

Grandview Community Advisory Team (CAT)

Monday, August 26, 2013

7:00 to 8:30 PM

Edina City Hall, Community Room (second floor)

Agenda:

- 1) Potential Use of Tax Incremental Financing (TIF)
- 2) Preparing for Re-development - Studies & Data Needed
 - a. Development regulations
 - b. Infrastructure capacity
 - c. Traffic study
 - d. Community needs assessment
 - e. Community survey
 - f. Others
- 3) General Framework of RFI

Next Meeting: Monday, September 23, 2013

Tax Increment Financing

What is TIF?

Tax increment financing (TIF) uses the increased property taxes that a new real estate development generates to finance costs of the development. In Minnesota, TIF is used for two basic purposes:

- To induce or cause a development or redevelopment that otherwise would not occur—e.g., to convince a developer to build an office building, retail, industrial, or housing development that otherwise would not be constructed. To do so, the increased property taxes are used to pay for costs (e.g., land acquisition or site preparation) that the developer would normally pay.
- To finance public infrastructure (streets, sewer, water, or parking facilities) that are related to the development. In some cases, the developer would be required to pay for this infrastructure through special assessments or other charges. In other cases, all taxpayers would pay through general city taxes.

How does TIF work?

When a new TIF district is created, the county auditor certifies (1) the current net tax capacity (i.e., property tax base) of the TIF district and (2) the local property tax rates. As the net tax capacity of the district increases, the property taxes (i.e., the “tax increment”) paid by this increase in value is dedicated and paid to the development authority. The tax increment is limited to the tax derived from the certified tax rate. Increases in value that generate increment may be caused by construction of the development or by general inflation in property values. The authority uses the increment to pay qualifying costs (e.g., land acquisition, site preparation, and public infrastructure) that it has incurred for the TIF project.

How is TIF used to pay “upfront” development costs?

There is a mismatch between when most TIF costs must be paid—at the beginning of a development—and when increments are received—after the development is built and begins paying higher property taxes. Three basic financing techniques are used to finance these upfront costs:

- **Bonds.** The authority or municipality (city or county) may issue its bonds to pay these upfront costs and use increment to pay the bonds back. Often, extra bonds are issued to pay interest on the bonds (“capitalizing” interest) until increments begin to be received.
- **Interfund loans.** In some cases, the authority or city may advance money from its own funds (e.g., a development fund or sewer and water fund) and use the increments to reimburse the fund.
- **Pay-as-you-go financing.** The developer may pay the costs with its own funds. The increments, then, are used to reimburse the developer for these costs. This type of developer financing is often called “pay-as-you-go” or “pay-go” financing.

What governmental units can use TIF?

Minnesota authorizes development authorities to use TIF. These authorities are primarily housing and redevelopment authorities (HRAs), economic

development authorities (EDAs), port authorities, and cities. In addition, the “municipality” (usually the city) in which the district is located must approve the TIF plan and some key TIF decisions. TIF uses the property taxes imposed by all types of local governments. But the school district and county, the two other major entities imposing property taxes, are generally limited to providing comments to the development authority and city on proposed uses of TIF. The state-imposed tax on commercial-industrial and seasonal-recreational properties is not captured by TIF.

What is the but-for test?

Before an authority may create a TIF district, it and the city must make “but-for” findings that (1) the development would not occur without TIF assistance and (2) that the market value of the TIF development will be higher (after subtracting the value of the TIF assistance) than what would occur on the site, if TIF were not used.

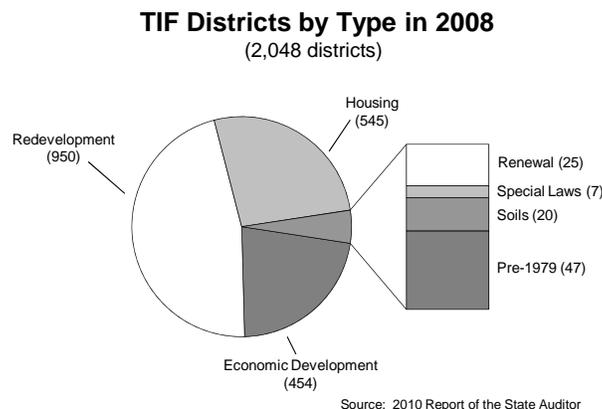
What types of TIF districts may be created?

Minnesota allows several different types of TIF districts. The legal restrictions on how long increments may be collected, the sites that qualify, and the purposes for which increments may be used vary with the type of district.

District type	Use of Increment	Maximum duration
Redevelopment	Redevelop blighted areas	25 years
Renewal and renovation	Redevelop areas with obsolete uses, not meeting blight test	15 years
Economic development	Encourage manufacturing and other footloose industries	8 years
Housing	Assist low- and moderate-income housing	25 years
Soils	Clean up contaminated sites	20 years
Compact development	Redevelop commercial areas with more dense developments	25 years

How many TIF districts exist?

