameron Avenue to the Cambridge Affordable Housing Trust for the development of between 35 and 40 units of affordable mixed-income rental and ownership housing for low, moderate, and middle-income Cambridge households, a publicly accessible open space area of at least 3,000 square feet (up to 5,600 SF), and between 1,500 and 3,000 square feet of retail or community space preferably arts space; and be it further
- ORDERED: That the Trolley Square Committee report be attached to the RFP for the Trolley Square site for background and that the chosen developer meet directly with the Trolley Square Committee at least once prior to a design being drafted and to continue communication with the Trolley Square Committee during the design phase; and be it further
- ORDERED: That the City Manager is hereby authorized to execute and deliver to the Cambridge Affordable Housing Trust, in the name of and on behalf of the City of Cambridge in such form as the City Manager shall approve (such approval to be evidenced by such execution and delivery) such documents, instruments, agreements, deeds, licenses, warranties, indemnifications, releases or certificates, or amendments thereto, required by the Cambridge Affordable Housing Trust to develop the Trolley Square parcels; and be it further
- ORDERED: That the City Manager is hereby authorized to execute, accept, and deliver such supplemental or ancillary documents as are reasonable necessary to implement the intent of this Order and to execute, accept and deliver amendments thereto.

In City Council May 12, 2003
Adopted as amended by a ye and nay vote;-
Yeas 8; Nays 1; Absent 0.
Attest:- D. Margaret Drury, City Clerk

A true copy;



ATTEST:-

D. Margaret Drury, City Clerk



City of Cambridge

Agenda Item No. 4
ORIGINAL ORDER
IN CITY COUNCIL
May 12, 2003

- WHEREAS: There exists in Cambridge a severe shortage of decent housing affordable to low and moderate income residents; and
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ORDERED: That the City Manager is hereby authorized to execute, accept, and deliver such supplemental or ancillary documents as are reasonable necessary to implement the intent of this Order and to execute, accept and deliver amendments thereto.

City of Cambridge

MASSACHUSETTS

In City Council March 12, 2003

Mgr's Agenda

#4

MS Elimak "if financially possible"

YEA	NAY	ABSENT	PRESENT	
✓				Vice Mayor Henrietta Davis
	✓			Ms. Marjorie C. Decker
✓				Mr. Anthony D. Galluccio
✓				Mr. David P. Maher
✓				Mr. Brian Murphy
✓				Mr. Kenneth E. Reeves
✓				Ms. Denise Simmons
	✓			Mr. Timothy J. Toomey, Jr.
✓				Mayor Michael A. Sullivan

7 2 0 0

City of Cambridge

MASSACHUSETTS

BM

#4

In City Council May 12, 2003

Add "preparatory only" to 7th + 8th paragraph

YEA	NAY	ABSENT	PRESENT	
✓				Vice Mayor Henrietta Davis
✓				Ms. Marjorie C. Decker
✓				Mr. Anthony D. Galluccio
✓				Mr. David P. Maher
✓				Mr. Brian Murphy
✓				Mr. Kenneth E. Reeves
	✓			Ms. Denise Simmons
	✓			Mr. Timothy J. Toomey, Jr.
✓				Mayor Michael A. Sullivan

7 2 0 0

City of Cambridge

MASSACHUSETTS

In City Council May 12, 2003

#4

Transfer to Trolley Square site to the Affordable Housing - on the order as amended

	YEA	NAY	ABSENT	PRESENT
Vice Mayor Henrietta Davis	✓			
Ms. Marjorie Decker	✓			
Mr. Anthony D. Galluccio	✓			
Mr. David P. Maher		✓		
Mr. Brian Murphy	✓			
Mr. Kenneth E. Reeves	✓			
Ms. Denise Simmons	✓			
Mr. Timothy J. Toomey, Jr.	✓			
Mayor Michael A. Sullivan	✓			

TT on susp. yr. renewal w/o
Renewal 6-9) 8 1



4.

CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager Richard C. Rossi, Deputy City Manager

795 Massachusetts Avenue, Cambridge, Massachusetts 02139

Voice: 617.349.4300 Fax: 617.349.4307 TTY: 617.349.4242 Web: www.cambridgema.gov

May 12, 2003

To the Honorable, the City Council:

The following report is in response to the City Council's request for additional supporting information about the Disposition Report that requested that the City Council transfer the Trolley Square site to the Affordable Housing Trust.

