



CITY OF CAMBRIDGE
Community Development Department

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Affordable Housing Trust

March 23, 2023, 4:00 p.m.

To participate in this meeting hosted on the Zoom video meeting platform, please register using this [link](#) in advance of the meeting.

[Webinar Registration - Zoom](#)

AGENDA

- Review of Meeting Minutes
- Update from the Community Development Department
- 35 Cherry Street: review of draft Request for Proposals to select a developer to create affordable homeownership housing on this City-owned property
- Neville Place: Neville Communities, Inc. is requesting up to \$3.3 million to assist with completing needed capital improvements at this mixed-income assisted living residence for seniors
- Adjournment

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Members of the public can provide written comments to the Affordable Housing Trust by email sent to ccotter@cambridgema.gov, or by delivery to the CDD office, by 5:00 P.M. the day before the meeting.

CAMBRIDGE AFFORDABLE HOUSING TRUST

MEETING MINUTES

February 23, 2023 at 4:00 p.m.

Conducted virtually via Zoom

Trustees Present via Zoom: Peter Daly, Florrie Darwin, Gwen Noyes, Jim Stockard, Bill Tibbs

Trustees Absent: Yi-An Huang, Elaine DeRosa, Susan Schlesinger, Elaine Thorne

Staff Present Via Zoom: Iram Farooq, Assistant City Manager for Community Development; Cassie Arnaud, Senior Manager for Housing Development; Anna Dolmatch, Homeownership Program Manager; Christine Yu, Associate Housing Planner

Others Present via Zoom: ShayLa-Kinyon Bass-Briggs, Mohamed Elkatta, Lee Farris, Beau Fujita, Briana Kan, Pasang Lhamo, Damien Warner

Cassie Arnaud called the meeting to order at 4:03 p.m. Ms. Arnaud explained that this meeting of the Affordable Housing Trust is being held virtually pursuant to the temporary emergency orders currently in place, and that all meeting materials are listed online. All votes will be taken by roll call. There will be no public comment. Ms. Arnaud coordinated to confirm that each participant was audible to each of the other Trust members.

MEETING MINUTES

Upon a motion moved and seconded, by roll call of five in favor and four absent (Huang, Schlesinger, Throne, DeRosa) it was voted to approve the minutes for the meeting of Thursday, January 26, 2023.

PROJECT UPDATES:

HomeBridge: One unit closed yesterday. Five households are currently looking for homes.

52 New Street: Just-a-Start is expected to close this project in spring 2023.

JP Federal: Cambridge Housing Authority (CHA) has made good progress in securing state funding. CHA is preparing for a late spring construction closing.

1627 Mass Ave: Homeowners Rehab, Inc. (HRI) scheduled its second AHO community meeting for this site for March 15, 2023.

116 Norfolk Street: Construction is underway and proceeding well.

OTHER UPDATES

Incentive Zoning: CDD staff are planning the next Nexus study. The ordinance has raised almost \$56 million since 1988.

Green Roof Ordinance: The new Green Roof Ordinance has been finalized and includes an exemption provision which requires developers to make an in lieu contribution to the Trust to be used for sustainability features in affordable developments. The first payment, in the amount of \$227,013, was received from 320 Third Street.

Inclusionary Projects: Tenant selection is currently underway at 151 North First (54 units) and at 50 Cambridge Park Drive (55 units). At 55 Wheeler, 99 units are expected to be completed in the spring.

AHO Changes: The Housing Committee held its first meeting to discuss proposed amendments to the Affordable Housing Overlay (AHO) zoning provisions on February 8th meeting. The Neighborhood and Long-Term Planning Committee will be scheduling a hearing to discuss the proposed changes as well.

Homeownership Program Update: CDD staff are working on draft recommendations and hope to bring them to the Trust for discussion at an upcoming meeting.

NEW BUSINESS

HomeBridge Funding Request

CDD staff presented a request for \$6,000,000 in CPA funds for the HomeBridge program for homebuyers earning up to 100% of area median income (AMI).

Mr. Stockard expressed support for this program. Mr. Daly asked how long this money is expected to last, to which Ms. Dolmatch answered that it is projected to last around two to three years or around eighteen buyers at current average award levels. If changes are made to the program that increase average awards, the funding may be expended more rapidly.

Mr. Daly asked about the effect that interest rates have on the program. Ms. Dolmatch explained that because awards are based on an awardee's mortgage and down payment, higher interest rates are resulting in lower funding amounts for some applicants. Mr. Stockard emphasized the importance of this program and how it keeps homes affordable. Ms. Dolmatch agreed that that this program is helpful in getting affordable homes in areas of the City that typically doesn't have many affordable homes.

Ms. Noyes asked about homeowners are able to keep up with maintenance. Ms. Dolmatch answered that it's difficult to know what happens in small sites that are typical for HomeBridge buyers, but that CDD tries to make sure people are connected to resources about rehab funding.

