

Medway Redevelopment Authority
October 28, 2015
Medway Senior Center
76 Oakland Street
Medway, MA 02053

Members	Andy Rodenhiser	Ray Himmel	Michael Griffin	Doug Downing	Paul Yorkis
Attendance	X	X	X	X	X

ALSO PRESENT:

Stephanie Mercandetti, Director, Community & Economic Development
Michael Boynton, Town Administrator

The Chairman called the meeting of the Medway Redevelopment Authority to order at 6:00 pm.

There were no citizen comments.

Exelon:

The Town Administrator provided an update on the Exelon’s project. There was a public meeting held on Wednesday October 21, 2015. The forum presentation went through the following topics: air quality, noise, and health. The applicant provided a detailed power point presentation. Air Quality Associates was in charge of the reporting the air quality information; Acentech presented the noise; and Kleinfelder Associates presented the water. The town was able to address the majority of the questions. The meeting was ended early due to a bomb threat in the women’s restroom. The only question that needed to be answered by Town Counsel was in regards to the ability of the town to enter into an agreement with the Town of Millis for water. This question has since been answered and The Town of Medway is able to enter into an agreement with the Town of Millis for water. The town has decided it will not provide water from its well to Exelon. Exelon plans to get the water from the Town of Millis. The Town of Millis does have the capacity under its permit. The water would be transported via Medway’s water mains. There will be a full evaluation of impacts or improvement which will be needed. There has been initiated discussions with Millis and Mass DEP about the potential water purchase by Exelon. Exelon will pay for all costs relating to any improvements needed as per Host Community Agreement.

Member Himmel talked with businesses to see how negative or positive this type of project is to the Town from a business standpoint. The facility manager from Cybex was favorable of this project; but some of the smaller companies were mixed in their opinion.

The Town Administrator has spoken with the Town of Bellingham about their plant and the impact on the businesses. There has been no hard evidence that property values have dropped from this type of project.

Andy Rodenhiser responded that this project is something we cannot stop, but we can mitigate some of the impacts.

Member Yorkis is questioning why the Board of Selectmen signed an agreement and then held the public forum. The community needs to understand what is going on. There is a projection that the Board of Selectmen are acting without the citizens view and that a decision is being made without their knowledge. He wants the community to be respectful and understanding of a process and that they were given the greatest opportunity to participate.

There has been a webpage dedicated to being able gather any information regarding the Exelon project.

Minutes:

September 30, 2015:

On a motion made by Paul Yorkis and seconded by Doug Downing, the Medway Redevelopment Authority voted unanimously to accept the minutes from September 30, 2015.

Potential Interview Questions for URP Consultants:

The Medway Redevelopment Authority was in receipt of a series of questions that will be asked to the finalists who submitted Urban Renewal Plan proposals.

The three finalists are BSC Group, Cecil Group and Fuss & O'Neill. Each finalist was provided with a time slot for their interview.

Questions:

1. Describe your knowledge about the Urban Renewal Program, developing Urban Renewal Plans and your relationship with the MA Dept. of Housing & Community Development regarding the review of such plans.
2. In our Request for Proposals, we asked for proposer to describe the qualifications and experience of staff expected to work on project. Has the proposed firm/team ever worked together before? Do you believe the proposed team is appropriate for what we need to accomplish with this project.
3. Throughout the project, you will be meeting with the Medway Redevelopment Authority and an Urban Renewal Plan Steering Committee, Town Staff, etc. How will input and insight be gathered

through these meetings? How will you collect criticism? Most importantly, how will you bring folks to consensus?

4. Does the project team have experience in a public meeting setting describing what they are doing a layman's terms (compared to experience presenting at technical conferences?)
5. When asked to identify similar projects you identified projects for the most part were urban and or already developed. This project for all intent purposes is vacant land. It is a blank canvass. How would you go about filing in this canvass?

BSC Group:

BSC Team:

Principal-In-Charge:	David Hayes
Project Manager:	Russell Burks
Planning:	Jeff Fusser
Kevin Hively	Market Analysis

BSC group provided each of the Medway Redevelopment Authority members with an eight page colored packet which included titled pages; an organizational charts; Oak Grove Feasibility Study Informs the Development of an Urban Renewal Plan, Urban Renewal Plan Preparation Experience; Urban Design and Infographics Help; Market Validation and Financial Implementation Strategy, and concluding sheet. The BSC also had a power point presentation.

Russell Burke next explained that BSC is familiar with the site and knows what could be done in relation to site assemblage. BSC informed the members that they can start on this project start right away, since there is no learning curve. The data and knowledge of the site is already there.

