

**City of Cambridge
File No. 11083
RFP for the Development of 35 Cherry Street**

Sealed proposals will be received at the Office of the Purchasing Agent, City Hall, 795 Massachusetts Avenue, Cambridge Massachusetts 02139 prior to **11:00 a.m. on Thursday, August 10, 2023** for providing the following services to the City of Cambridge:

The City of Cambridge is seeking a vendor to submit a **proposal for the Development of 35 Cherry Street for the City of Cambridge.**

This RFP may be downloaded from the City's website: www.cambridgema.gov, online services, Purchasing Bid List, Regular RFP, **File No. 11083**. The City reserves the right to reject, in part or in whole, any or all proposals, waive any minor informalities in the proposal process, and accept the proposal deemed to be in the best interest of the City.

Questions from proposers concerning the Request for Proposals must be submitted in writing **by 11:00 a.m. on Wednesday, July 19, 2023**, to Elizabeth Unger, by email at: Purchasing@cambridgema.gov. Answers to substantive questions posed by proposers will be posted in the form of addenda. Proposers are responsible for checking the City's website regularly for addenda. The City shall not notify proposers individually of addenda.

One (1) sealed envelope containing an original copy and a digital copy on physical storage device (e.g. flash drives) of the technical proposal marked "Request for Proposal – File No. 11083 RFP for the Development of 35 Cherry Street" must be received by Elizabeth Unger, Purchasing Agent, City of Cambridge Purchasing Department, 795 Massachusetts Avenue, Cambridge, Massachusetts 02139 prior to **11:00 a.m. on Thursday, August 10, 2023**. Proposals being hand delivered or sent via courier (other than USPS) may be delivered in person to 5 Bigelow Street, Cambridge, MA during normal business hours. It is the responsibility of the Bidder to ensure delivery of bid submission prior to deadline to the Purchasing Department. Any proposals received after such time will not be accepted, unless the date and time has been changed by addendum. Delivery to any other office or department does not constitute compliance with this paragraph, unless the proposals are received by the Purchasing Agent by the established deadline.

Elizabeth Unger
Purchasing Agent

Confidentiality and Public Records Law

All proposals or other materials submitted by the vendor in response to this Request for Proposal will be open for inspection by any person in accordance with the Massachusetts Public Records Law.

This request for proposal process and the award of the contract are made in conformity with M.G.L. c. 30B, section 6, unless otherwise stated. See below for General Terms and Conditions that shall become part of any Contract awarded through this Request for Proposal.

Terms and Conditions

The terms and conditions of any contract awarded through this procurement are attached hereto and shall be affirmed by the City and selected proposer.

1. The proposer's bid will remain in effect for a period of 120 days from the deadline for submission of proposals or until it is formally withdrawn, a contract executed, or this RFP is canceled, whichever occurs first.

2. Rule for Award: The City will award a contract to the proposer submitting the most advantageous proposal taking into consideration the proposal's Quality Requirements, Evaluation Criteria and composite ratings, references, and price.

3. Rates must remain firm or be reduced throughout the life of the contract. A Contract will be awarded within 120 days unless award date is extended by consent of all parties concerned.

4. The City of Cambridge Living Wage Ordinance is applicable. The current living wage rate is \$18.41 per hour (the ordinance is attached).

5. The contract period shall commence on the date of execution of the contract by the City of Cambridge or soon thereafter. The City reserves the right, in its discretion, to extend the life of the contract at any time.

TO: Elizabeth Unger, Purchasing Agent PH: (617)349-4310 FX: (617)349-4008
795 Massachusetts Avenue
Cambridge, MA 02139

The undersigned certifies that this proposal is made without collusion with any other person, firm or corporation making any other proposal or who otherwise would make a proposal. The undersigned agrees to furnish the commodity or services in strict accordance with the proposal documents, which consist of this Request for Proposal and all attachments hereto. **The submitted proposal must be without conditions, exceptions or modifications to the proposal document.**

The proposal and all documents submitted with it are public records. This request for proposal process and the award of the contract are made in conformity with M.G.L. c. 30B, unless otherwise stated. See other side of this form for General Terms and Conditions that shall become part of any Contract awarded through this Request for Proposal.

This bid includes addenda numbered: _____

SIGNATURE OF PROPOSER: _____

TITLE OF SIGNATORY: _____

ADDRESS OF PROPOSER: _____

TELEPHONE NUMBER: _____ **FAX NUMBER:** _____

EMAIL ADDRESS: _____

Please check one of the following and insert the requested information:

() Corporation, incorporated in the State of: _____

() Partnership. Names of partners: _____

() Individual: _____

LAWS: GENERAL TERMS AND CONDITIONS

All deliveries shall conform in every respect with all applicable laws of the Federal government, Commonwealth of Massachusetts and City of Cambridge.

EQUAL OPPORTUNITY:

The Vendor in the performance of the contract shall not discriminate on the grounds of race, color, religious creed, national origin or ancestry, age, disability, sexual orientation, marital status, family status, military status, source of income, or sex in employment practices or in the selection or retention of subcontractors, and in the procurement of materials or rental of equipment. The City may cancel, terminate or suspend the contract in whole or in part for any violation of this paragraph

TAXES:

Purchases made by the City are exempt from the payment of Federal excise tax and the payment of Commonwealth of Massachusetts sales tax (except for gasoline) and any such taxes must not be included in the bid prices.

QUANTITIES:

Unless otherwise stated, the quantities set forth herein are ESTIMATES ONLY. The City reserves the right to purchase the commodity(ies) specified in any amount less than the estimated amount.

BID PRICES:

Bid prices shall include transportation and delivery charges fully prepaid to the City of Cambridge destination. Where the unit price and the total price are at variance, the unit price will prevail.

PAYMENT SCHEDULE:

Payment shall be in accordance with milestones specified in the scope of work. The City shall not prepay for goods or services.

DELIVERY AND PACKAGING:

Deliveries must be made in such quantities as called for in the purchase order and in the manufacturer's original packages. All deliveries must be **"inside" delivery with no assistance from City personnel. Tailgate deliveries will not be accepted.** Rejected material will be returned to the vendor at the vendor's expense.

MODIFICATION OF BIDS:

Prior to bid opening, a bidder may correct, modify or withdraw its bid by making the request in writing prior to the time and date for the bid opening. All corrections and modifications must be delivered to the Purchasing Department in a sealed envelope indicating that it contains a modification or correction of the original bid submitted for the particular commodity and indicating the time and date of the bid opening.

REJECTION OF BIDS:

The City reserves the right to reject any and all bids if it is in best interest of the City to do so.

AWARD OF CONTRACT:

Contract(s) will be awarded within forty-five days of the bid opening unless award date is extended by consent of all parties concerned. The continuation of any contract into the next fiscal year shall be subject to the appropriation and availability of funds.