The hard work and creative efforts of the Trolley Square Committee ("the Committee") were clearly reflected in its final recommendation to the City Manager. The Committee's recommendation articulated residents' vision for a vibrant mixed-use urban development that includes mixed-income rental and homeownership housing, community open space that relates to Linear Park, and retail/community space integrated into the residential fabric of the neighborhood. The recommendation specified 12-15 units with surface parking or 20-25 units with underground parking. Further, the Trolley Square Committee articulated the importance of a strong focal point in the neighborhood and gathering place for both neighborhood residents and people visiting the neighborhood via the pathway. Each of the elements was important to achieving the goals.

The City Manager's Disposition Report recommended redeveloping the site into a 35-45 unit mixed-income rental and homeownership development and community open space. The Report shared the vision for this site as a vibrant new area along Mass. Avenue. While the Disposition Report was in accord with several aspects of the Trolley Square Committee's recommendations, including high design quality, open space, and a mixed-income rental and homeownership housing development, other uses discussed by the Committee, such as retail and community space, were not included as components of the Disposition Report. These additional uses are less financially feasible to include in the redevelopment of the site. In addition, because of its irregular shape, the site also has significant physical limitations that make it more difficult to accommodate multiple uses.

While we respect the Committee's and the community's desire for other uses on the site, the recommendations in the Disposition Report stemmed from the overwhelming need for affordable housing throughout the City and the lost opportunity costs if the number of housing units are not maximized on the site. A summary of the cost implications is detailed below.

Since the March 24th City Council meeting, I have met on three occasions with Mayor Michael Sullivan, City Councilors Anthony Galluccio and Ken Reeves, Affordable Housing Trust members Michael Haran and Susan Schlesinger, and Trolley Square Committee members George McCray, Tom Buffett and Eric Grunebaum to discuss further the basis for my recommendation and to further understand the Committee's concerns.

Based on my discussions at these meetings and input from members of the Affordable Housing Trust, the design consultant who analyzed this site, and CDD staff, this report addresses the basis for the Disposition Report and many of the Committee's and Council's concerns. From these discussions, we further understood the basis for the Committee's desire to create a gathering space for local groups, such as NOCA, to provide additional activity to enliven the area, and for a community space in this location. This report further revises the recommendations in the Disposition Report as outlined below.

At the outset of the Trolley Square Committee meetings, I encouraged the Committee to consider affordable housing as a primary use of the site. The Trolley Square site provides a unique opportunity to help the City Council achieve its priority of increasing housing opportunities and to respond to an ever increasing demand from residents for an affordable place to live. In addition, CDD staff shared information with the Trolley Square Committee about the potential financial and practical feasibility of several of the Committee's emerging recommendations, including the cost of subsurface parking, viability of retail in that location, and parking demands from a retail use.

The following report explains in greater detail how the Disposition Report compares with the Trolley Square Committee's Recommendation and discusses the differences.

I. Summary of Costs Associated with Uses Other than Housing

As part of the cost/benefit analysis of redeveloping the Trolley Square site for affordable housing versus more fully integrating other uses into the site, we quantified the benefit of free land; the amount of federal, state and private resources that would be lost by building a less dense project; and the total amount of city funding required to build 40 units entirely at Trolley Square or some units at Trolley Square and the balance elsewhere in the city.

No Land Costs: Because there is no acquisition cost for the land, it will cost the City \$100,000 less per-unit to create units at Trolley Square than it would to build elsewhere. If fewer than 40 units were built on this site, the city would have to pay \$100,000 per unit in land costs, from its existing housing resources, to purchase land elsewhere in the city.

Other Federal, State and Private Resources: The value of the land will also leverage federal, state and private resources to build the units. For example, in a 40-unit development with an open space component, the value of the land would leverage approximately \$7.5 million in outside resources. Developing a 15-unit project at Trolley Square would leverage between \$2.5M and \$3M, potentially 67% less funding than the 40-unit development.

City Funding: Developing 40 units of housing with a component of open space at Trolley Square would cost the City approximately \$3 million, a cost of \$75,000 per unit. Although developing only 15 units at Trolley Square would cost the City \$1.5 million, the cost per unit would increase 33% to \$100,000 per unit.