Mr. Stockard asked what happens if homeowners do not care for their homes. Ms. Dolmatch answered that there is not currently a negative price impact for homes in bad conditions, however there is a requirement that homes must be kept in good condition. Mr. Stockard commented that maintenance is one of the first steps in learning how to be a homeowner, to which Ms. Dolmatch mentioned Cambridge's HIP Program, which allows homeowners to request money for rehab.

Ms. Farooq mentioned that there are more condos in Cambridge than single-family homes. There is a benefit in having an association where people can talk about maintenance.

VOTED: Upon a motion moved, seconded, and moved by a roll call of five in favor and four absent (Huang, DeRosa, Schlesinger, Thorne) to approve the request for \$6,000,000 in Trust CPA funds to recapitalize the HomeBridge.

Before adjourning, Mr. Tibbs asked Ms. Farooq about the vacancies on the Planning Board. Ms. Farooq answered that there is one vacancy and one associate member. Applications for the Planning Board will be looked at next after the Board of Zoning Appeals.

Mr. Stockard asked if the City is impacted by the transit-oriented zoning requirements to create housing adopted by the State. Ms. Farooq answered that the City is talking to DHCD on how to interpret the policy specifically for Cambridge.

Mr. Stockard shared that he is on the Charter Review Committee for Cambridge, so people should email him their comments on their thoughts on the City Charter, if any.

ADJOURNMENT

The next meeting is scheduled for March 23rd, 2023 at 4 p.m.

Upon a motion moved, seconded, and approved by a roll call of five in favor and four absent (Huang, DeRosa, Schlesinger, Thorne) to adjourn the meeting.

The meeting adjourned at 4:44 p.m.

Meeting Materials:

- Agenda
- Meeting Minutes from the Trust's January 26, 2023 meeting
- Project Update: Status of Active Commitments
- Memo - Recapitalization of HomeBridge Program CPA Funds

Cambridge Affordable Housing Trust

March 23, 2023

Status of Active Commitments

	Active Projects	Sponsor	Rental Units	Ownership Units	Status	Total Cost	Trust Commitment	Loan Amount Per Unit	Trust Approval Date
1.	HomeBridge program	CDD	currently approved buyers:	3	83 scattered site units purchased by first time buyers to-date. Program expansion up to 120% AMI now active. 1 unit closed in February.	N/A	\$24,200,000	1-br: 40% sale 2-br: 45% sale 3-br: 50% sale	several, including most recent: February 2023
2.	Homeownership Resale Program	CDD	currently active units:	14	Re-purchase, rehab and re-sale of affordable homeownership units to new homebuyers.	N/A	\$7,500,000		December 2011
3.	Vail Court (139 Bishop Allen)	TBD	TBD	TBD	Trust and City hosted public meeting in 2017 to hear from the community on affordable housing needs and ideas for the redevelopment of Vail Court. Additional public meetings will be scheduled but are currently on hold pending the legal action taken by former owner.	TBD	TBD	TBD	N/A
5.	2072 Mass. Ave.	Capstone Hope	TBD	TBD	Capstone/Hope purchased site in April 2018 and sought a comprehensive permit to enable the construction of a new 48 unit affordable housing building but withdrew their request at the September 2021 BZA hearing; they remain committed to creating affordable housing at this site and are assessing next steps and options.	TBD	\$5,071,000	TBD	February 2018 and June 2021
6.	52 New Street	JAS	107		JAS purchased the site in early 2020 and is permitting the project through the Affordable Housing Overlay. After JAS held 3 AHO community meetings, the proposal was reviewed by the Planning Board at the two advisory design review meetings required by the AHO, first on 10/16/21, and again on 1/4/22. A final Planning Board report has since been issued. The Trust increased its predevelopment loan for the project in January 2022. DHCD funding award was announced in July, and JAS is preparing for construction closing.	TBD	\$18,025,390	\$168,462	October 2019, June 2021, January 2022
7.	Park View Coop (24-26 Corporal McTernan Street)	Park View Coop		12	Funds committed May 2021; closing completed October 2022; preparing to begin renovations.	\$4,986,321	\$4,199,215	\$349,935	March 2019 and May 2021
8.	Rindge Commons - Phase 1 (site of 402 Rindge Ave)	JAS	24		In June 2020, the Trust approved funding for the first phase of Rindge Commons. Project received a comprehensive permit in August 2020 and began construction in June 2022. The CAHT loan at closing was \$3,706,358 or \$154,444 per unit. This is a \$543,342 reduction from the original loan commitment. Construction is underway.	\$17,307,771	\$4,250,000	\$177,083	June 2020
9.	Broadway Park (240 Broadway)	JAS		15	In March 2021, the Trust approved funding to create 15 affordable homeownership units. JAS has had several community meetings to review its proposal and expects to seek a comprehensive permit for this development. JAS also will be seeking to assemble remaining funding needed for this development.	TBD	\$3,600,000	\$240,000	March 2021
10.	Jefferson Park Federal (45-60; 61-75; 77-92; 93-108; Jackson Circle; 1; 2-19, 21-42; 109-124; 1000 Jackson Place)	CHA	278		In September 2021, the Trust approved funding to assist with the comprehensive modernization of Jefferson Park Federal. After the CHA held 3 AHO community meetings, the proposal was reviewed by the Planning Board at the two advisory design review meetings required by the AHO, first on 11/9/21, and again on 2/15/22. A final Planning Board report has since been issued. The CHA is now in the process of assembling the remaining financing needed, with a goal of beginning construction in Spring 2023.	TBD	\$43,611,615	\$156,876	September 2021
11.	35 Harvey Street	HRI / Cascap	12		In November 2021, the Trust approved funding to assist with the renovation and reconfiguration of Harvey Street from SROs to studio apartments. DHCD funding award was announced in July, and HRI is in the process of assembling the remaining financing needed, with a goal of beginning construction in the coming months.	TBD	\$3,339,437	\$243,139	November 2021
12.	1627 Mass. Ave.	HRI	TBD	TBD	In January 2022, the Trust approved funding to assist with the purchase of this property from Lesley University to create affordable housing. The Trust approved additional predevelopment funding in August 2022. HRI acquired the site in August 2022 and held first AHO Community meeting on 9/15/22. Second community meeting held 3/15/22.	TBD	\$7,925,000	TBD	January 2022 and August 2022
13.	116 Norfolk Street	CHA	62		In August 2022, the Trust approved funding to assist in the renovation and expansion of an existing 38-unit SRO to create 62 studio apartments for individuals moving beyond homelessness. CHA completed AHO advisory design review in late 2022 and closed on funding in December 2022; construction is underway	TBD	\$10,161,150	\$163,890	August 2022
14.	35 Cherry Street	TBD	TBD	TBD	In March 2022, the City Council approved the disposition of this property to the Trust to initiate the creation of affordable homeownership housing. Transfer from MIT complete. RFP being finalized for AHT review.	TBD	TBD	TBD	March 2022
15.	49 Sixth Street	POAH	46		In October 2022, the Trust approved funding to assist in the conversion of a portion of the Sacred Heart church property to affordable housing. POAH has completed the AHO process. POAH is assembling remaining financing with a goal of beginning construction in 2023.	TBD	\$7,750,000	\$168,478	October 2022