According to the 2010 report of the Office of State Auditor (OSA), there were 2,048 active TIF districts in 2008. The graph shows the relative shares by type of district.



For more information: Contact legislative analyst Joel Michael at 651-296-5057. Also see the House Research web site for more information on TIF at www.house.mn/hrd/issinfo/tifmain.htm.

The Research Department of the Minnesota House of Representatives is a nonpartisan office providing legislative, legal, and information services to the entire House.



TIF 101

August 26, 2013



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What is TIF?

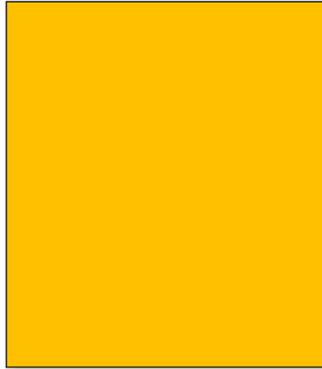
Tax Increment Financing (TIF):

The ability to capture and use most of the increased local property tax revenues from **new development** within a **defined geographic area** for a defined period of time without approval of the other taxing jurisdictions.



Project Area: Where Increment may be Spent

Project Area

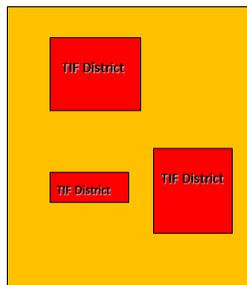


- TIF Districts must be located in a Project Area or Development District
- Multiple TIF Districts can be in a Project Area
- “Pooled increment” can be spent outside District in Project Area

3



TIF District: Where Increment is Collected



- Defines parcels whose increased value will be captured
- Parcels do not have to be contiguous, but usually are
- Must meet criteria in State law for type of District being established

4



Building Blocks of TIF

The original ('base') market value established when District created

Tax revenues continue to go to all local governments



Building Blocks of TIF

TIF District "captures" increased value from new development

Development occurs = New Tax Capacity



$$\text{TIF} = \text{Captured Tax Capacity} \times \text{Local Tax Rate}$$



TIF District Approval

- Can be established by City, County, HRA or EDA
- TIF Plan and Project Area Plan
 - State policy objectives
 - Provide maximum budget authority for TIF revenues and expenditures
- Must have approval of elected officials following public hearing



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Types of Districts

- Redo substandard / obsolete buildings
 - Redevelopment TIF District
 - Renovation and Renewal TIF District
- Affordable housing
 - Housing TIF District
- Job and tax base creation
 - Economic Development TIF District

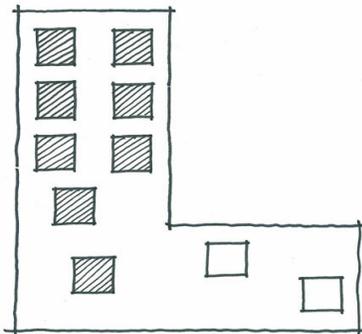


Redevelopment District

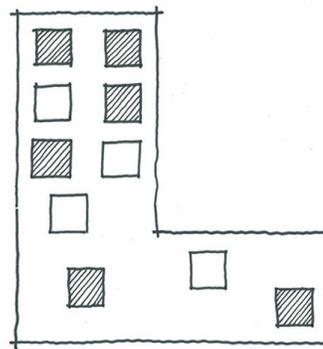
- Parcels consisting of 70% of area must be improved
 - Improved area equals 15% area of parcel
- More than 50% of buildings must be substandard
- 90% of TIF used to correct redevelopment issues
- Reasonable distribution of conditions
- 25 years maximum duration



Reasonable Distribution



80% Substandard buildings
80% Coverage



60% Substandard buildings
80% Coverage



10



Renewal and Renovation

- Parcels consisting of 70% of area is improved
- 20% of buildings are structurally substandard
- 30% of other buildings require substantial renovation or clearance
 - To remove inadequate street layout, incompatible uses or land use relationships, overcrowding of buildings, excessive dwelling unit density, obsolete buildings not suitable for improvement or conversion, etc.
- 15 years maximum duration



Housing District

- Affordable Housing - Income test is main qualification
 - TIF law references federal rules on income limitations
 - More liberal rules on pooling
- 100% tax increment used for affordable housing; 20% of project's value can be used for commercial/ industrial development

25 years maximum duration



Economic Development

- At least 85% of new building space must be:
 - Manufacturing
 - Warehousing, storage, distribution
 - Research and development
 - Telemarketing

8 years maximum duration



“But For” Test

- The development is only possible *but for* the use of tax increment
- Elected body has to make this finding



Gap Analysis

- *How much* assistance is needed?
 - *Pro forma* Analysis
 - Cost comparison of raw land vs. developed land