Most significantly, if 15 units were to be developed at Trolley Square, one must consider the 25 units *not* created at the site that would have to be built elsewhere in the city. Those 25 units would cost the city an additional \$4.2 to \$5 million. In total, building 40 units this way (15 at Trolley and 25 elsewhere) would cost \$5.2 to \$6.6 or an average of \$147,500 per unit (versus the \$3 million dollar cost or \$75,000 per unit to the city if all 40 units are built on site).

II. Quality Urban and Building Design

The Committee was unanimous in its desire for good site and building design. Creating an identity for the site and that portion of Mass. Avenue was very important, as was the desire to create a defined street edge for Mass. Avenue with small-scale pedestrian-friendly elements. The Committee also wanted environmental best practices used in the development of the site and high quality materials and energy efficient practices used in the design of the buildings.

High design quality is a key component of any City-sponsored development. The redevelopment of Trolley Square will exhibit the highest quality, both in terms of building and open space design. As part of the Request for Proposals (RFP) process, the development team will be required to demonstrate their experience in creating comparable residential projects that respond to the neighborhood context appropriately. The Trust will also retain an urban design consultant to work with CDD staff and the designated developer to ensure the design quality of the Trolley Square redevelopment.

III. Open Space

The Committee expressed a strong desire for a significant component of the site to be open space, but there was a range of interest. While some Committee members asked that the entire site be used as open space, other members were hesitant to devote more than 25% of the site (approximately 9,400 SF) to this use. The Committee ultimately recommended that 30-50% (11,294 SF – 18,823 SF) of the site be used to create open space. The Committee further recommended that the open space be accessible from the neighborhood and welcoming to all neighborhood residents, accommodate a variety of uses, and be oriented to provide a link between Linear Park and Massachusetts Avenue.

The City shares these goals and the Disposition Report aims to reflect the Committee's strong desire for open space. If the site is transferred to the Trust, the RFP will include a requirement that between 3,000 and 5,600 square feet of the site be developed as contiguous open space designed in a way that relates to Linear Park, provides tangible benefits to the surrounding neighborhood, and integrates greenery and a dominant feature into the space such as a sculpture or fountain as a focal point.

Design concepts prepared by an architect/urban design consultant for the Committee demonstrate that a significant amount of open space can be accommodated on the site to achieve the type of space envisioned by the Committee in addition to a denser housing use than was recommended by the Committee. Although less space than proposed by the Trolley Square Committee, with a sensitive design relating this space to Linear Park, 3,000-5,600 SF should be adequate to accommodate the active gathering space the community is seeking and should enliven the use and street.

In working with the urban design consultant throughout this process, several open spaces in the city were examined in terms of their size and the features that contribute to their success, including the Quincy Square seating area (3,825 SF) and the Au Bon Pan seating area in Harvard Square near the Holyoke Center (2,400 SF).

The key themes of successful open spaces include a feeling of safety (which is directly related to the level of use, good lighting, and accessibility and visibility from multiple points); comfortable seating; an attractive design; and an appropriately sized space that does not need a high volume of people to make it feel active and safe. Although an area may be heavily used on weekend days, it needs to be at a scale that attracts people during the week for the intended uses. Large spaces that are not destination spaces and/or heavily programmed tend to be under-utilized or used inappropriately.

Well-designed open space could have a feeling of a much larger space if combined with more than 13,000 SF of open space in Linear Park. Together this would be an increase of open space of 25-40%. Adding the 7,600 SF of open space in Linear Park on the other side of Cameron Avenue would result in upwards of 23,500 SF.

The RFP will include detailed guidance regarding the type of publicly owned open space desired. Proposals would be evaluated on the amount of open space, its connection to Linear Park, and an assessment of how well the space is designed.

IV. Housing

The Trolley Square Committee recommended 12-15 units of mixed-income housing with surface parking or up to 25 units with underground parking. The Disposition Report recommends between 35-45 units of mixed-income rental and homeownership with surface parking.