Total Units 573

Cambridge Affordable Housing Trust

Status of Affordable Housing Overlay (AHO) Developments

	AHO Development	Developer	AHO Status & Activity	Rental Units	Ownership Units	Development Status
1.	52 New Street	Just-A-Start Corporation	AHO Community meetings held on 2/25/21, 3/25/21, and 4/15/21. Planning Board design consultation held on 10/26/21 and 1/4/22. Design consultation completed January 2022; Final Planning Board report issued 1/20/22 and was transmitted to the Trust in its 1/27/22 briefing materials. Preparing for construction closing.	107		Design Consultation Complete; see above
2.	Jefferson Park Federal (45-60; 61-75; 77-92; 93-108; Jackson Circle; 1; 2-19, 21-42; 109-124; 1000 Jackson Place)	Cambridge Housing Authority	AHO Community meetings held on 3/2/21, 4/1/21, and 10/19/21. Planning Board design consultation held 11/9/21 and 2/15/22. Final Planning Board report issued 3/9/22 transmitted to the Trust in its 3/24/22 briefing materials. Preparing for construction closing.	278		Design Consultation Complete; see above
3.	Walden Square II (102 Sherman Street)	WinnDevelopment Companies	AHO Community meetings held on 3/23/21, 4/13/21 and 5/27/21. Submission for first Planning Board advisory design consultation was withdrawn by developer on 11/16/21. Design revised based on community comments. Community meeting held 2/23/22.	~102		Original submission withdrawn; community meetings underway

4.	49 6th Street	POAH & Urban Spaces	AHO Community meetings held on 7/27/21 and 11/3/21. First Planning Board advisory design consultation meeting held 4/5/22. Second design consultation meeting was held on 6/28/22; Planning Board report issued 7/14/22 and transmitted to the Trust on 8/4/2022. Assembling remaining funding needed to begin construction.	46		Design Consultation Complete; see above
5.	116 Norfolk Street	Cambridge Housing Authority	First AHO community meeting held 2/10/22. Second community meeting held 4/26/22. First Planning Board advisory design consultation meeting was held on 7/5/22. Second advisory design consultation held 9/13/22. Planning Board report issued on 10/28/22 and transmitted to the Trust on 11/17/2022. Closed 12/2022; under construction.	6		Design Consultation Complete; report to be issued
6.	1627 Mass. Ave.	Homeowner's Rehab Inc	First AHO community meeting held 9/15/22. Second community held 3/15/22.	TBD		Community meetings underway.