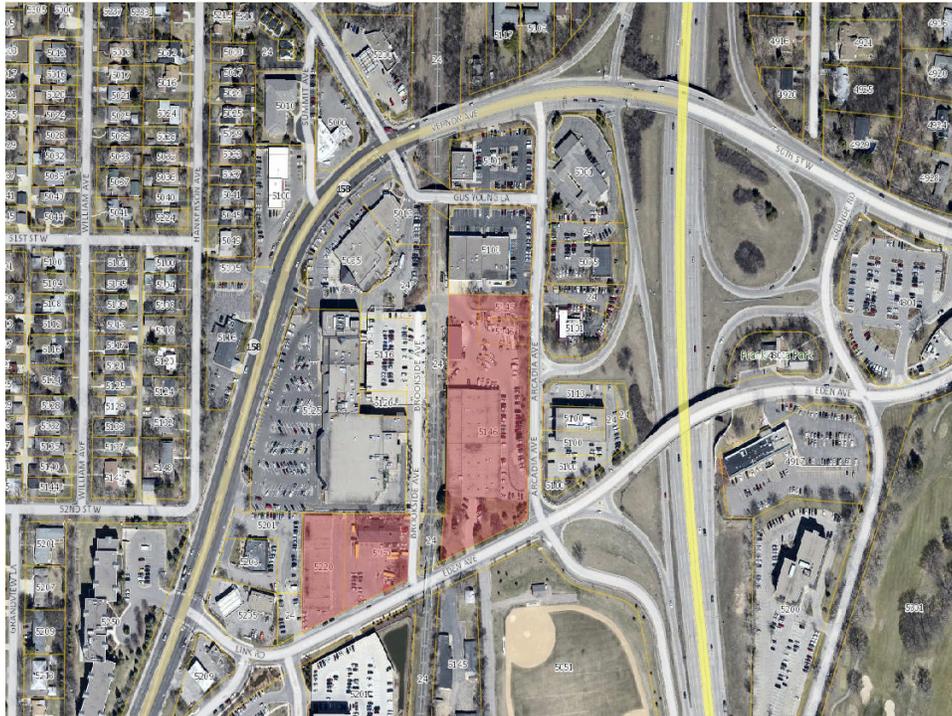
How can increment be spent?

- Must meet policy objectives in TIF Plan
- Must be in TIF Plan Budget



How Can Increment be Spent?

- Must Be Costs Associated with New Development
 - Land Acquisition
 - Demolition and Relocation
 - Site improvements
 - Utilities, Streets, Sidewalks
 - Environmental Clean-up
 - Parking
 - Buildings (only for housing districts)



APRIL 2013

EDINA
RESIDENTIAL SURVEY

76. During the past year, have you contacted by telephone or in person any Edina City staff member on city business?	YES.....40% NO.....60% DON'T KNOW/REFUSED.....0%
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IF "YES," ASK: (n=159)

77. On your last contact with City staff, which department did you reach -- Police, Fire, Utility Billing, Planning, Building Inspections, Public Works, Engineering, Parks and Recreation, Assessing, Communications and Technology Services, Health, the Information Desk, or Administration?	POLICE.....14% FIRE.....1% UTILITY BILLING.....8% PLANNING.....10% BUILDING INSPECTIONS..10% PUBLIC WORKS.....21% ENGINEERING.....1% PARKS AND RECREATION..13% ASSESSING.....1% COMMUNICATIONS/TECH...1% HEALTH.....2% INFORMATION DESK.....12% ADMINISTRATION.....6% DON'T KNOW/REFUSED....1%
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Thinking about that last contact, for each of the following characteristics, please rate the Edina City staff as excellent, good, only fair, or poor....

	EXC	GOO	FAI	POO	DKR
78. Waiting time for service?	30%	62%	8%	1%	0%
79. Ease of reaching a department staff member who could help you?	37%	55%	5%	3%	1%
80. Efficiency of the department staff?	35%	54%	9%	3%	0%
81. Courtesy of the department staff?	46%	49%	4%	1%	0%

Let's talk about park and recreation opportunities in Edina....

82. How would you rate park and recreation facilities in Edina -- excellent, good, only fair, or poor?	EXCELLENT.....47% GOOD.....52% ONLY FAIR.....1% POOR.....0% DON'T KNOW/REFUSED....0%
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83. How would you rate the maintenance and upkeep of park and recreation facilities in the city -- excellent, good, only fair, or poor?

EXCELLENT.....	36%
GOOD.....	62%
ONLY FAIR.....	2%
POOR.....	0%
DON'T KNOW/REFUSED.....	0%

IF "ONLY FAIR" OR "POOR," ASK: (n=10)

84. What facilities would you rate as (only fair/poor)?

BRAEMAR ICE ARENA, 10%; PARKS, 70%; FRED RICHARDS, 10%; ATHLETIC FIELDS, 10%.