Based on the discussions at the three meetings since the Disposition Report was submitted, I am now revising my recommendation for the number of housing units to between 35 and 40 units. The reduction in the recommended maximum number of housing units recognizes that the RFP will request the inclusion of retail or community space if the space can be financially self-sufficient. The development of this non-residential space will reduce the amount of building area that can be used for housing, and I am therefore reducing the recommended maximum number of housing units to 40.

Based on a zoning analysis, the recommended number of units in the Disposition Report is approximately 50% of the number of units permitted by zoning as of right (80 units including the Inclusionary Zoning bonus). If developed to the as-of-right zoning, the site would have an FAR of 2.275. Of the design concepts that were discussed with the Committee, none of them exceeded an FAR of 1.59, significantly less dense than permissible.

As noted earlier, developing the site with 35-45 units also represents an opportunity to benefit from the use of free land. Land costs and land availability are two of the most significant barriers to producing affordable housing. Land costs in the City are currently averaging close to \$100,000 per buildable unit. Building to a higher density at Trolley Square saves limited City resources and leverages more state and Federal funds. By way of example, if the City developed 15 units on the site versus 40, we would be foregoing \$2.5 million in land cost subsidies [25 units multiplied by \$100,000 per unit in land costs]. This \$2.5 million would need to be spent elsewhere to acquire developable land for the 25 units. Additionally, the City would need approximately \$7 million for development costs [25 units multiplied by the average cost of developing a unit, \$280,000]. Further, given the scarcity and competitiveness of land, the possibility of identifying a new site would be challenging.

Consistent with the Trolley Square Committee recommendation, the Disposition Report recommends mixed-income housing with both rental and ownership housing, including units that are affordable to middle-income households. In response to this request, the housing described in the Report includes rental units affordable to low/moderate-income households and ownership units affordable to both moderate-income households and middle-income households earning up to 100% of median income.

Creating housing for individuals and families on the Trolley Square site has tremendous social and economic benefits to the community, including keeping families with children in the schools when enrollment is at an all-time low, bringing a property onto the tax roll, and redeveloping an under-utilized site to enliven North Mass. Avenue.

V. Overview of Need for Affordable Housing in Cambridge

The overwhelming demand for affordable housing is drawn from analyses of the affordability gap, waiting lists, and the number of applications received from households when new units become available.

Availability of Affordable Housing and Section 8 Certificates: An invaluable resource for households seeking affordable housing, the Cambridge Housing Authority is currently utilizing all of its Section 8 vouchers. With typical waiting lists at the local non-profit agencies in the thousands and 2-4 year waiting periods, the supply of affordable housing options continues to be at an all-time low relative to demand for affordable housing. The Cambridge Housing Authority is currently facing its lowest turnover rates in more than 20 years. Homeowner's Rehab, Just A Start and CASCAP have also reported similarly low turnover rates.

Affordability Gap: As a result of a limited supply of housing, the affordability gap continues to be the central barrier for households. For example, paraprofessionals in the city schools earn \$23,000 to \$32,000, entry-level teachers with a master's degree earn \$36,666, and an entry-level police officer earns \$31,044. On these salaries, a household could afford between \$575 and \$915 in rent and is virtually priced out of the Cambridge housing market.

By way of further example, the median price of a condominium is \$349,000. A household of four earning 80% of the area median income (\$62,650) would need a salary of over \$96,000 to afford this, an income gap of \$33,000.

Demand: Over the last 18-24 months, CDD has marketed 70 affordable units (e.g., Cambridge Park Place, Harvard/Windsor Street units, Cedar Street units) for which it received over 700 applications. This demand underscores the number of households that are relying on affordable housing to remain in the city.

VI. Distribution of Affordable Housing in Cambridge

Although there are 13 neighborhoods in the city, there are fewer in which the development of affordable housing is feasible because of the availability of land and average land costs. Several of these neighborhoods, such as Area 2 and Area 8, are comprised largely of university campuses.

In the more heavily residential neighborhoods, there is a range of housing types, including private housing, Cambridge Housing Authority public housing, as well as affordable housing. Many of these affordable housing developments were developed decades ago, and long before the affordable housing crisis became acute, while others have been developed more recently under newer programs in response to the end of rent control. Given the severity of the housing crisis, the City and residents have worked hard both to preserve existing units and create new opportunities.