INDEMNITY:

Unless otherwise provided by law, the Vendor will indemnify and hold harmless the City against any and all liability, loss, damages, costs or expenses for personal injury or damage to real or tangible personal property which the City may sustain, incur or be required to pay, arising out of or in connection with the performance of the Contract by reason of any negligent action/inaction or willful misconduct by the Contractor, its agents, servants or employees

TERMINATION OF CONTRACT:

Except as otherwise provided in the Articles of Agreement, the City may terminate the contract upon seven days' notice.

ASSIGNABILITY:

The Vendor shall not assign, sell, subcontract or otherwise transfer any interest in this contract without the prior written consent of the City.

MATERIAL SAFETY DATA SHEETS: Pursuant to M.G.L. c. 111F, ss. 8, 9, and 10, any vendor who receives a contract resulting from this invitation agrees to submit a Material Safety Data Sheet for each toxic or hazardous substance or mixture containing such substance when deliveries are made. The vendor agrees to comply with all requirements set forth in the pertinent laws above.

Contractor's Insurance Obligations

Contractor must provide the City of Cambridge with insurance policies as stated below at the expense of the Contractor. The Insurance Certificate must be written in the name of the City as an Additional Named Insured in order to protect the interest of the City from any liability which might be incurred against it as the result of any operation of the Contractor, its subcontractors or their employees.

The insurance required shall include all major divisions of coverage and shall be on a comprehensive general basis including Premises and Operations (including X-C-U), Owner's and Contractor's Protective, Products and Completed Operations, and Owned, Non-owned, and Hired Motor Vehicles. Such insurance shall be written for not less than any limits of liability required by law or the following limits, whichever are greater.

Certificates must be presented to the City at the time the contract is signed by the contractor. The Contractor and all subcontractors waive subrogation rights against the City of Cambridge for all losses.

EACH POLICY SHALL CONTAIN A 30-DAY NOTICE OF CANCELLATION, CHANGE OR NON-RENEWAL.

NOTICE OF OCCURRENCE is to be given to the City Manager, City of Cambridge, City Hall, 795 Mass. Ave., Cambridge, MA 02139. Carriers must have an A.M. Best rating of A X or better.

- A. Owner's Protective Liability:
 - Each Occurrence \$1,000,000
 - Aggregate \$1,000,000

- B. Commercial Liability:
 - General Aggregate \$2,000,000
 - Products Completed Operations Aggregate \$1,000,000
 - Personal Injury and Advertising Limit \$1,000,000
 - Each Occurrence \$1,000,000

- C. Automotive-For all owned, non-owned, hired and leased vehicles:
 - Each Occurrence Combined Single Limit of \$1,000,000
 - Bodily injury - each person \$1,000,000
 - each accident \$1,000,000
 - Property damage-each occurrence \$1,000,000

- D. Umbrella:
 - Combined single limit \$2,000,000
 - General aggregate \$2,000,000

- E. WORKER'S COMPENSATION
 - Coverage A STATUTORY
 - Coverage B Each Accident \$1,000,000
 - Disease-Policy Limit \$1,000,000
 - Disease-Each Employee \$1,000,000

THE CONTRACTOR MAY PURCHASE AND MAINTAIN EXCESS LIABILITY INSURANCE IN THE UMBRELLA FORM IN ORDER TO SATISFY THE LIMITS OF LIABILITY REQUIRED FOR THE INSURANCE TO BE PURCHASED AND MAINTAINED IN ACCORDANCE WITH THE REQUIREMENTS SET FORTH ABOVE (IN ADDITION TO THE UMBRELLA LIMITS REQUIRED). EVIDENCE OF SUCH EXCESS LIABILITY SHALL BE DELIVERED TO OWNER IN THE FORM OF A CERTIFICATE INDICATING THE POLICY NUMBERS AND LIMITS OF LIABILITY OF ALL UNDERLYING INSURANCE.

THE CITY OF CAMBRIDGE MUST BE AN ADDITIONAL NAMED INSURED ON ANY SUCH UMBRELLA POLICY. THE CITY RESERVES THE RIGHT, AT ITS SOLE DISCRETION, TO AMEND THE INSURANCE REQUIREMENTS SET FORTH ABOVE.

INSTRUCTIONS TO PROPOSERS

One (1) sealed envelope containing an original copy and a digital copy on physical storage device (e.g. flash drives) of the technical proposal marked “Request for Proposal – File No. 11083- RFP for the Development of 35 Cherry Street” must be received by the Purchasing Agent, City of Cambridge, City Hall prior to **11:00 a.m. on Thursday, August 10, 2023**. It is the sole responsibility of the proposer to ensure that the proposal arrives on time at the designated place. It is strongly recommended that proposals are mailed or dropped off to the locked drop box at the Rear Entrance of City Hall or directly to the Purchasing Department in advance of the due date and time. Late proposals will not be accepted. Proposals being hand delivered or sent via courier (other than USPS) may be delivered in person to 5 Bigelow Street, Cambridge, MA during normal business hours. It is the responsibility of the Proposer to ensure delivery of submission prior to deadline to the Purchasing Department.

2. The signature of the authorized official(s) must be provided on all the proposal forms. All printed proposals should be double-sided in conformance with the City's recycling policy.

3. The proposal should be organized and presented as directed. Accuracy and completeness are essential. The successful proposal will be incorporated into a contract; therefore, proposers should not make claims that they are not prepared to commit themselves to contractually.

3. Failure to answer any questions, to complete any form or to provide the documentation required will be deemed non-responsive and result in automatic rejection of the proposal unless the City determines that such failure constitutes a minor informality, as defined in Chapter 30B.

4. All interpretations of the RFP and supplemental instructions will be in the form of written addenda to the RFP specifications. Requests for clarification or any questions about information contained in the RFP should be addressed in writing to:

**Elizabeth Unger, Purchasing Agent
795 Massachusetts Avenue
Cambridge, MA 02139**

or emailed to: Purchasing@cambridgema.gov. No requests or questions will be accepted after **11:00 a.m. on Wednesday, July 26, 2023**. An addendum will be issued and posted to the Purchasing website notifying all bidders of the questions and answers.

5. Proposals must be unconditional. However, prior to the proposal opening proposers may correct, modify, or withdraw proposals by written request to Elizabeth Unger, Purchasing Agent, City of Cambridge, Room 303, City Hall, 795 Massachusetts Avenue, Cambridge, MA 02139. A letter will be sufficient for withdrawal of a proposal up the date of the proposal opening. Any correction or modification to a proposal must be submitted in writing and in a sealed envelope labeled **“File No. 11083 - RFP for the Development of 35 Cherry Street - Correction or Withdrawal”**

EVALUATIONS OF THE PROPOSALS

All proposals will be reviewed by the Evaluation Committee in accordance with M.G.L. Chapter 30B. Final selection will be based on evaluation and analysis of the information and materials required under the RFP, including information obtained by direct contact with references. The Evaluation Committee will be composed of staff from the City.