I will now read you a short list of park and recreational opportunities within the City. First, for each one, please tell me if you or members of your household have used it during the past year. Then, for those you have used, please rate it as excellent, good, only fair, or poor....

	NOT	EXC	GOO	FAI	POR	DKR
85. Trails?	21%	38%	38%	2%	1%	0%
86. Neighborhood parks?	17%	44%	38%	2%	0%	0%
87. Larger community athletic fields?	52%	20%	27%	1%	0%	1%
88. Edinborough park?	53%	20%	24%	2%	1%	1%
89. Centennial Lakes park?	36%	42%	22%	0%	0%	1%
90. The Aquatic Center?	62%	18%	17%	1%	1%	1%
91. The Senior Center?	67%	21%	12%	0%	0%	1%
92. The ice arena, Braemar Arena?	68%	13%	15%	2%	1%	2%
93. The Edina Art Center?	55%	22%	22%	1%	0%	1%
94. Braemar Golf Course?	58%	24%	16%	0%	0%	2%
95. Fred Richards Executive Golf Course?	76%	10%	12%	1%	0%	1%

IF "ONLY FAIR" OR "POOR" IN ANY QUESTION #85-#95, ASK: (n=44)

96. Could you tell me why you rated _____ as (only fair/poor)?

UNSURE, 5%; NOT MAINTAINED WELL ENOUGH, 41%; AGING, 20%; NEED MORE TRAILS, 23%; JUVENILE CRIME IN PARKS, 5%; SCATTERED, 7%.

Edina's Vision Statement is making Edina the preeminent place for living, learning, raising families and doing business. I would like to read you the list of park and recreation facilities again. This time, I would like you to think ONLY of the building or facility, not the programs offered there, and tell me if the building or facility very strongly represents Edina's Vision

Statement, somewhat strongly represents it, not too strongly represents it or doesn't represent the Vision Statement at all. If you have no opinion, please tell me....

	STR	SMR	NTR	NAA	DKR
97. Braemar Arena?	28%	43%	19%	2%	9%
98. Braemar Clubhouse?	39%	38%	11%	1%	12%
99. Braemar Golf Course?	54%	32%	5%	0%	9%
100. Edina Aquatic Center?	33%	40%	17%	2%	9%
101. Centennial Lakes Park?	50%	34%	10%	3%	4%
102. Edina Art Center	40%	37%	12%	2%	10%
103. Edina Senior Center?	30%	29%	16%	7%	18%
104. Edinborough Park?	25%	38%	19%	7%	12%
105. Fred Richards Executive Golf Course?	24%	32%	21%	6%	17%
106. Arneson Acres Park?	18%	39%	23%	5%	16%
107. In general, do you feel that existing recreational facilities offered by the City meet the needs of you and members of your household?	YES.....				97%
	NO				2%
	DON'T KNOW/REFUSED.....				1%

IF "NO," ASK: (n=8)

108. What additional recreational facilities would you like to see the City offer its residents?

UNSURE, 13%; SPORTS DOME, 50%; MORE ATHLETIC FIELDS, 13%; MORE PICNIC AREAS, 25%.

The City has been considering several outdoor park improvements. I would like to read you a list of such improvements. For each one, please tell me if you would strongly support it, somewhat support, somewhat oppose, or strongly oppose it. If you have no opinion, just say so.... (ROTATE)

	STS	SMS	SMS	STO	DKR
109. Volleyball courts?	22%	32%	31%	12%	3%
110. Badminton courts?	16%	28%	33%	20%	3%
111. Pickleball courts?	12%	24%	33%	23%	8%
112. Basketball courts?	26%	29%	27%	17%	2%
113. Horseshoe pits?	24%	36%	25%	14%	2%
114. Chess boards?	21%	33%	24%	19%	3%
115. Community gardens?	43%	32%	14%	11%	1%
116. Disk golf?	14%	27%	33%	21%	6%
117. Barbeque and picnic areas?	33%	41%	16%	9%	1%

	STS	SMS	SMO	STO	DKR
118. Picnic shelters?	38%	41%	14%	7%	0%
119. Dog parks?	20%	33%	25%	19%	3%
120. Splash pads?	20%	33%	25%	17%	6%
121. Wi-fi internet access?	15%	26%	24%	30%	5%

122. Do you or members of your household currently leave the city for park and recreation facilities or activities not offered in Edina? (IF "YES," ASK:) What would that be?

NO, 84%; SWIMMING, 2%; LAKES/BOATING, 8%; TRAILS, 2%; SCATTERED, 4%.