Status of Active Inclusionary Housing Developments

	Approved Active Projects	Developer	Status	Rental Units	Ownership Units	Applicable zoning
1.	50 Cambridgepark Drive	Hanover	Covenant recorded 8/6/19. Building Permit issued 12-5-19. Construction complete. Tenant selection underway.	55		Revised ordinance at 20% sf requirement
2.	95-99 Elmwood	95-99 Realty	Covenant recorded. Building Permit issued 7-2-20. Under construction.		4	Ordinance prior to revision
3.	Cambridge Crossing, 151 North First Street	DivcoWest	Covenant recorded; Building Permit issued 8-24-20. Construction complete. Tenant selection underway.	54		Ordinance prior to revision
4.	55 Wheeler Street	Toll Brothers	Covenant recorded 3/12/21. Building Permit issued 3/16/21. Under Construction. Completion of first phase of units expected in early 2023.	99		Revised ordinance at 20% sf requirement
5.	40 Thorndike Street, Court House	Leggat/McCall	Covenant recorded. Building Permit issued. Under construction	48		All units are affordable
6.	605 Concord Ave.	Abodez Acorn	Covenant recorded; Building Permit issued 12/9/21. Under Construction.	7		Revised ordinance at 15% sf requirement
7.	3-5 Linnaean	Willow Land Corp.	Covenant recorded; Building Permit issued.	1		Zoning for basement housing overlay
8.	1043-1059 Cambridge St.	418 Real Estate	Covenant recorded. Building permit issued 7/11/22. Under construction		3	Revised ordinance at 20% sf requirement

Under Development:	264	7
Completed Units:	<u>1015</u>	<u>211</u>
All Units:	<u>1279</u>	<u>218</u>
	1497	

	Active Pipeline Projects	Developer	Status	Rental Units	Ownership Units	Applicable zoning
1.	121 Broadway	Boston Properties	IHP Plan under review.	~102: 81 (inclusionary), 21 (middle income)		MXD zoning - 20% Inclusionary + 5% Middle-Income



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TRANSMITTAL MEMORANDUM

To: Cambridge Affordable Housing Trust
From: Chris Cotter, Housing Director
Cassie Arnaud, Senior Manager for Housing Development
Date: March 23, 2023
Re: 35 Cherry Street Request for Proposal (draft in progress)

Attached for your review and comment is a draft Request for Proposals (RFP) for the development of affordable ownership housing at 35 Cherry Street.

As you may recall, this site was transferred from MIT to the City last year following a community process to determine how best to develop the property for affordable housing. The next step in the process will be the issuance of a RFP to identify and select an affordable housing developer for the site. Please note that the attached draft RFP does not include the selection criteria detail which is in the process of being developed in consultation with staff from the City's Purchasing Department.

We would like to review the draft RFP with the Trust to get your comments on the approach to identify an affordable housing developer to build new affordable homes here. With your comments we will complete the preparation of the RFP so that it can then be issued by the Purchasing Department.

For more information on 35 Cherry Street, please see CDD's project page at: <https://www.cambridgema.gov/CDD/Projects/Planning/cherrystreetlot>

This page includes materials generated during the community process as well as links to the City Manager's report to the City Council summarizing the findings of the community process, including affordable housing goals and design principles and guidelines, and the City Manager's recommendation that the City Council approve the deposition of the property to the Affordable Housing Trust for the development of affordable homeownership housing.

REQUEST FOR PROPOSALS

FOR THE

DEVELOPMENT OF

35 CHERRY STREET

CAMBRIDGE



CAMBRIDGE AFFORDABLE HOUSING TRUST

_____, 2023

REQUEST FOR PROPOSALS
FOR THE
DEVELOPMENT OF
35 CHERRY STREET

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I. INTRODUCTION

Project Overview

The Cambridge Affordable Housing Trust (hereinafter the "Trust") invites proposals for an affordable homeownership development in the City of Cambridge, Massachusetts. The property being offered through this Request for Proposals ("RFP") consists of a parcel of land with a street address of 35 Cherry Street (hereinafter the "Property") at the corner of Cherry Street and School Street, Cambridge, MA.

The creation of affordable housing is a top priority of the City. The City, informed by a community process, has determined that 35 Cherry Street is best developed as affordable homeownership.

In 2013, the Massachusetts Institute of Technology filed a zoning petition seeking amended zoning for the PUD-5 Zoning District. In that petition, MIT committed to convey the Property to the City for a use that directly benefits residents in The Port neighborhood and surrounding community after completion of a public process to determine that use. The City completed that public process and the result was a consensus that the Property be used for the development of new affordable housing building(s) that fit the scale of the surrounding neighborhood.

Starting in June 2021, the City's Community Development Department ("CDD") hosted a series of public meetings and focus groups to understand the community's vision and priorities for the development of affordable housing at 35 Cherry Street. CDD held two community meetings and six focus groups. The community meetings were open to the public, and the focus groups were held with Spanish-speaking, Haitian Creole-speaking, and American-born Black residents. This public process yielded a set of advisory recommendations for the future development of 35 Cherry Street. These advisory recommendations consist of affordable housing goals and a set of design principles and guidelines to guide the size, scale, and quality of the development of 35 Cherry Street in a way that best supports the community. CDD submitted the advisory recommendations to the City Manager, who then submitted the recommendations to the City Council in March 2022. The advisory recommendations as submitted to the City Council from the City Manager are included in Appendix 3 to provide guidance as to the quality of design envisioned for the site.