BSC continued by explained that the site assemblage is unique; since 1/3 of parcels are town owned and 1/3 are owned by Mr. Williams and the last 1/3 are scattered. Those parcels are located in clusters. BSC indicated that they are familiar with the infrastructure and sewer extension. The applicant also indicated that the work undertaken to date for this can be used, but additional information must be collected and assembled to meet the DHCD requirements for a full Urban Renewal Plan.

BSC is very familiar with the Urban Renewal process and the requirements. The applicant discussed that there would have to be interaction with abutters and citizens. The applicant is familiar with this process and has already had this interaction with the residents of Medway.

Kevin Hively will be doing the market analysis as part of the project. He indicated that a market study describing current commercial and residential trends has already been completed but it would need to be updated. Kevin Hively has worked on this team for other urban renewal projects. One of the examples mentioned was in Gardner, MA (old brownfield site).He will also assisted with devising an implementation strategy with marketing and planning principles.

The goal is to make something happen on this site. BSC noted that there will need to be some leveraging done with some of the properties. The intent is to have graphics available to the public to view. Examples of this were shown.

The interview was opened up to questions from the redevelopment authority.

Question #1:

Describe your knowledge about the Urban Renewal Program, developing Urban Renewal Plans And your relationship with the MA Dept. of Housing & Community Development regarding the review of such plans.

The team responded that they are familiar with requirements and have worked with DHCD and in particular Carol Wolf for many years. With the retirement of Carol Wolf, BSC has already formed a relationship with Ashley Emerson. It is important to engage DHCD early in the process to get input and feedback. BSC mentioned that the project in Everett had a note from DHCD indicating that it was one of the best plans they had ever read.

Question #2:

In our Request for Proposals, we asked for proposer to describe the qualifications and experience of staff expected to work on project. Has the proposed firm/team ever worked together before? Do you believe the proposed team is appropriate for what we need to accomplish with this project.

BSC indicated that they have a total of 300 employees. This particular team has worked together on many projects. The qualifications and experience were provided in the power point presentation.

Question #3:

Throughout the project, you will be meeting with the Medway Redevelopment Authority and an Urban Renewal Plan Steering Committee, Town Staff, etc. How will input and insight be gathered through these meetings? How will you collect criticism? Most importantly, how will you bring folks to consensus?

BSC responded that there needs to be a buy in from the public. There will be agendas and minutes from all the meetings. DHCD wants to see that there is public participation. It is important to have a good cross section on the steering committee.

Question #4:

Does the project team have experience in a public meeting setting describing what they are doing a layman's terms (compared to experience presenting at technical conferences?)

BSC responded that they use many graphics and 3D modeling in their presentations to the public since it is easier for residents to visually see the concept plan. A photo inventory of buildings can be done. At the public meetings, information is gathered on how the committee wants the data collected and communicated back. BSC responded that they do not use jargon and technical terms with the public but instead use visual preference surveys, along with breaking into discussion groups. BSC wants the public to feel comfortable that they are representing the public's views. BSC also indicated that transparency is important and this begins at the first public meeting. Any information at the meetings can be provided to the public by website, at library, or Facebook page.

Question#5:

When asked to identify similar projects you identified projects for the most part were urban and or already developed. This project for all intent purposes is vacant land. It is a blank canvass. How would you go about filing in this canvass?

The process would determine the final product which will come as a result of the process. This is not for BSC to determine. The process will evolve. This site is unique with the floodplains and wetlands.

Russ indicated that he took a ride in the area and saw “for sale” signs near Trotter Drive. He wonders if the boundary of the possible URP could extend to include other possible parcels. He would recommend the Authority to look at this.

The Cecil Group:

The team was introduced and it included:

Steven G. Cecil – Principal in Charge

Emily Keys Innes – Project Manager

Frank Mahady – FXM Associates

Robert Salisbury – Bonz & Company

Stephen Lecco Aicp – GZA

The Cecil Group provided to the MRA a two-page colored document which included the introductions, project understanding, selected relevant experience, the project team structure and project timeline.

Steven Cecil began the presentation by explaining that he would be the principal in charge, and Emily Keys would be the Project Manager. He explained that the location of the site is great due to its proximity to Rt. 495. This is also a challenging site since the grouping of the parcels are like what you might see in Florida. There would need to be a review of the real estate economics and decide how to value for acquisition. GZA is complete a complete engineering company and is ready to handle this project.

The project manager explained three key points.

1. Accomplishing the land deal (strategy to assemble, vision community support to move ahead, determine how much of land is needed, put enough together to have leverage and do not need to assemble all land, know the market conditions and opportunities from revenue standpoint.
2. Community Vision: Translate the desires and needs to physical form
3. Tool Creation – Moving from planning to implementation.

The Cecile Group would put together a business plan for a greater return and make sure the scenarios will result in a positive return. One of the projects referenced was the Hingham Shipyard.