When rent control ended in the mid-1990's, and the need for housing affordable became critical, the City Council and the Affordable Housing Trust began an active housing development program. To implement the City Council's goal of creating affordable housing, CDD staff and local non-profit developers look for opportunities citywide. Due to the competitive nature of the local real estate market, opportunities are largely dictated by cost and availability of sites.

Throughout this process, some residents expressed concerns that the majority of the city's affordable units were in North Cambridge. Approximately 28.5% of units in North Cambridge are affordable; other neighborhoods in the city have a comparable number of affordable units, including Area 4 with approximately 34.5%, Cambridgeport with approximately 27%, and Area 12 with 26%. Other less dense neighborhoods such as 1,3,6,7,9, and 13 have fewer affordable units (averaging between 4-18%) due to the historical pattern of development of affordable housing in those areas and fewer viable sites.

Considering the Trust's activity since the end of rent control, opportunities to create new affordable housing have been distributed throughout the City – ranging from the Squirrel Brand factory in Area 4, to Auburn Court in Cambridgeport, to 8 Bigelow Street in Mid-Cambridge, to 8-10 Lancaster Street in Avon Hill, to the Cedar Street homeownership development in North Cambridge. By way of further analysis, the number of affordable units created in North Cambridge since the end of rent control, as a percentage of the total number of units in the neighborhood, is approximately 1%, as compared to approximately 4.5% in Area 4 and 2.5% in Cambridgeport.

In summary, although driven largely by the market and opportunity, the creation of affordable housing has been distributed throughout the city to the extent possible and is the foundation for maintaining a socio-economically diverse city.

VII. Opportunity to Develop City-owned Land

City-owned land affords a very unique opportunity to take advantage of no land costs and to maximize the city's limited housing resources.

Over the last 11-12 years, the city has had three other city-controlled parcels that it recommended for housing: the Blouin site, 273 Harvard Street, and the VFW in North Cambridge. The Blouin site was successfully redeveloped into 16 homeownership units for low/moderate income families. 273 Harvard Street was a tax title property that was redeveloped as affordable supportive housing for elders. Unfortunately, the VFW has posed some more challenging redevelopment obstacles due to the structural issues and associated costs. Given that the Trolley Square site is largely vacant, we do not anticipate any similar issues. Because Cambridge is a largely built out city and the city owns very few unutilized parcels, we are aware of no other publicly owned sites that are available for housing development.

VIII. Retail and Community Space

The Committee's report recommended integrating retail and/or community space into the development plans. Although these recommendations were carefully reviewed and evaluated, there are several key considerations that were the basis for the administration's decision not to include retail and community space in the Disposition Report.

Community Space: In the Disposition Report three issues were considered with regard to the inclusion of community space: the availability of existing space in the area (Fitzgerald School, North Cambridge Senior Center, Gately Center, O'Neill Library); the fact that community space would reduce the number of housing units developed on the site; and the costs associated with building, operating and staffing the space. My concerns about creating more community space are based on previous experience. Although neighborhoods often express a desire for more space, once space is made available, the groups often do not have the resources to program and manage it on a consistent basis and the space remains inactive a large percentage of the time. Consequently, the Disposition Report did not include community uses as a recommended component of the redevelopment of Trolley Square.

Retail Space: Several issues also were considered with regard to retail space in the development: the likelihood of a small retail space succeeding on that side of Massachusetts Avenue, given that there is not the critical mass of retail that helps establishments succeed; the challenge of renting the space for a desired community use (e.g., coffee shop, book store) that would not require parking or compete with other local businesses; the fact that retail space would reduce the number of housing units; and the costs associated with building and managing the space.

A recent sampling by the CDD Economic Development Division of the average space needs for Cambridge businesses indicates that typical smaller retail uses (ranging from coffee shops to florists, to book stores) can operate with approximately 1,000 square feet depending on the scale of their operation. EDD's experience also indicates that small businesses often rely on more than local foot traffic for business and therefore parking is an important consideration.

In addition, there is a clause in the deed from the MBTA limiting uses to public benefit purposes. Such a limit on the site would further limit the potential for retail use. Further, 50% of any net proceeds received by leasing the space would likely have to be shared with the MBTA. The City is committed to preserving this site for public benefit in perpetuity. The City's Affordable Housing Restriction will permanently restrict the rental and homeownership housing as affordable and the open space will also be permanently restricted.