The City, through CDD, has established Project Guidelines for the development of 35 Cherry Street. These guidelines incorporate the goals of neighborhood residents, the Trust, and the City to meet the need for affordable homeownership housing, and to ensure that the development of the 35 Cherry Street will have a positive impact on the neighborhood.

The Trust is requesting proposals from qualified developers for the development of affordable ownership housing and affiliated residential open space.

The Trust will select one developer for the site from the applicants who submit complete development proposals in response to this RFP. Applicants should meet the Trust's criteria for conceptual development and design as described in the Project Guidelines, and demonstrate sufficient capacity and experience in the development of similar developments. The Trust will rank proposals according to the criteria listed in this RFP.

There will be a Bidder's Conference on [April ____], 2023 at 10:30 a.m at City Hall [virtual option?]. Proposals are due [June __], 2023 at 11:00 a.m. at the Purchasing Department, City of Cambridge, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge, MA 02139.

The Project Review Committee, made up of Trust members and the City's Community Development Department staff, will review the proposals and designate a developer shortly thereafter. The Trust will convey the site to the designated developer at the time of the initial construction closing.

DRAFT

II. SITE INFORMATION

Background

The City of Cambridge acquired 35 Cherry Street from the Massachusetts Institute of Technology (“MIT”) in March 2022.

Site Description

The 35 Cherry Street site is located on the corner of Cherry Street and School Street in the Port neighborhood of Cambridge and consists of a single 10,593 square foot parcel. Street frontage includes approximately 135 feet along School Street and approximately 67 feet along Cherry Street. The site can be accessed from a curb cut along School Street.

The site is partially paved and entirely vacant. The entire lot is fenced and is not currently used.

Zoning

The applicant/developer is solely responsible for obtaining any necessary permits and public approvals for this project including without limitation any approvals required by the Cambridge Zoning Ordinance. Applicants shall include a detailed zoning analysis which outlines how the proposed development scenario will meet zoning requirements. The following overview on zoning is being provided for informational purposes and should not be used as a substitute for a formal zoning analysis of the site.

35 Cherry Street is located in the Residence C-1 zoning district on a 10,593 square foot lot. Base zoning information for this site can be found in the following sections of the Zoning Ordinance:

Article 4.000 - Use Regulations

Article 5.00 - Development Standards

Article 6.00 - Parking Requirements (including bicycle parking)

Section 11.200 - Inclusionary Housing

In addition to reviewing what could be developed on the site under base zoning, applicants are encouraged to also consider how the site could be developed under the provisions of the Affordable Housing Overlay (AHO). The AHO is designed to help affordable housing developers create new affordable housing more quickly and efficiently. The AHO allows the creation of new, permanently affordable housing that may be denser than what might be allowed under base zoning and creates a stream-lined review process through which new affordable housing can be approved more efficiently without the need for discretionary permits. The AHO standards are outlined in Section 11.207 of the Zoning Ordinance.

Environmental Testing

The applicant/developer shall be solely responsible for determining the need for and scope of environmental testing as well as the cost for testing and for the removal and disposal of any identified hazardous materials necessary to complete this project.

Deed Restriction

The site will be conveyed to the selected developer with a permanent deed restriction to ensure that the use of the site provides a permanent public benefit. The deed restriction will describe the requirements of the affordable housing as described in the Project Guidelines. Upon the conveyance of the site to the selected developer, the Trust will require other binding legal instruments and resale restrictions to ensure the affordability and use restrictions of the site.

DRAFT

III. DEVELOPMENT GUIDELINES

The City conducted a community engagement process to establish guidelines for the development of the Property. These guidelines address both the development program and the design of the site.

The selected developer will be responsible for all aspects of the development including conducting a community process to review proposed site and building designs, assembling necessary funding and obtaining all necessary permits and approvals to build the homes, and constructing and selling the homes to eligible homebuyers.

As described in Section V, Selection Criteria, proposals will be evaluated to determine the extent to which the proposal satisfies the following guidelines:

A. Project Guidelines

1. Site Design: The proposed use of this site shall include affordable ownership housing, and high-quality private open space for children to play and residents to gather. Applicant proposals should include information on how their proposed homeownership development would address the following:
 - a. Affordable Ownership Housing: Homeownership units should be priced to be affordable to a range of incomes for low, moderate, and middle-income Cambridge residents as defined in the current Area Median Income (AMI) guidelines provided in Appendix 6. Affordable is defined as owners paying no more than 30% of their income for housing, including mortgage principal and interest, condominium fees, property taxes, and insurance.

Applicants are encouraged to propose units with a mix of affordability levels that will be feasible to finance and develop, and will be feasible for low and moderate-income first-time homebuyers to own and maintain.
 - b. Unit Type: The housing proposed may include a mix of bedroom sizes but should prioritize maximizing the number of family-sized units (three-bedrooms or larger) to address the overwhelming need for affordable family-sized units in Cambridge.
 - c. Open Space: High quality private open space should be included on the site. The location of the open space should be programmed on the site in a way that meets the needs and enhances the experience of residents.
 - d. Parking, bicycle parking, and transportation: It is expected that the selected applicant will develop a plan based on an assessment of the anticipated transportation needs of the residents. The proposed plan will need to meet zoning requirements with respect to vehicle and bicycle

parking and may include Parking and Transportation Demand Management (PTDM) measures such MBTA transit passes, Blue Bike stations and discounted memberships, Zip Car spaces and discounted memberships, transit information screens in common areas, as may be encouraged or required.