The City reserves the right to use itself as a reference and contact references other than those submitted by the proposer.

Proposals that meet the Quality Requirements will be reviewed for responses to the Comparative Evaluation Criteria. Each member of the Selection Committee will assign a rating of Highly Advantageous, Advantageous, Not Advantageous to each comparative evaluation criterion. Based on these evaluation criteria ratings, a composite rating by the evaluation committee will be determined for each proposal.

Each proposer may be asked to participate in an on-site or, if not possible, a video interview. The project manager and Evaluation Committee shall participate in the interview. Interview participants will be expected to answer questions from the Evaluation Committee. The City will not assume any travel or other costs related to these interviews.

The City will award the contract to only one responsive and responsible proposer submitting the most advantageous proposal taking into consideration the proposals' quality requirements, evaluation criteria and composite ratings, references and price. Before awarding the contract, the City may request additional information from the proposer. The City reserves the right to reject any and all proposals, in whole or in part, if it determines that rejection serves the best interest of the City.

PROPOSAL SPECIFICATION AND PREPARATION

All information in the proposal should be organized and presented as directed below. Accuracy and completeness are essential. The successful proposal will be incorporated into a contract. The proposal should provide a straightforward and concise description of the proposer's commitment and ability to perform the services described in this document. To expedite the evaluation of proposals, it is essential that the proposer strictly adhere to the instructions in this part. A proposal may be deemed to be non-responsive, at the Purchasing Agent's discretion, if the proposer fails to comply with the following instructions.

SUMMARY

The introductory portion of the proposal must include a letter of Transmittal signed by the individual authorized to bind the proposer contractually. The letter must include: the name of the individual(s) who is/are authorized to negotiate and sign a contract on the proposer's behalf; the name, title, address and telephone number of the individual(s) who can supply additional information and a brief description of the overall services proposed. The signature of the authorized official (s) must be provided on all the proposal forms. All proposals should be double sided in conformance with the City's recycling policy. Failure to answer any question, to complete any form, or to provide the documentation required will be deemed non-responsive and result in automatic rejection of the bid unless the City determines that such failure constitutes a minor informality, as defined in Chapter 30B.

QUALITY REQUIREMENTS

A “no” response, any change or alternation to, or a failure to respond to any of the quality requirements will result in a rejection of your bid. **Proposers must use the form provided in this document.**

RESPONSES TO COMPARATIVE EVALUATION CRITERIA

This portion of the proposal is intended to present a description of the proposer’s qualifications. The proposer should respond briefly to each item listed in the Comparative Evaluation Criteria and include all requested documentation. When preparing this portion of the proposal, the proposer should clearly identify and respond to each comparative evaluation criteria.

Anti-collision and Tax Compliance Certification

A signed copy of the form must be submitted with RFP

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.

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.

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.

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. Developers must also submit a plan outlining how they plan to achieve diversity and inclusion in their team for the proposed development. 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. For the purposes of this RFP, applicants should include an overview of the anticipated types of materials and finishes, workmanship, and construction approach to be used at 35 Cherry Street and may include examples of other similar developments completed by the applicant team as examples of construction quality. Applicants should also describe the proposed terms of the construction warranty that will be offered to initial buyers, including the duration of the warranty period.

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 July 13, 2023. The deadline for responses is August 10, 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. SELECTION CRITERIA

Minimum Quality Requirements

In order for a proposal to receive further consideration, the proposer must unconditionally check “Yes” to each Quality Requirement below. The City may reject in its entirety the proposal of any proposer who fails to check “Yes” or who modifies, qualifies or limits its affirmative response in any way.

Indicate Yes or No for each of the following requirements

1. Complete application package is being submitted: One (1) sealed envelope containing an original copy and a digital copy on physical storage device (e.g. flash drives). Each application copy includes all materials listed in Section VI.

Yes No

2. The homeownership units proposed will be affordable to low- and moderate--income households in conformance with Section III A.1a.

Yes No

3. The proposal includes a development proforma in conformance with Section III A. 4.

Yes No

4. The proposal includes a design concept and project narrative as described in Section III B.

Yes No

5. Proposal includes a proposed Community Review Process in conformance with requirements as outlined in Section III A. 2.

Yes No

6. Development Team Experience includes at least one completed project of comparable size and scope as that outlined in this RFP.

Yes No

REFERENCE SUBMISSION REQUIREMENTS

1. Proposer shall provide references from three clients for whom they have provided similar services within the past three (3) years. Proposer shall include entity name, contact name, address and telephone number of each reference. Failure of a reference to follow up with the City on any inquiry will result in the disqualification of that reference. The City reserves the right to use itself as a reference, to contact references other than those provided by the proposer and to otherwise perform its own due diligence in determining the responsibility of the proposer.

Reference: _____

Contact: _____

Address _____

Phone _____ EMAIL _____

Reference: _____

Contact: _____

Address _____

Phone _____ EMAIL _____

Reference: _____

Contact: _____

Address _____

Phone _____ EMAIL _____

This page must be submitted with the technical, non-price proposal.

Comparative Evaluation Criteria

Proposals will be evaluated by the Project Review Committee, made up of Trust members and the City’s Community Development, to determine the extent to which they satisfy the criteria described in the Project Guidelines listed in Section III, Development Guidelines, and on the basis of the experience of the development team in completing affordable housing developments in an urban setting. The ratings will be based on Highly Advantageous, Advantageous, and Not Advantageous requirements. Any proposal receiving less than a Not Advantageous rating in any criterion automatically will be assigned an Unacceptable rating for that criterion. At the completion of the evaluation, the ratings for each proposal will be compared to the other proposals. The proposal deemed most advantageous will be the proposal recommended for development designation.

The Trust reserves the right to reject any or all proposals - in whole or in part- if it deems that doing so is in its best interest.

The evaluation for the Comparative Evaluation Criteria will be based on the following:

Comparative Evaluation Criteria

<u>Criteria</u>	
1.	Development Team Experience
2.	Cost, Budget, and Financial Capacity
3.	Diversity and Inclusion
4.	Site and Building Design
5.	Quality of Construction
6.	Community Review Process

- 1. Development Team Experience:** Applicant must demonstrate prior development experience and the overall capacity of the development team. The ideal development team would have experience in completing all aspects of a new construction affordable homeownership development located in a complex urban setting and have a demonstrated track record of successful completion of other affordable housing homeownership developments which are similar in scale and scope (eg project size and complexity), and which are located in Cambridge. For the purposes of this RFP, examples of successful completion include developments which are completed on-time, on-budget, and are well-received by the residents they were designed to house. Applicants are encouraged to use specific examples from similar projects in their portfolios that reflect similar opportunities and challenges as the 35 Cherry Street site. (See Design Submission below for additional detail.)