As you know, the City's efforts to develop and/or manage retail space have been challenging. For example the retail space at the City's First Street Garage has had long vacant periods. While the Trolley Square site is an area where it may be worth trying to attract a small retail use, a potential downside is not being able to rent the space at all or a revolving door of unsuccessful tenants and/or uses that the neighborhood may not desire. A vacant retail space could present more challenges to enlivening the area than a combination of well-designed housing and open space.

With that said, further discussions with the Committee have helped us to better understand how the Committee saw the uses working within the overall development to enliven the open space and to provide an additional gathering space for neighborhood residents. While we believe that a carefully designed housing development and open space area will achieve these goals, and have reservations about the feasibility of retail/community space, we are willing to integrate 1,500 to 3,000 square feet of retail/community space, possibly for an arts use, into the RFP provided that the respondent demonstrates the financial viability of the space, has a proven track record managing similar spaces, and can demonstrate that the retail/community space will not prevent the project from delivering a minimum of 35 housing units.

IX. Parking

Throughout the Trolley Square Committee process, parking was raised as a major concern and the Committee suggested that more than one space per unit be provided. The City administration shares many of the Committee's concerns about traffic and parking. As you know, the city has active programs to mitigate traffic impact and reduce automobile dependency, including the PTDM Ordinance, programs to encourage walking and biking, shuttle service support, and many others.

Located within walking distance to the Porter and Davis Square MBTA stations and on the Massachusetts Avenue bus lines, the Trolley Square development would have excellent access to public transportation. In addition, the RFP will ask respondents to include other measures that reduce the need for cars including one parking space per unit as required under zoning, space for a Zipcar or other similar program, and adequate bike racks. With regard to creating more than one parking space per unit, this would either reduce the number of units or other uses that could be accommodated on the site, and is inconsistent with the amount of parking allowed for other recent residential projects in the city.

In response to neighborhood concerns about parking, I have also talked with the Traffic Department about changing the parking designation on Cameron Avenue to resident parking. This change to parking on Cameron Avenue will be undertaken, creating approximately 21 new parking spaces for neighborhood residents.

Subsurface parking was also discussed by the Committee as a way to increase the amount of open space on the site. Subsurface parking would have a tremendous impact on the cost of redeveloping this site. At \$40,000-50,000 per parking space, the cost of building 40 spaces for the housing units would add an additional \$1.6 - \$2 million to the cost of the development. Given this cost premium, it would be difficult for me to recommend below grade parking, however, respondents to the Trust's RFP will be asked to analyze the costs and benefits of including some partially below-grade parking spaces in their development plan.

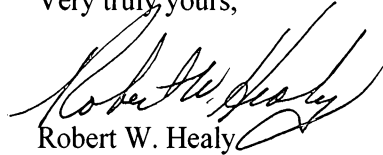
X. Affordable Housing Trust Request for Proposals and Community Participation Process

As part of the Trust's RFP, development teams will receive guidelines about how the site should be redeveloped including urban design considerations, type and amount of open space, the number and type of housing units, and community participation process. CDD staff will continue to work with the architect/design consultant who participated in the Trolley Square process to ensure that guidelines derived from the Trolley Square Committee process are clearly articulated in the RFP and implemented to the greatest extent possible by the designated developer.

Teams will have the responsibility for proposing a project that works from both the design/development and financial perspectives. A copy of the Committee's recommendations will also be provided to the development teams responding to the RFP.

With regard to ongoing community input, the RFP will require that the development teams describe a community process that will provide an opportunity for community members to review the plans in accordance with the Mass. Ave Overlay District guidelines. Meetings with the development team will be announced on the City's web site and community members, including the Trolley Square Committee Members, will be notified directly about meetings. RFP's will be evaluated by the Trust based on the quality of the teams' proposed community process and experience as well as other criteria noted above.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy", written over a horizontal line.

Robert W. Healy
City Manager

RWH/mec

S-177

Consent Agenda #4

Additional supporting information concerning the Disposition Report that requested the City Council transfer the Trolley Square site to the Affordable Housing Trust.

In City Council May 12, 2003

**DISPOSITION ORDER ADOPTED
AS AMENDED.
ROLL CALL. 8-1-0.**