2. Zoning and Community Review Process: Developers are required to conduct a community review process as they develop and refine designs for the site. Applicants should propose a community process which includes methods to encourage engagement with historically excluded, underheard, and underserved communities. The community review process should include at least two public meetings.

In addition to this public review, the developer shall be solely responsible for satisfying all other zoning, permitting and regulatory requirements as may be necessary to permit and complete the project.

3. Development Team: Applicants shall identify all known and proposed members of the development team (i.e. architect, engineer(s), general contractor, attorney, consultants). Each team member should have a track record that demonstrates timely and successful completion of past projects and the capacity to complete the proposed project on a tight urban site. The development team shall demonstrate evidence of experience in completing all aspects of an affordable housing project, and in working successfully with community members and City staff in designing developments in an urban setting. The development team should highlight any experience developing for-sale housing. This should include any experience with marketing available units; buyer selection; the closing process; working with condominium associations and offering post-closing homeowner engagement, technical assistance and support. The development information shall be submitted on the Form #2 included in Section 7.
4. Financial Requirements: Applicants must submit a complete development pro forma, outlining anticipated sources and uses of funds. The proforma shall include estimated project hard and soft cost estimates, as well as anticipated reserves and proposed developer fee and overhead. The development pro forma shall be submitted on the Form #3 included in Section 7.

The applicant shall also submit an estimated operating budget which shall specify the projected uses of operating funds for maintenance of common elements, operating costs, and sufficient reserve funds. For proposals which contemplate fee simple ownership structure, applicants should submit estimated operating budget for homeowner association, if applicable.

(For condominium project, prior to project completion, the selected developer shall establish a condominium association for the development in a form acceptable to the Trust. The developer shall identify common areas under the control of the

condominium association along with the responsibilities of both the condominium association and individual unit owners)

In its financial review of the proposal, the Trust shall determine: 1) the reasonableness of the projected development costs in relation to the proposed project; 2) the developer's history of financing similar development projects; and 3) the likelihood that projected sources of financing for the project will be committed in a timely manner.

Developers are encouraged to explore the availability of other funding and subsidy sources to leverage the resources being provided by the Trust and City, including the provision of the land at no cost. Requests for additional funding from the City and/or the Trust will be considered separately from this RFP and will follow the Trust and City customary affordable housing funding application and review process.

Marketing & Buyer Selection: It is anticipated that the City, in partnership with the selected developer, will conduct a lottery process to select buyers for the completed project. Applicants should include in the project narrative and budget the following:

- Projected sales prices
- Anticipated absorption rate after initial occupancy
- Marketing expenses and carrying cost assumptions on vacant units

The Trust reserves the right to require the selected developer to conduct the marketing and buyer selection process for the homeownership units in accordance with City guidelines and fair housing requirements.

Applicants should also include a description of previous experience setting up a condominium association or other homeowner's association and successfully transitioning the association to resident control. Applicants should also describe their plans for providing support to new owners, including the proposed term and coverage of the warranty period.

5. Development Schedule: Proposals shall include an anticipated project schedule that indicates when project milestones will be met with respect to the design, community review, financing, permitting, and construction of the proposed project. The anticipated project schedule shall be submitted on the Form #5 included in Section 7.
6. Compliance with All Applicable Codes: The project shall be constructed in compliance with all applicable local and State building codes.

B. Design Guidelines

Applicants are not required to prepare and submit detailed design proposals in response to this Request for Proposals. However, in order to enable the Trust to evaluate the capacity of the applicant team to meet expectations for high-quality design, applicants must submit a design concept and project narrative which describes their intended design approach. Applicant teams are encouraged to provide examples of other completed developments which reflect their anticipated design for the Property.

Developers are encouraged to consider both site and building design that (1) is compatible with, and complements, the existing neighborhood; (2) can result in lower construction and maintenance (including energy) costs; (3) uses interior and exterior space to enhance the quality of life of the residents and the neighborhood; and, (4) responds to the desire for high-quality site and building design as expressed in the Design Principles included in Appendix 4.