- **Highly Advantageous:** The development team has superior relevant experience and capacity as demonstrated by the successful completion of two or more homeownership projects which were similar in scope and use to the one proposed, and which are located in the City of Cambridge
- **Advantageous:** The development team adequate relevant experience and capacity as demonstrated by the successful completion of one homeownership project that is similar in scope and use to the one proposed and which is located in Cambridge, or two or more similar projects in locations other than Cambridge.
- **Not Advantageous:** The development team has modest relevant experience and capacity as demonstrated by the fact that the applicant team has not completed a project similar in scope and use to the one proposed, or has only completed one similar project that was not located in Cambridge.

2. **Cost, Budget, and Financial Capacity:** Applicants must submit complete estimated development budgets that include sources and uses of funds, and an estimated condominium operating budget where applicable. The Project Review Committee shall review the reasonableness of the projected development costs in relation to the proposed conceptual design. Applicants should demonstrate experience in successfully estimating anticipated project costs and securing the necessary financing for the past projects, as well as provide evidence of experience or familiarity with financing sources likely to be used in this project. In addition to submitting financial projections for the project as specified in the RFP, the developer must also submit recent, complete audited financial statements which demonstrate the financial stability of the developer.

[Note that financial assistance from Trust and City sources may be made available to the support the creation of housing at 35 Cherry Street. However, the Trust expects developers 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].

- **Highly Advantageous/Advantageous:** The Applicant provided reasonable financial projections for this project and has demonstrated track record of all of the following: accurately estimating project costs; successfully securing funding necessary to complete a similar project in scope and use to the one proposed; familiarity with financing sources likely to be used in this project; and, provided documentation of financial stability.
- **Advantageous:** The Applicant provided some but not all of the following: reasonable financial projections for this project; evidence of experience of accurately estimating project costs; evidence of successfully securing funding necessary to for a similar project in scope and use to the one proposed; evidence of familiarity with financing sources likely to be used in this project; and/or, documentation of financial stability,

- **Not Advantageous:** The Applicant provided financial projections for this project which were incomplete or unreasonable and/or provided little to no evidence of experience with any of the following: accurately estimating project costs; successfully securing funding necessary to for a similar project in scope and use to the one proposed; familiarity with financing sources likely to be used in this project; and/or provided incomplete or inadequate documentation of financial stability.

3. **Diversity and Inclusion:** Developers must submit a plan to achieve diversity and inclusion in their team for the proposed development. In its review of the diversity and inclusion plan, the Project Review Committee will consider the comprehensiveness of the applicant’s planned approach to achieving diversity and inclusion in the development team and plan to solicit bids from general and sub-contractors and other vendors, including specific strategies to achieve maximum participation of minority- and women-owned businesses certified by the Commonwealth’s Supplier Diversity Office (SDO).

- **Highly Advantageous:** The Applicant provides a detailed, credible and comprehensive Diversity & Inclusion Plan that includes specific strategies to achieve maximum participation of minority- and women-owned businesses in the project.
- **Advantageous:** The Applicant provides a a Diversity & Inclusion Plan that meets the minimum requirements and is credible but does not include detailed or specific strategies to carry it out.
- **Not Advantageous:** The Applicant does not provide a credible Diversity & Inclusion Plan.

4. **Site and Building Design:** Applicants must submit a conceptual site plan and project narrative that describes the design approach including the ways in which the proposed development will reflect and incorporate the Design Principles and Homeownership Unit Livability Standards. The applicant must also submit a zoning analysis that outlines how the proposed development will be permitted. The Project Review Committee will review the proposed site plan, design narrative, zoning analysis and applicant’s identification of any critical issues and possible solutions for their effectiveness in meeting the Project and Design Guidelines outlined in Section III, Development Guidelines.

- **Highly Advantageous:** The Applicant’s conceptual site plan and design narrative describes a development that is highly compatible with the Development Guidelines and Homeownership Unit Livability Standards including meeting the following objectives: includes a high proportion of family-sized units; envisions housing that is high-quality, livable, durable and sustainable; includes high-quality open space for residents; applicant’s zoning analysis and permitting approach is detailed, reasonable, feasible and accurate.
- **Advantageous:** The Applicant’s conceptual site plan and design narrative describes a development that is mostly compatible with the Development

Guidelines and Homeownership Unit Livability Standards but does not meet one of more of the following objectives: includes a high proportion of family-sized units; envisions housing that is high-quality, livable, durable and sustainable; includes high-quality open space; and/or applicant's zoning analysis and permitting approach is not fully accurate, reasonable and feasible, and detailed.

- **Not Advantageous:** The Applicant's conceptual site plan and design narrative does not describe a development that is compatible with the Development Guidelines and Homeownership Unit Livability Standards and/or the applicant's zoning analysis is not reasonable, feasible or accurate.

5. Quality of Construction: The Project Review Committee will review information supplied by the applicant to confirm that the materials and construction methods proposed are of high quality and will result in low maintenance and energy costs for the initial and subsequent owner occupants. The Project Review Committee will also review the applicant's proposed warranty to be offered to initial buyers. Quality, workmanship and durability of construction on the developer's previous projects will also be reviewed..

- **Highly Advantageous:** A review of the applicant's past projects shows evidence of high-quality construction and durable materials and applicant's development plan envisions the use of high quality materials, finishes, features and construction techniques; applicant includes reasonable proposed warranty.
- **Advantageous:** A review of the applicant's past projects shows evidence of high-quality construction and durable materials but applicant's development plan envisions the use of moderate quality materials, finishes, features and construction techniques; applicant includes reasonable proposed warranty.
- **Not Advantageous:** A review of the applicant's past projects shows evidence of less high-quality construction and/or materials and applicant's development plan envisions the use of less high quality materials, finishes, features and construction techniques; and/or applicant does not include reasonable proposed warranty.

6. Community Review Process: The Project Review Committee will review the community review process proposed by the applicant to ensure that it meets the requirements in Section III A. 2. The selected developer should have a track record having worked successfully with community members, municipal staff, and public agencies and funders as active participants throughout the development process.

- **Highly Advantageous:** The Applicant's proposed community review process is robust, compatible with the Project Guidelines and meets all of the identified objectives; in addition, the applicant has a track record of having conducted three or more comparable community processes in the past.
- **Advantageous:** The Applicant's proposed community review process is compatible the Project Guidelines and meets some of the identified objectives but is not robust or detailed; and/or the applicant has only conducted one or two comparable community processes in the past.

- **Not Advantageous:** The Applicant's proposed community review is inadequate in that it does not reasonably meet the Project Guidelines and identified objectives and/or applicant has never conducted a comparable community process in the past.

VI. SUBMISSION REQUIREMENTS

Sealed proposals must be submitted no later than Thursday, August 10, 2023 by 11:00 AM to:

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

Application

One (1) sealed envelope containing an original copy and a digital copy on physical storage device (e.g. flash drives) of the technical proposal, 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.