The MRA next opened the interview up to questions.

Question #1:

Describe your knowledge about the Urban Renewal Program, developing Urban Renewal Plans And your relationship with the MA Dept. of Housing & Community Development regarding the review of such plans?

Emily explained that she has been doing Urban Renewal Plans for 15 years. The towns they have worked in include Lawrence, New Bedford, Stoughton and Somerville. The Cecile group is very familiar with the representative of DHCD. The rules for URP are rules are laid out and the Cecile group provides drafts early in the process.

It was explained that there are certain specializations that the Cecil Group offers. Emily will be the contact person to make sure the interaction among the various consultants is taken care of. She will also make sure the project goals and deadlines are met. She will coordinate every step.

Question #2:

In our Request for Proposals, we asked for proposer to describe the qualifications and experience of staff expected to work on project. Has the proposed firm/team ever worked together before? Do you believe the proposed team is appropriate for what we need to accomplish with this project.

Frank Mahady is the economic consultant and will do the market research and fiscal assessment for the Urban Renewal Plan. He is familiar with transportation planning work and has worked on projects in Ashland and Framingham. He won an award for the work done for the Rt. 495 corridor study. The Cecil Group knows this area very well.

Robert Salisbury completes the appraisals and market studies to determine what the land is worth. They have done work throughout Boston, Bristol and Plymouth County and determine what things are worth and the price points needed. This might include costs for engineering and infrastructure works. Stephen Lecco from GZA how to put the pieces together. He is a planner and will be involved early in the process. We will build on previous concerns with environmental constraints. This site does have

constraints on the east side which may cause some limitations. There can be development of open space trails, create dog parks, and develop amenities to future development. When the plan is developed, the Cecile group will address permitting hurdles and how to streamline the process.

Question #3:

Throughout the project, you will be meeting with the Medway Redevelopment Authority and an Urban Renewal Plan Steering Committee, Town Staff, etc. How will input and insight be gathered through these meetings? How will you collect criticism? Most importantly, how will you bring folks to consensus?

Emily indicated that the public input is critical in their ability to get this done successfully. We will have public meetings which could define a list of stakeholder, town officials, developers, and residents. From the public forums they will just listen and make sure we hear what the group is saying. One example noted was the Town of Stoughton where we needed to balance parking and open space. An exercise was done at the public meeting to look at the issues and define and then we brought back the information to summarize and look at patterns about concerns. There will be two people at the meetings. This information needs to be the public needs to be involved and documented. Criticism can be difficult, but we would rather hear this during the process than when it gets to the approval stage.

Question #4:

Does the project team have experience in a public meeting setting describing what they are doing a layman's terms (compared to experience presenting at technical conferences)?

The goal is to try to design the meeting format simply. For example, if we were looking to design buildings, we would provide models and ask how many buildings? How much parking? We keep the questions simple. We give models from other places which have been successful. This includes using terminology that people can understand.

Question #5:

When asked to identify similar projects you identified projects for the most part were urban and or already developed. This project for all intent purposes is vacant land. It is a blank canvass. How would you go about filing in this canvass?

The example that was referenced was Londonberry, New Hampshire. There were 603 acres and it was an apple orchard. We needed to figure what was the highest and best use of land which meets the towns needs. A project in Clinton, CT was referenced as a blank canvas site.

A follow up was asked in relation to what was the most successful kick off meeting. The applicant

responded that it was a project in Winsor, CT. At the initial meeting we asked the residents what their vision and ideas were and to see that the end result was similar to what the initial ideas were.

Fuss & O'Neill:

The team was introduced:

Sarah Lewis, Fuss & O'Neill

Chris Ferrero, Fuss & O'Neill

Craig Seymour, RKG

Sarah Lewis from Fuss & O'Neill began the presentation by explaining that she understands that there has been work on the property and her role will be rechecking the goals and directions that have already been set. She will also look at the infrastructure analysis to make sure that it is still valid from the public standpoint. The Urban Renewal Plan will have a process which is a checklist. There are specific requirements which need to be followed by state statute. The goal is to move to implementation.

Chris Ferrero explained that he will work on the development side. He will interact with consultants along with contractors for public and private development. Chris has made non-productive properties productive. One of the goals is to remove the unknown and quantify this. Fuss & O'Neill will update the vision, look at and verify the market analysis and consolidate the divergent parcels. The team knows development finance. They will come up solutions and have a sequencing plan. The MRA needs to know what the capital expenditures might be and the cost associated with this revenue. All of this information will be put into a sequencing plan.

Craig Seymour from RKG is the number guys. He explained that a good plan has two parts: first, accurate market information for revenue stream and second, good cost numbers. The numbers for a project need to work out to make a project viable.