Selected developers will be required to consider the Design Principles when developing and refining the site plan and building design. These include the following:

- I. Neighborhood Context: Size and scale of new building(s) should fit within the existing neighborhood context. For example:
 - Buildings of four stories and/or buildings which include a step-back or gabled top floor
 - Articulated top floors with features such as dormers, terraces, sloped roofs
 - Use of colors and materials that complement the surroundings
 - Inclusion of multiple entrances and architectural detail to activate the public realm
- II. Site Amenities and Environmental Comfort:
 - Maximization of street trees along Cherry Street and School Street
 - Provision of amenities, such as stoops, porches, and seating areas
 - Provision of small, landscaped areas and open space that can serve as gathering spaces for residents
 - Consider inclusion of balconies and/or upper-level decks
- III. Prioritize Sustainability & Resilience
 - Design for energy efficiency and natural ventilation
 - Design for flood protection
 - Minimize the urban heat island effect with high albedo roofs or green roofs, and canopy trees
 - Consider including photovoltaics
- IV. Unit Design:
 - Provision of in-unit laundry equipment
 - Provision of large storage spaces adequate to meet resident needs
 - Provision of large windows for interior daylighting

- Meet or exceed the Homeownership Unit Livability Standards (Appendix 5) for size and layout in the conceptual design stage. The selected developer will be expected to meet or exceed all standards in the final design.
- V. Accessibility: The proposed design must conform to local, state, and federal requirements relating to accessibility for individuals with disabilities.
- VI. Zoning: All construction is subject to the zoning regulations of the City of Cambridge.

C. Quality of Construction

The Trust expects that all construction shall be of high quality in terms of materials and workmanship. The type and brand of materials, including surface finishes and appliances proposed to be used by the developer will be reviewed by the Trust to ensure a quality product is produced. There shall be a preference for construction quality that results in lower maintenance and energy costs without unreasonably increasing the construction costs of the building.

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IV. REVIEW, SELECTION AND CONVEYANCE PROCESS

Upon receipt of proposals, a Project Review Committee, made up of Trust members and the City's Community Development Department staff, will review all proposals and make recommendations to the Trust.

The review, selection, and disposition process will include the following steps:

1. REQUEST FOR PROPOSALS ISSUED: This RFP has been issued by the [Trust] on Month X, 2023. There will be Bidder's Conference on Month X, 2023 at 10:30 a.m. at City Hall [by zoom?]. All applicants are required to attend the Bidder's Conference. The deadline for responses is [XXX XXX, 2023] at 11:00 a.m. at the Purchasing Department.
2. QUALIFIED DEVELOPERS SELECTED: The Project Review Committee will review all proposals and select for further review those that best satisfy the Selection Criteria outlined in Section V, Selection Criteria.
3. DEVELOPER SELECTED: The Project Review Committee will evaluate and rank proposals according to the Level 2 Selection Criteria. The Project Review Committee or the Trust may request a presentation of the proposals by each qualified developer. Taking into consideration the recommendation of the Project Review Committee as well as its own review, the Trust will designate a developer for the site.
4. COMMUNITY REVIEW: The selected developer shall propose and follow the Community Review Process as approved by the Trust.
5. ONGOING TRUST REVIEW: The Trust shall monitor the progress of the developer in preparing the project for construction to ensure that it is both timely and consistent with the proposal submitted to the Trust.
6. FINAL PROJECT REVIEW: The Trust shall grant final approval to the developer upon the securing of all necessary financing and subsidy funding commitments and final design approval.
7. DISPOSITION OF THE SITE: After the Trust has issued its Final Project Review, the Trust shall convey the site to the developer at the time of the initial construction closing with the deed restrictions as described in this RFP.

**V. MINIMUM QUALITY REQUIREMENTS / SELECTION
CRITERIA**

*["Minimum Quality Requirements" are being developed in consultation
with Purchasing Department]*

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VI. SUBMISSION REQUIREMENTS

Sealed proposals must be submitted no later than [Month Day, 2023] to:

Elizabeth Unger, Purchasing Agent
City of Cambridge
Cambridge City Hall, Room 303
795 Massachusetts Avenue
Cambridge, MA 02139

Application

One (1) original and five (5) complete copies applications with all forms and attachments, with reduced drawings (11"x17"). Proposals must include the following:

1. Letter of Interest
2. Project Summary: please complete form included in Appendix 7.
3. Design Submission:

Site Plan: Developers shall include 11"x17" drawing(s) in the original and each copy of the application along with two full-size drawings (24"x36" which can be enlargements of the 11x17" drawings) of a conceptual Site Plan which shows the conceptual approach to design, which may include proposed structure(s), open space areas, and other proposed site improvements including parking, fences, walkways, driveways, and landscaping etc at 1" = 20'.

Design Narrative: Developers shall describe the design concept shown on the Site Plan in terms of the scale of proposed building(s), anticipated interior and exterior building materials and finishes, building systems, landscaping, and how the design of both the site and proposed building(s) will fit into the context of the surrounding neighborhood and address the design guidelines included in this RFP.

Rather than requesting schematic design work from development teams at this stage, the Trust is requesting that teams describe how they would approach the site and select projects from both the developer and architect's portfolios that most relate to this site in terms of appropriate height, density, building articulation, income and tenure mix, etc. Applicants should discuss the critical issues that they have identified at the 35 Cherry Street site and, through projects in their portfolio, discuss how these critical issues and solutions may be addressed at 35 Cherry Street with examples from projects with similar challenges.

4. Development Team Information: please complete form included in Appendix 7 and describe the organizational experience of each member of the development team. Please include résumés for each member of the development team.