For More Information

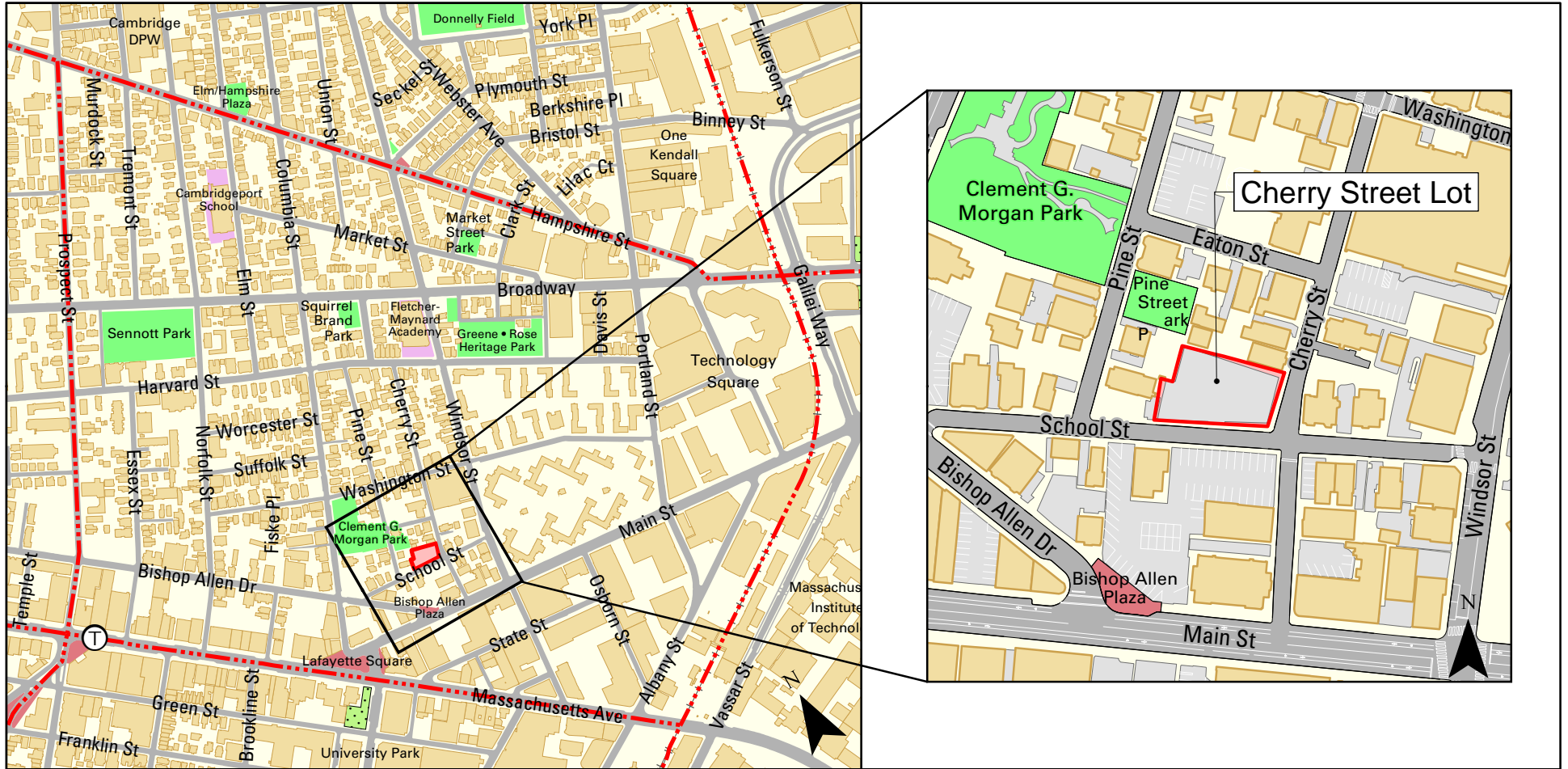
If you have any questions regarding the Request for Proposals, please submit them in writing prior to the questions deadline period to Purchasing@cambridgema.gov. Only written representations are valid. Answers to all questions will be posted via addendum.

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. Current Income Guidelines
6. Homeownership Unit Design Standards
7. Application Forms:

APPENDIX 1

SITE PLAN



APPENDIX 2

LEGAL DESCRIPTION OF THE PROPERTY

PARCEL ONE

All the land situated in Cambridge, Middlesex County, Massachusetts, with the buildings and improvements thereon bounded and described as follows:

EASTERLY by Cherry Street, sixty-seven and $45/100$ (67.45) feet;

NORTHERLY by land now or formerly of L. Mathey, one hundred twenty-three and $37/100$ feet;

WESTERLY by land of person unknown, forty-three and $73/100$ (43.73) feet;

SOUTHERLY by land now or formerly of William Goldberg, forty-eight and $85/100$ (48.85) feet;

WESTERLY by land now or formerly of William Goldberg, thirty-eight and $8/10$ (38.8) feet; and

SOUTHERLY by School Street, sixty-seven and $8/10$ (67.8) feet.

PARCEL TWO

All the land with the buildings and improvements thereon which land is a part of Lots 43 and 46 shown on a certain plan drawn by Peter Tufts, Jr., dated July 27, 1803, recorded with Middlesex South Registry of Deeds at the end of Volume 156, and bounded and described as follows:

Beginning at a point in the Northeasterly line of School Street a distance of sixty feet, seven inches (60'7") Northwesterly from the intersection of said line of School Street with the Northwesterly line of Cherry Street; thence running

Northwesterly along said line of School Street sixty-seven and 06/100 (67.06) feet; thence running

Northeasterly in a straight line fifty-one and 03/100 (51.03) feet to the Northeasterly side line of said Lot 46; thence running

Southeasterly in a straight line along said line of Lot 46 and along said line produce sixty-two and 48/100 (62.48) feet; thence running

Southwesterly in a straight line thirty feet and eleven inches (30'11") to the point of beginning.

Square footage is not insured.

APPENDIX 3

CITY MANAGER'S LETTER OF MARCH 7, 2022, TO CAMBRIDGE CITY COUNCIL



City of Cambridge

Executive Department

LOUIS A. DePASQUALE
City Manager

March 7, 2022

To the Honorable, the City Council:

I am writing to ask the City Council to approve the disposition of property located at 35 Cherry Street (the “Property”) to the Affordable Housing Trust to facilitate the development of affordable housing. As set out in the Memo provided herewith from Iram Farooq, Assistant City Manager for Community Development, the Massachusetts Institute of Technology (“MIT”) committed to convey the Property to the City in connection with a zoning petition. The conveyance was to be done subject to a community process to be conducted by the City to determine the best use of the Property. I support that request and recommend that the Council vote to approve the disposition of the Property to the Affordable Housing Trust.