An effective URP must be based on sound and current market analysis, rational cost estimates, and realistic objectives in order to accurately forecast revenues. Fuss & O'Neill would take the plan and develop it so that the deal makes sense for both parties. Acquiring and assembling land or also parcelizing the land into development pods. There need to have a lot of flexible zoning with a look at form based zoning.

Question #1:

Describe your knowledge about the Urban Renewal Program, developing Urban Renewal Plans and your relationship with the MA Dept. of Housing & Community Development regarding the review of such plans.

Fuss and O'Neil has the experience of being a member of a teams with a variety of consultants. They have a good relationships with DHCD. One of the success projects was the Belchertown State Hospital

Redevelopment Plan.

The goal is to bridge the vision and reality by having a balanced vision market and physical feasibility. This included positioning the properties for success, strategic sequencing, encourage project for private development incentives and public private partnerships.

Question #2:

In our Request for Proposals, we asked for proposer to describe the qualifications and experience of staff expected to work on project. Has the proposed firm/team ever worked together before? Do you believe the proposed team is appropriate for what we need to accomplish with this project.

The team explained that they have worked together for over 20 years. There are 280 employees with Fuss and O’Neill. There are many technical representatives such as site, civil, and surveyors. Eric Moss is the environmental representative and will be part of the team. RKG are up to 11 professionals. Judi Barrett is in charge of the Quincy office.

Question #3:

Throughout the project, you will be meeting with the Medway Redevelopment Authority and an Urban Renewal Plan Steering Committee, Town Staff, etc. How will input and insight be gathered through these meetings? How will you collect criticism? Most importantly, how will you bring folks to consensus?

Chris explained that part of this process is establishing relationships with the steering committee. Steering committees work best when populated with representatives of special interest groups such as open space members, zoning board of appeals members, and conservation commission members. All of these groups have constituents behind them. The steering committee needs to get the stakeholders. The steering committee members are the champions and leaders of moving a project

Sarah explained that the first meeting might be “hands on” getting people to draw on maps, understand the site itself, and we will create the baseline of education about the site. The audience then can have informed conversations among diverse parties about the site. During these meeting, we must listen and hear since everything is symbolic. Fuss and O’Neil then builds the maps which are then tangible. The first meeting might not be consensus of all, but the second forum is feeding what we heard from the public, and figuring out how to tweak the elements and create the excel spread sheets. There are going to be some give and takes about what the plan will have. There should be consensus at the end of the process. The meetings are to refine in the direction that has started. Once the model is built, the public will understand the action. The Windsor Lock Project in CT was referenced.

It was suggested that the location of Oak Grove might want to do something controlled at the street, since it is a gateway location that would include working with the design guidelines and then expand

the flexibility for the expanded industrial park. Depending on what businesses want to come, there could be more flexibility. This type of development will take a couple years. The bridging vision and reality is a balanced vision of market and physical feasibility, while positioning Properties for success, strategic sequencing (catalyst project), private development, and public private partnerships.

Question #4:

Does the project team have experience in a public meeting setting describing what they are doing a layman's terms (compared to experience presenting at technical conferences?)

The first presentation to public should not show the full plan. This scares people. This meeting will include simple dialogue and verbiage between all parties.

Question#5:

When asked to identify similar projects you identified projects for the most part were urban and or already developed. This project for all intent purposes is vacant land. It is a blank canvass. How would you go about filing in this canvass?

One of the project that was urban included Monson State Hospital. This was in a very rural and low income area. The property had 150 acres. This was a very challenging redevelopment. Another example was the Town of Ashland who asked for assistance for a redevelopment strategy for land within the train station area. The most important thing to do now is market this property

The visioning of this project would include: characteristic, area eligibility, project objectives, cost estimates and financing plan, local approvals, site preparation, public improvements, relocation, redeveloper's obligations, property disposition, citizen participation.

Discussion:

The Committee discussed the interviews. It was consensus that BSC was the most prepared. BSC had a power point presentation with handouts. The Cecile group principal dominated the presentation and knew a lot of information about this type of project, but he will not be the project manager. Fuss & O'Neil had a good technical presentation, but it was unclear on how well they will work with the steering committee. The MRA communicated that BSC would relate better with residents and appeared to be a step ahead of the others.

Recommendation:

On a motion made by Paul Yorkis and seconded by Doug Downing, the Medway Redevelopment Authority voted unanimously to recommend BSC group as the Consultant for the Urban Renewal Plan.

Future Meeting Date: Wednesday, November 18, 2015 at 6:00 pm

Adjourn:

On a motion made by Mike Griffin and seconded by Ray Himmel, the Medway Redevelopment Authority adjourned their meeting at 9:30 pm.

Respectfully Submitted,

Amy Sutherland
Recording Secretary