Please refer to the section above, Design Submission, for additional information about how development teams are expected to demonstrate their analysis and understanding of the critical issues in designing and developing the 35 Cherry Street site.

5. Developer Financial Statements: please include the developer's most recent audited financial statements.
6. Development Pro Forma: please complete forms included in Appendix 7.
7. Community Review Process: please describe community review process.
8. Development Schedule: please complete form included in Appendix 7.
9. Use Restriction Statement: please complete form included in Appendix 7.

Bidder's Conference

A bidder's conference is scheduled for [Month XX, 2023 at [XX:XX a.m]. at City Hall, 795 Massachusetts Avenue, to help answer any questions developers may have about the RFP guidelines or submission requirements.

For More Information

If you have any questions regarding the Request for Proposals, please submit them in writing to the address listed below by MONTH XX, 2023. Only written representations are valid. Answers to all questions will be posted via addendum.

Elizabeth Unger, Purchasing Agent
City of Cambridge
Cambridge City Hall, Room 303
795 Massachusetts Avenue
Cambridge, MA 02139
Fax: (617) 349-4008

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VII. APPENDICES

1. Site Plan of the Property
2. Legal Description of the Property
3. City Manager's Letter of March 7, 2022, to Cambridge City Council
4. 35 Cherry Street Affordable Housing Design Principles
5. Homeownership Unit Design Standards
6. Current Income Guidelines
7. Application Forms

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CITY OF CAMBRIDGE

Community Development Department

IRAM FAROOQ

*Assistant City Manager for
Community Development*

SANDRA CLARKE

*Deputy Director
Chief of Administration*

KHALIL MOGASSABI

*Deputy Director
Chief of Planning*

MEMORANDUM

To: Cambridge Affordable Housing Trust
From: CDD Staff
Date: March 23, 2023
Re: Request for funding from Neville Communities, Inc. for Neville Place

Neville Communities, Inc. (NCI) is requesting funding from the Trust to assist with needed capital work to Neville Place, NCI's 73-unit assisted living residence, and Neville Center, an 112-bed skilled nursing facility. They have requested \$3,345,000 based on costs projected to fund rehab needs identified in a 5-year capital needs assessment (CNA) for both facilities.

NCI is a partnership of the City, the Cambridge Health Alliance, and the Cambridge Housing Authority created to redevelop the former Neville Manor nursing home into an affordable assisted living residence and a skilled nursing facility. NCI received CDBG funding from the City in 2000 to support the creation of the assisted living residence. In 2005 the Trust provided an additional \$325,000 in funding for capital needs and reserves for the assisted living residence. An affordability restriction requires that 57 of the assisted living units remain affordable.

CDD staff have discussed the request with the team from NCI, and staff from Senior Living Residences, the operator of the assisted living residence. CDD staff have explained that the Trust can consider the funding request for the assisted living portion of the facility (Neville Place), and that the skilled nursing/rehab (Neville Center) would not be eligible for Trust funding.

To better understand the request, staff asked NCI to separate out the portion of capital work which could be attributable to Neville Place. According to NCI's breakout of capital needs, there is approximately \$1.6 million in capital needs for Neville Place and approximately \$115,000 in common site work, with the balance of work identified in the CNA attributable to Neville Center. Of this, we estimate approximately \$900,000 is needed in the short term, for work such as roof, railings, stairway improvements, and site work.

As part of its review, CDD staff also asked NCI to provide information on overall operations including information on rents, expenses, reserves, and vacancies. The operations have been impacted by the pandemic over the past few years, which had resulted in the need for new capital to assist with needed repairs and improvements. Staff particularly wanted to understand rental income on both the affordable and market units, how operating and replacement

reserves had been funded and used over time, and how the 57 units are being offered and maintained as affordable housing. Many of the affordable units are assisted by rental housing vouchers from the Cambridge Housing Authority. While NCI has provided a great deal of requested information, it is a complicated operating model and we have some additional questions to continue our review.

To assist in our review, staff discussed the request with Trust members (Ms. Schlesinger and Mr. Daly) who agreed that the Trust should entertain a request to assist in completing needed capital needs. However, they also had questions about the current and projected operations to ensure that Neville Place will be sustainable going forward and continue to meet the needs of low and moderate-income seniors in the community. They thought that this additional information would be helpful to review before making a recommendation to the Trust.

While we have more work to fully understand how this funding request will assist Neville Place to be sustainable going forward, we think that beginning the discussion with the Trust at this time will be helpful. It is an unusual request of the Trust to provide funding to an operating building, and more so given the complexity of the program here. We think a discussion with the Trust now will help us be sure we are reviewing the request in a manner that will allow for the Trust to fully consider with answers to some open questions and more detail.

Neville Place has provided affordable assisted living to the Cambridge community for twenty years, and their ability to continue to offer this specialized housing to low- and moderate-income seniors is very important. Understanding how the program is operating and what subsidies are needed to continue this operation, and how future capital needs can be addressed beyond this request will assist in determining how a Trust investment can best assist this effort at this time.