By way of background, in 2013, MIT filed a zoning petition seeking amended zoning for the PUD-5 Zoning District, and in connection with that petition, MIT committed to convey the Property to the City for a use that directly benefits residents in The Port neighborhood and surrounding communities, after completion of a public process to determine that use. CDD has now completed that public process and the result was a consensus that the Property be used for new affordable housing building(s) that fit the scale of the neighboring homes. To accomplish this, CDD recommends that the Property be transferred to the Affordable Housing Trust. This transfer would not be subject to the City’s disposition ordinance. I support this request and recommend that the Council vote to authorize me to transfer the Property to the Affordable Housing Trust upon receipt of the deed conveying the property from MIT to the City.

Very truly yours,

Louis A. DePasquale
City Manager





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 Planner

To: Louis A. DePasquale, City Manager

From: Iram Farooq, Assistant City Manager for Community Development

Date: March 1, 2022

Re: 35 Cherry Street

In November 2020, the City Council issued a policy order requesting that the Community Development Department (CDD) start a public process to plan the future use of 35 Cherry Street for affordable housing. The following memo summarizes the community engagement process, recommendations on the type and scale of affordable housing, and next steps.

Public process

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 (the "Property").

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, and American-born Black Cambridge residents. The public engagement process was organized into two rounds.

During the first round of public engagement, CDD presented background on the Property and introduced different affordable housing options. The participants discussed levels of affordability, tenure, massing, amenities, and communities to serve (senior housing, LGBTQ+ friendly housing, etc.). CDD staff presented applicable financial and operating considerations to allow participants to make informed decisions about their affordable housing priorities. During the second round of public engagement, CDD presented what they heard from the preceding public engagement events. CDD confirmed and refined what the consensus was on shared priorities for the development of affordable housing at the Property.

What we heard

The community engagement process aimed to establish shared agreement between community members. Most of the project goals and design principles garnered broad consensus; however, there were some varied preferences heard among the community. There was strong consensus that any new building(s) at 35 Cherry Street fit the scale and size of neighboring homes, which are primarily three- to four-stories tall. While the community agreed on the scale of the project, there were differing preferences on

344 Broadway
Cambridge, MA 02139
Voice: 617 349-4600
Fax: 617 349-4669
TTY: 617 349-4621
www.cambridgema.gov

housing tenure. There was a slight preference expressed in the focus groups for affordable rental units, while attendees at the public meetings overwhelmingly preferred affordable homeownership. The meeting notes from each public engagement activity are available at cambridgema.gov/cherrystreet.

Recommendation

Given the size of the lot, an affordable rental development would need to be significantly larger than desired by the community to be feasible. Given the strong consensus for the new affordable housing building(s) to fit the scale of the neighboring homes, and mixed preference for either homeownership or rental, CDD has concluded that affordable homeownership at 35 Cherry Street would better meet the articulated community goals for this project. The City recognizes the ongoing need for affordable rental housing, however, and is consistently working to identify opportunities for the development of new affordable rental housing across the City.

Through the conversations with the community about the Property about its development for use as affordable housing, CDD identified the following shared project goals and design principles to guide the size, scale, and quality of the development of the Property in a way that best supports the community.

Affordable Housing Goals:

- Use 100% of units on-site for affordable housing.
- On-site housing units should provide affordable homeownership opportunities.
- Include maximum number of family-sized (3-4 bedroom) units as financially viable.
- Provide high quality private open space for children to play and residents to gather and build community.
- Prioritize current Cambridge residents when identifying residents for the new affordable units to the extent allowable under fair housing law.
- Provide access to on-site parking based on anticipated demand.

Design Principles and Guidelines:

I. Neighborhood Context

Size and scale of new building(s) should fit within the existing neighborhood context. For example:

- Limit the building to four stories; consider a step-back or gabled top floor
- Articulate top floors articulated with dormers, terraces, sloped roofs, etc.
- Use colors and materials that complement the surroundings
- Include multiple entrances and architectural detail to activate the public realm

II. Site Amenities and Environmental Comfort

- Maximize the amount of street trees along both Cherry St and School St
- Provide amenities, such as stoops, porches, seating, etc.
- Provide small, landscaped areas and open space that can serve as gathering spaces for residents
- Treat driveways as paved courtyards
- Consider balconies and/or upper-level decks
- Visually screen parking to limit visibility from the public way. Avoid street facing garage entries.

III. Building Amenities

- Provide in-unit laundry equipment
- Provide large storage spaces
- Provide large windows for interior daylighting

IV. 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 photovoltaics

Next Steps

Now that the public process is complete, the Massachusetts Institute of Technology (MIT) will convey the Property to the City pursuant to its Letter of Commitment it submitted to the City in connection with the amended zoning for the PUD-5 Zoning District. We recommend that the City transfer the Property to the Affordable Housing Trust for the development of affordable housing, and that the City works with the Affordable Housing Trust to issue a Request for Proposals (RFP) to select an affordable housing developer for the Property. The community-generated affordable housing goals and design principles, described above, will be included in the RFP.

Accordingly, for the above reasons, we request that the City Council approve the disposition of the Property to the Affordable Housing Trust to facilitate the development of affordable housing as set forth above.



City of Cambridge

Agenda Item Number 14
IN CITY COUNCIL
 March 7, 2022

- WHEREAS: There continues to be a severe shortage of decent housing affordable to low- and moderate-income residents in the city; and
- WHEREAS: The City Council desires to increase the supply of affordable housing, now and in the future, for low- and moderate-income Cambridge residents to reside in decent, affordable housing; and
- WHEREAS: In its Letter of Commitment dated April 8, 2013 in connection with the City Council's adoption of amendments to Section 13.80 of the Zoning Ordinance, the Massachusetts Institute of Technology ("MIT") committed to convey property located at 35 Cherry Street, Assessor's Lot 75-118 (the "Property") to the City or third party designated by the City for uses to benefit the community as determined through a public process conducted by the Community Development Department; and
- WHEREAS: MIT has agreed to convey the Property to the City and to record a deed evidencing said conveyance of the Property to the City shortly; and
- WHEREAS: On November 9, 2020, the City Council adopted an order requesting that the City Manager direct the Community Development Department to commence the public process with the Port neighborhood and surrounding communities to determine the future use of the Property for affordable housing, and in conjunction with the community, determine the type of housing that would meet the most pressing needs in the area; and
- WHEREAS: The Community Development Department conducted a public process which included two community meetings which were open to anyone, and six focus groups with Spanish-speaking, Haitian, and American-born Black Cambridge residents to discuss ideas and options for how the Property could be developed as affordable housing; and

- WHEREAS: The Community Development Department has provided a report to the City Council on this community process which includes recommendations for developing the Property as affordable housing, including:
- Use of 100% of units on-site for affordable housing;
 - On-site housing units should provide affordable homeownership opportunities;
 - Include maximum number of family-sized (3-4 bedroom) units as financially viable;
 - Provide high quality private open space for children to play and residents to gather and build community;
 - Prioritize current Cambridge residents when identifying residents for the new affordable units to the extent allowable under fair housing law;
 - Provide access to on-site parking based on anticipated demand; and
- WHEREAS: The City Manager has further recommended that the City Council approve the disposition of the Property to the Cambridge Affordable Housing Trust to initiate the process to develop the Property as affordable housing pursuant to the recommendations from the community process; 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; now therefore be it
- ORDERED: That upon receipt of the deed conveying the property from MIT to the City, the City Manager is authorized to transfer the Property to the Cambridge Affordable Housing Trust for the development of affordable homeownership housing for low- and moderate- residents as described above; 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 Property as affordable housing; 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.