The City has also been considering several new or improved park facilities. I would like to read you a list of such improvements. For each one, please tell me if you would strongly support it, somewhat support, somewhat oppose, or strongly oppose it. If you have no opinion, just say so.... (ROTATE)

	STS	SMS	SMO	STO	DKR
123. Construction of new Art Center?	15%	30%	31%	21%	3%
124. Construction of a new Sports Dome?	23%	26%	25%	22%	5%
125. Improvements at the Braemer Golf Course, including the clubhouse and driving range?	9%	23%	31%	31%	6%
126. Construction of new community Performing arts Center?	9%	30%	33%	23%	5%
127. Construction of a new Community Center?	14%	29%	34%	21%	3%
128. Renovation of athletic fields?	10%	25%	32%	30%	3%

IF "STRONGLY SUPPORT" OR "SUPPORT," ASK: (n=315)

These facility improvements could require the use of property taxes....

129. How much would you be willing to see your property taxes increase to fund these improvements? Would you be willing to see your monthly property taxes increase by \$____? (CHOOSE RANDOM STARTING POINT; MOVE UP OR DOWN DEPENDING ON RESPONSE)	NOTHING.....	13%
	\$2.00.....	15%
	\$4.00.....	24%
	\$6.00.....	20%
	\$8.00.....	12%
	\$10.00.....	6%
	\$12.00.....	9%
	DON'T KNOW.....	1%
How about \$____ per month?	REFUSED.....	0%

Turning to recreation programming....

130. Have you or members of your household participated in any City-sponsored park and recreation programs, apart from the private athletic associations in the city?

YES.....	35%
NO.....	65%
DON'T KNOW/REFUSED.....	0%

IF "YES," ASK: (n=139)

131. How would you rate your experience -- excellent, good, only fair, or poor?

EXCELLENT.....	37%
GOOD.....	62%
ONLY FAIR.....	1%
POOR.....	0%
DON'T KNOW/REFUSED.....	0%

IF "ONLY FAIR" OR "POOR," ASK: (n=1)

132. Could you tell me why you rated it as (only fair/poor)?

POOR OFFICIATING, 100%.

133. Does the current mix of City park and recreation programming meet the needs of your household?

YES.....	99%
NO.....	1%
DON'T KNOW/REFUSED.....	0%

IF "NO," ASK: (n=2)

134. What program(s) do you feel are lacking?

INDOOR SPORTS LEAGUES, 100%.

135. How much of an role should the City place on health and wellness when making policy decisions - should it have a very significant role, somewhat significant, not too significant, not at all significant, or no role at all?

VERY SIGNIFICANT.....	20%
SOMEWHAT SIGNIFICANT..	49%
NOT TOO SIGNIFICANT...	20%
NOT AT ALL SIGNIFICANT..	9%
DON'T KNOW/REFUSED.....	2%

Turning to the issue of public safety in the community....

I would like to read you a list of public issues.

Case Study

Centennial Lakes

Edina, Minnesota

Centennial Lakes, in Edina, Minnesota, a first-ring suburb about ten miles (16 kilometers) southwest of Minneapolis, is unusual among infill projects for two reasons. First, at about 100 acres (40 hectares), it is large for an inner-ring infill site; properties of sufficient size for such redevelopment are hard to come by. Second, the project's pedestrian focus is unusual within such strongly automobile-oriented surroundings.

Centennial Lakes includes a mix of office, residential, entertainment, and retail uses, all interconnected by a large, pedestrian-oriented public park that offers walking trails, a lake, and a range of recreational uses. The project's economic success derives, in large part, from the park: without it, most of the uses would share little more than a common boundary. But by designing the park as the focal point of the site plan, the planners created an amenity that adds aesthetic and monetary value to the project.



Centennial Lakes has become a popular place for walking, biking, and other activities for residents of the entire region.

United Properties

Centennial Lakes includes five Class A office buildings totaling 940,000 square feet (87,330 square meters); a 106,000-square-foot (9,850-square-meter) medical office building; 250 residential condominium units; 96 luxury townhouses; an eight-screen, 39,000-square-foot (3,620-square-meter) movie theater; a 220,000-square-foot (20,440-square-meter) retail center; and a 25-acre (ten-hectare) city park.

Site

The Centennial Lakes property is surrounded by a variety of automobile-dominated retail, residential, and office uses. France Avenue, a six-lane, north-south arterial corridor, forms

the western border of Centennial Lakes. Southdale, the first enclosed mall in the United States, lies one mile (1.6 kilometers) to the north, along France Avenue, and an interchange with Interstate 494 is one half-mile (0.8 kilometers) to the south. Much of the land between Centennial Lakes and Southdale is occupied by retail uses. To the south and east of Centennial Lakes, residential and office uses predominate. One nearby development, Edinborough, is another notable mixed-use project that opened in the late 1980s. In fact, it was the public/private cooperation during Edinborough's development process that set the bar for Centennial Lakes.