APPENDIX 4

35 CHERRY STREET AFFORDABLE HOUSING DESIGN PRINCIPLES



35 Cherry Street Lot

Affordable Housing Design Principles
February 2, 2022



Through conversations with the community about 35 Cherry Street and its development for use as affordable housing, the Community Development Department (CDD) identified the following shared design principles to guide the size, scale, and quality of the development of 35 Cherry Street in a way that best supports the community.

Design Principles and Guidelines

I. Neighborhood Context

Size and scale of new building(s) should fit within the existing neighborhood context.

For example:

- Limit the building to four stories; consider a step-back or gabled top floor
- Articulate top floors articulated with dormers, terraces, sloped roofs, etc.
- Use colors and materials that complement the surroundings
- Include multiple entrances and architectural detail to activate the public realm

II. Site Amenities and Environmental Comfort

- Maximize the amount of street trees along both Cherry St and School St
- Provide amenities, such as stoops, porches, seating, etc.
- Provide small, landscaped areas and open space that can serve as gathering spaces for residents
- Treat driveways as paved courtyards
- Consider balconies and/or upper-level decks
- Visually screen parking to limit visibility from the public way. Avoid street facing garage entries.

III. Building Amenities

- Provide in-unit laundry equipment
- Provide large storage spaces
- Provide large windows for interior daylighting

IV. 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 photovoltaics

APPENDIX 5

HOMEOWNERSHIP UNIT LIVABILITY STANDARDS

These standards have been developed to assist developers of new affordable homeownership units during the planning and design process. These best practices are intended to provide clarity on how to create units that best meet the needs of households purchasing an affordable home.

These are not specifications or build-to dimension; these standards outline the minimum acceptable dimensions and specifications. It is expected that a majority of affordable units will exceed these requirements.

These standards are not intended to supersede or replace any requirements under any City of Cambridge zoning ordinance; permit requirements; and Federal, State, or City building code.

Unit Size

The following are minimum square footage requirements for the interior living space of new construction units:

1 bedroom	650
2 bedroom	900
3 bedroom	1,100

Units with two bedrooms should have a minimum of one and one half baths; units with more than two bedrooms should have at least two full baths. One full bath may have a shower instead of a bathtub.

Room Requirements:

Kitchen

There are no minimum dimensions for a kitchen; however, the following base requirements must be met:

Countertop linear feet:

1 bedroom	10 linear feet
2/3 bedroom	12 linear feet

Sinks and stovetops do not count towards the countertop linear feet. Countertops should be solid material such as Silestone, Corian, quartz, or granite.

Kitchens should be equipped with the following appliances:

Stovetop with vent, oven, refrigerator with freezer, dishwasher, garbage disposal, and built-in microwave. If a built-in microwave is not provided, the minimum countertop provided must be increased by 2 linear feet.

Appliances are encouraged to be Energy Star.

Sinks should be under-mounted and have a faucet with a removable sprayer.

Kitchens must have a clear aisle at least 36" wide that accesses all appliances.

Kitchens must have overhead lighting. Under cabinet lighting is encouraged but not required.

Flooring may not be carpet or linoleum. Tile, LVT, or wood flooring is encouraged.

Living/Dining

The living/dining area should meet the following minimum size requirements:

1 bedroom	120 square feet
2 bedroom	180 square feet
3 bedroom	200 square feet

Plans should demonstrate that the layout can accommodate the following without obstructing circulation:

- A full sized sofa of at least 87 inches width
- An entertainment center with sufficient wall space to house a television that can be seen from a majority of the seating.
- Side and/or coffee tables
- Furniture should be accommodated without obstructing circulation into and out of the space, or blocking windows or access to exterior doors.

A designated dining space must be able to accommodate a table and chairs for sit-down dining for at least 4 people for a 1 bedroom unit and at least 6 people for a 2 bedroom or larger unit. Plans must demonstrate access to all sides of the table without obstructing circulation.

Overhead light fixtures must be provided for both the living and dining areas. Recessed lighting with a dimmer switch is encouraged for the living area.

Bedrooms

The primary bedroom must be at least 130 square feet. Secondary bedrooms must be at least 110 square feet.

All bedrooms must have at least one exterior window.

Bedrooms must have overhead lighting.

Flooring may be carpet, hardwood, engineered wood, or LVT.

Furniture layouts must accommodate the following:

Primary bedroom: Queen sized bed, nightstand, one full sized dresser

Secondary bedrooms: Full sized bed, nightstand, one full sized dresser

An area for a workstation of at least 14 square feet, to accommodate a desk and chair, must be accommodated in either a secondary bedroom, living/dining area, or other space other than the kitchen. The workstation must not impact circulation through any other area. The square footage for the workstation is in addition to the minimum square footage for the room type.

Closets are not counted towards the minimum bedroom area.

Bathrooms

A full bath must contain a sink, toilet, full sized bathtub, and medicine cabinet with mirror. It is preferable to have a combination sink/vanity with counterspace and storage underneath; if that is not possible, the design must incorporate at least one linear foot of counter space, and sufficient closed storage for items such as toilet paper and cleaning supplies.

If a unit has more than one full bath, the additional full bathroom may substitute a walk-in shower of at least 36" by 36" for the bathtub.

Both bathtub and shower surrounds should be tile. Flooring should be tile.

Both full and three-quarter baths must have an exhaust fan rated at least 70 CFM that vents to the exterior.

A half-bath must have a sink and toilet.

All baths must have an overhead light. Full baths should have additional lighting over the mirror.

Storage

Units must have the following storage features:

Entry closet: proximate to the unit entry or front hallway with a rod and a shelf. Minimum depth of 24" and minimum width of 36"

Linen closet: One linen closet with at least four shelves. Minimum depth of 24" and minimum width of 20". This requirement may be met by built-in storage within a bathroom, if that storage does not negatively impact the circulation space inside the bathroom.

Bedroom closets: All bedrooms must have closets that average 7 linear feet. Depth must be at least 24". Closets must have at least a rod and one shelf.

Closet doors must not impact circulation when open. The minimum required closets must have a finished height of at least 7'. Additional closets may be shorter.

For all units with 2 or more bedrooms, an additional storage space with a minimum of 15 unobstructed square feet. This storage is intended for less frequently used items. This additional storage requirement can be met in the following ways:

- A storage area outside the unit, either in the hallway or accessible from a common area. The storage area must be individual, fully enclosed, lockable, and dry. If located on another floor, the storage unit must be accessible by elevator.
- An additional closet adjacent to the unit and accessed by the exterior hall, or an additional closet within the unit. If inside the unit, this closet will not be counted towards the minimum unit square footage. A closet also containing mechanicals cannot be used to meet this requirement.
- Increased storage space within enlarged interior closet spaces. Meeting the storage requirement through enlarged closet space must allow sufficient ability to store less frequently used items in addition to typical closet use.

While not required, providing additional storage for one bedroom units is encouraged.

Heating and Cooling

Units should have efficient heating and cooling with minimum impact on floor and wall space. Baseboard heating elements are discouraged. Central air conditioning or mini-splits are required. Ceiling fans in bedrooms and living/dining areas are encouraged

Units of more than 1,000 square feet, or units with more than one level, should consider multiple heating and cooling zones.

Noise Mitigation

Unit design should seek to mitigate noise beyond the base code requirements.

Building design should maximize sound buffers between units, including minimizing stacking of living areas over bedrooms; locating closets on unit demising walls when possible; and placement of high-traffic common areas against lower-use unit spaces such as bathrooms and kitchens.

Laundry

In-unit laundry is required for all homeownership units unless it is prohibited based on zoning or permitting restrictions. Laundry equipment may be stackable and ventless.

APPENDIX 6

CURRENT INCOME GUIDELINES

City of Cambridge Community Development Department

2023 Income Limits

Effective as of June 15, 2023

Household Size	50% of Median	HUD 80% of Median*	City 80% of Median*	100% of Median
1 person	\$51,950	\$82,950	\$83,610	\$104,500
2 persons	\$59,400	\$94,800	\$95,550	\$119,400
3 persons	\$66,800	\$106,650	\$107,500	\$134,400
4 persons	\$74,200	\$118,450	\$119,440	\$149,300
5 persons	\$80,150	\$127,950	\$129,000	\$161,200
6 persons	\$86,100	\$137,450	\$138,550	\$173,200
7 persons	\$92,050	\$146,900	\$148,110	\$185,100
8 persons	\$97,950	\$156,400	\$157,660	\$197,100

* Income limits are based on figures supplied by HUD for the Boston-Cambridge-Quincy, MA-NH Metro FMR Area. All income limits are subject to change. Note that "HUD 80%" figures are provided by HUD and the "City 80%" figures are calculated by the City based on 100% AMI figures provided by HUD.

APPENDIX 7

APPLICATION FORMS

APPLICATION FORM

FORM #1: Project Summary

FORM #2: Development Team Information
(including references of past completed projects)

FORM #3: Development Pro Forma

FORM #4: Operating Pro Formas:

FORM #5: Development Schedule

FORM #6: Use Restriction Statement

FORM #1: PROJECT SUMMARY

Please attach Project Summary.

FORM #2: DEVELOPMENT TEAM INFORMATION

Please provide name, firm, address, and telephone, fax, email
(please type or print clearly)

Developer:

Tax ID#:

Architect:

Consultant:

Contractor:



Engineer:

Attorney:

Other:
(please describe)

FORM #3: DEVELOPMENT PRO FORMA

Please attach development proforma.

FORM #4: CONDOMINIUM OPERATING BUDGET

Please attach condominium operating budget.

FORM #5: DEVELOPMENT SCHEDULE

<u>TASK</u>	<u>DATE</u>
1. <u>Community Review, Design & Public Approvals</u>	
A. Hold First Community Review Meeting	_____
B. Complete Community Review Process	_____
C. Begin Zoning and Permitting Process	_____
D. Complete Zoning and Permitting	_____
E. Complete 50% Design Development Plans	_____
F. Complete Working Drawings and Specifications	_____
G. Submit Building Permit Application to City	_____
H. Secure Building Permit	_____
2. <u>Project Financing</u>	
A. Secure Financing Commitments	_____
B. Secure Subsidy Commitments	_____
3. <u>Affordable Housing Trust Final Project Review</u>	
A. Submit final financing and subsidy commitments and final design to Trust for Final Project Review	_____
4. <u>Construction</u>	
A. Solicit Construction Bids	_____
B. Sign Final Contract with Builder	_____
C. Close financing	_____

- D. Start Construction _____
- E. Construction 50% Complete _____
- F. Completion of Construction _____
- G. Obtain Certificate of Occupancy for all Units _____

FORM #6: USE RESTRICTION STATEMENT

As a condition of receiving land from the Cambridge Affordable Housing Trust, I, _____, agree to enter into an Affordable Housing Covenant and other such documents required by the Trust, which will: 1. require the housing units to be developed on the land to be rented only to income-eligible households in accordance with established City priorities, or sold with resale restrictions only to income-eligible households chosen by the City of Cambridge through its Community Development Department in accordance with established City priorities, and, 2. ensure that the property is used for a permanent public benefit.

Additionally, I understand that the portion of the site designated as open space will be conveyed or leased back to the City for development and use as public open space.

Applicant

Date

**Americans with Disabilities Act (42 U.S.C. 12131)
Section 504 of the Rehabilitation Act of 1973
Tax Compliance/Anti-Collusion Statement
Debarment Statement**

The Americans with Disabilities Act (the "Act") applies to all employers of fifteen or more employees. All vendors that are subject to the Act must comply with its provisions. In further compliance with the Act, all Contractors who enter into contracts with the City are prohibited from discrimination against the City's employees, regardless of the size of the Contractor.

The Act protects against discrimination on the basis of "disability", which is defined as a physical or mental impairment that substantially limits at least one "major life activity"; discrimination against a person having a history or record of such impairment; and discrimination against an individual regarded - even if inaccurately - as having such an impairment. The Act also expressly prohibits discrimination that is based on an individual's relationship or association with a disabled person.

The Contractor shall not discriminate against any qualified employee or job applicant with a disability and will make the activities, programs and services covered by any contract awarded through this procurement readily accessible to and usable by individuals with disabilities. To be qualified for a job, or to avail oneself of the Contractor's services, the individual with the disability must meet the essential eligibility requirements for receipt of the Contractor's services or participation in the Contractor's programs or activities with or without: 1) reasonable modifications to the Contractor's rules, policies and practices; 2) removal of architectural, communication, or transportation barriers; or, 3) provisions of auxiliary aids and services.

By submitting its contract, the Contractor certifies to the City of Cambridge that it understands and will comply with all applicable provisions of the Act, including compliance with applicable provisions of Section 504 of the Rehabilitation Act of 1973, if the Contractor is receiving federal funds.

The undersigned certifies under penalties of perjury that this contract has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals

As required by M.G.L. c. 62C, §49A, the undersigned certifies under the penalties of perjury that the Contractor has complied with all laws of the commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

The undersigned certifies that it is not currently subject to any State or Federal debarment order.

Date: _____

(Print Name of person signing bid)

(Signature & Title)

Submit this form with your Proposal.