Centennial Lakes is unusual for its pedestrian focus in such automobile-oriented surroundings. The project includes a mix of office, residential, entertainment, and retail uses, all interconnected by a public park. *United Properties*

Centennial Lakes is divided into three parts: north, central, and south. The 25-acre (ten-hectare) park, which features a ten-acre (four-hectare) lake, meanders through all three parts. A 1.5-mile (2.4-kilometer) walking trail rambles along the lake's edge. The park also includes a mini-golf course, an amphitheater, a lawn-bowling green, and extensive landscaping. Centennial Lakes Park is owned and operated by the city of Edina.

Pedestrian access to the site from the west is limited by France Avenue, a busy roadway. Access from the east is slightly better, but the vast majority of the pedestrians at Centennial Lakes arrive by vehicle or live there.

The site plan for Centennial Lakes was based on thoughtful consideration of the surroundings. Office, entertainment, and retail uses are sited on the west, along France Avenue, and residential uses are to the east, adjacent to the surrounding residential uses.

Development Process

A substantial portion of the 100-acre (40-hectare) site was formerly used as a gravel pit. In 1986, when the owners of the Hedberg Gravel Pit put up the property for sale, the offer generated interest from developers around the country. The city of Edina, however, had a number of requirements for the last large piece of developable commercial land within its borders: the city wanted a public park and moderate-income housing to be part of the mix of uses for the site; it also needed a stormwater retention system large enough to handle 34 acre-feet (41,940 cubic meters) of water from a 100-year rainfall.

United Properties, which came forward with a master plan for a mixed-use development that would balance the city's desires with the realities of the market, was chosen as the master developer for the site. United Properties is a Twin Cities-based brokerage, property management, and development firm that employs approximately 400 people and owns approximately 5 million square feet

(464,500 square meters) of commercial real estate, with another 25 million square feet (2.3 million square meters) under management contracts.

Because United Properties specializes in office and industrial properties, several other developers with additional expertise were involved in the Centennial Lakes project. BRW, Inc. (now URS Corporation) served as master planner; Larry Laukka, now of Laukka-Jarvis, Inc., developed the residential portion; Gabbert & Beck developed the retail center; and Eagle Enterprises developed the medical office building.

The city of Edina approved the plan for Centennial Lakes in 1988. A planned unit development zoning code—essentially written after the plan was finished—accommodates the variety of uses planned for the site.

Much of the project was financed by the sale of general-obligation bonds supported by two 25-year tax increment financing (TIF) districts, the first established in 1977 and the second in 1987. The bonds will be repaid by 2014,

when the second district is set to expire. The TIF plan financed the acquisition of the park and the construction of all the improvements within, including the Centrum Building, a social hall on the site. It also paid for the street and utility improvements for the entire project, and for land acquisition and site improvement for the condominium project.

Planning and Design

Centennial Lakes Park serves both functional and aesthetic purposes. The key element of the project, it gives the entire community a public gathering space: an attractive



Centennial Lakes Park serves both functional and aesthetic purposes. In addition to providing attractive views and recreation for residents and workers, the lake is a stormwater retention facility for the entire southeastern quarter of the city. *United Properties*



Condominium residents enjoy lake views and recreational amenities, including a putting green. Sam Newberg

body of water with recreational uses around its perimeter. It also links the different land uses together in a way that sets the project apart from other development in the area. The lake, which receives stormwater from the entire southeastern quarter of the city of Edina, is a creative response to the area's stormwater retention needs. By controlling drainage at the southwest corner of the lake, the city can maintain a relatively consistent water level even during dry spells, and thereby improve the lake's appearance and value as an amenity.

The developers could have created a more typical stormwater retention pond, with a smaller surface area, but the difference in water levels would have been much greater in the event of heavy precipitation. (This difference between high and low water levels is called bounce. In the case of Centennial Lakes, the large surface area of the lake results in a lower bounce: a 100-year rainfall, for example, would result in only a three-foot [0.9-meter] rise in the water level.)

With its variety of recreational uses, Centennial Lakes Park is very popular, even during the cold Minnesota winters, among area residents and the employees of the businesses that occupy the development. The outdoor public spaces are heavily used by the lunchtime office crowd, as well as by workers from other nearby office buildings.

Because of the trail network, it is possible to navigate the entire site on foot without crossing a street. The trails pass under the two east-west roads that bisect the development. Each use at Centennial Lakes is well integrated with the park, providing access and views for visitors, residents, and workers.

Most of the recreational uses are located in the central portion of the site, near the Centrum Building, a 7,000-square-foot (650-square-meter) social hall that can be rented for banquets, receptions, and other events, and that also serves as a warming house for ice skaters. Outdoor facilities surrounding the building include a mini-golf course with grass greens (as opposed to the more common artificial turf), an amphitheater for musical

and theatrical performances, and a lawn-bowling green. Paths run for 1.5 miles (2.4 kilometers) around the lake, providing an attractive and convenient place for walking, jogging, and biking. In the summer, remote-control sailboating is a popular activity; paddleboats are also available for rent. In the winter, a Zamboni grooms most of the lake for ice skaters.

Most of the design challenges BRW faced at Centennial Lakes related to the park, and how to best take advantage of access and views. Although a view of the park is considered a plus for residential and office buildings, the physical layout of Centennial Lakes Plaza, the shopping center, posed a challenge. The center backs up to the park, which created two problems: first, truck access is usually at the backs of stores, but it would not have been desirable for park patrons to be exposed to a steady stream of truck traffic or a view of the loading docks. BRW solved this problem by siting the truck access at the side of the building's lower level and creating a shared truck dock and common corridor within each retail building. Second, the blank wall of the retail center faced the park. This problem was largely mitigated by landscaping: a mix of evergreen and deciduous trees conceals the tall back wall of the retail center. (Some of the restaurants at Centennial Lakes Plaza do overlook the park, taking advantage of the views.)

Construction and Financing

A complex, multiphase development, Centennial Lakes took 13 years to build, beginning in 1988 and ending in 2000. Most development began in 1988 or shortly thereafter and was completed by 1992. The Coventry townhouses and Centennial Lakes Office Park were begun in the mid-1990s and finished by 2000.

Financing was the most complex aspect of the Centennial Lakes project. When the development first began, in the late 1980s, market conditions, including a weak office market, made it impossible to build all the components at once. In addition, United Properties did not have sufficient resources to acquire the entire site unless it could generate income from every use.

Thus, in a complex arrangement, United Properties obtained a contract for deed from the owners of the Hedberg Gravel Pit, then assigned the contract to the city of Edina. This approach enabled United Properties to purchase and develop each portion of the site as the market allowed. As an incentive from the city, the owners were allowed to hold the property tax free while awaiting payment from United Properties for each portion of the site. In effect, the city acted as intermediary, allowing the buyer to develop portions of the site according to market demand, and promising the owners that they would incur no penalty by waiting for payment for the property. In 1988, United Properties acquired a substantial portion of the site for \$12 million, enabling the firm to begin development and allowing the city of Edina to begin work on the park.

The city contribution to the development totaled approximately \$40 million, including \$11 million for park improvements and amenities. Another portion of the city funds for the project went to support the construction of moderately

priced housing. Through a program run by the city, income-qualified buyers of units at the Village Homes at Centennial Lakes were offered a second-mortgage arrangement that essentially provided an upfront discount of up to \$20,000 on each unit. The second mortgages were held by the city at a 5 percent interest rate (market interest rates at the time were over 10 percent), and payoff was required when the resident sold. Approximately 100 of the 250 original buyers of the Village Homes units took advantage of the second-mortgage program.

Since the opening of the Village Homes at Centennial Lakes, prices have increased dramatically, and sellers have been able to pay off their second mortgages with ease. The second-mortgage program has been tremendously successful, and the city of Edina continues to distribute the pool of money in the program to other housing projects.

Marketing

The long-term economic success of Centennial Lakes has surpassed the developers' expectations. Success can be attributed to a number of factors:

- The project's location within the Twin Cities metropolitan area;
- The project's proximity to downtown Minneapolis, which is ten miles (16 kilometers) to the northeast, and to the Minneapolis-St. Paul Airport, which is five miles (eight kilometers) to the east;
- The project's proximity to a large employment base in the southwestern Twin Cities area;
- The built-in park and other public amenities, which draw visitors from a large area.



The lake, path, and other recreational facilities are very attractive amenities for office workers. Sam Newberg

Sales and leasing in all portions of Centennial Lakes reflect its success. Leased properties have attained higher rents and occupancy rates than have competitive properties in the area, and prices for the residential units have increased dramatically since opening.

Both residential projects at Centennial Lakes have drawn buyers from all over the Twin Cities, not only because of the project's recreational amenities and pedestrian orientation, but also because residents can walk to shopping, entertainment, and employment. Coventry townhouses, which had initial sales prices between \$195,000 and \$310,000, are now selling for nearly \$600,000. Homes overlooking the lake command even higher prices.

A large percentage of buyers are from the southwestern region of the metropolitan area. Many buyers of the luxury townhouses at Coventry have lived outside Minnesota and returned; some own one or more other properties, and simply wanted a maintenance-free unit in a premier location for the months they spend in the Twin Cities.

At the Village Homes at Centennial Lakes, buyers are singles or couples ranging in age from the late 20s to the late 60s; at Coventry, the age range is from the late 20s to the 70s. The age range at the Village Homes was as expected, but the developers were expecting mostly empty nesters at Coventry, and were surprised by the number of young buyers. Over the years, a few households have included preschool children, but none of school age.

Since their construction, between 1995 and 2000, the five office buildings at Centennial Lakes Office Park have performed better, in terms of both rents and occupancy rates, than competitive properties. Even during the economic downturn that began in late 2000, vacancy rates at Centennial Lakes were half the average rate for the rest of the southwestern metropolitan area. For example, in late 2003, vacancy rates at Centennial Lakes were around 8 percent, whereas rates in the overall southwestern metropolitan area were between 16 and 18 percent. Rents at the Centennial Lakes office park are approximately \$1 to

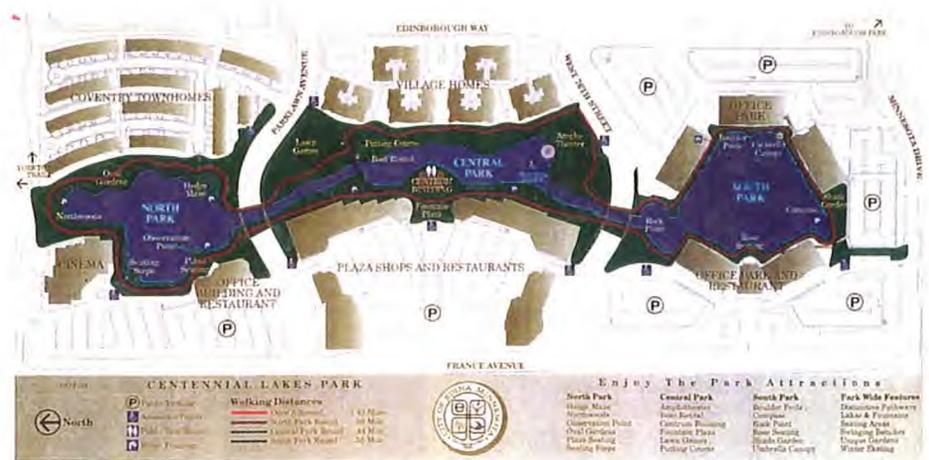
\$3 per square foot (\$11 to \$32 per square meter) higher than rents for competitors' space. Tenant retention has also been greater than at other office properties, and firms with offices at Centennial Lakes have an advantage in employee recruiting that is attributable, in part, to the project's amenities.

Despite significant competition in southeastern Edina, including Southdale and the Galleria (another nearby enclosed shopping center), Centennial Lakes Plaza has generally remained fully occupied since its construction. In addition, the retail center shows average sales of about \$300 per square foot (\$3,229 per square meter); the nationwide average for recently built community shopping centers is about \$200 per square foot (\$2,153 per square meter).

Management

Centennial Lakes Park, the crown jewel of Edina's park system, is managed and maintained by the city through a variety of funding sources. Under an innovative agreement with the developer, the city is responsible for park maintenance and operations, but about half the park's operating budget comes from association fees paid by the office and retail tenants, residents, and theater. Office tenants, for example, pay \$0.20 per square foot (\$2.15 per square meter) per year toward park maintenance; residents' fees are \$15 per month, and are paid directly to the city of Edina. Other income sources include the Centrum Building's snack bar concessions, putting-green fees, equipment-rental fees, and fees from the rental of the Centrum Building. The remaining 20 percent of the \$1.5 million annual budget is provided by the city of Edina, partly through a trust fund.

Throughout Centennial Lakes, parking is shared: visitors using the recreational facilities can park in the office, retail, or theater parking lots. This arrangement works relatively well because peak parking demand varies for the different uses. At the medical office and theater, for example, which share a surface parking lot and structured parking, peak hours of use do not overlap.



Site plan.

Experience Gained

Centennial Lakes is a vibrant, self-contained, pedestrian-oriented development. Thanks largely to the project's well-planned park, which interconnects all the uses on the site, the development is more economically successful—in terms of sales prices, rents, and occupancy rates—than competitive projects, and very likely more successful than a typical, separate-use suburban design would have been.

Centennial Lakes serves as a reminder that large, complex projects often require public and private cooperation. Few developers can purchase large sites outright for mixed-use development and hold them until the market is right for each use. The city of Edina was proactive about what it wanted to see on the site. City officials' willingness to work with the development team was critical to the project's chances of success, and the city's flexibility has paid off.

Centennial Lakes

Edina, Minnesota

Land Use Information

Use	Acres/ Hectares	Percentage of Site
Buildings	70/28.3	70
Landscaping and open space	30/12.1	30
Total	100/40.4	100

Gross Building Area

Use	Square Feet/Square Meters
Office	940,000/87,330
Retail	225,000/20,900
Residential	346,000/32,140
Theater	39,000/3,620
Medical office	106,000/9,850
Total	1,656,000/153,840

Gross Leasable Area

Use	Square Feet/Square Meters
Office	845,000/78,500
Retail	197,000/18,300

Retail Information

Percentage of gross leasable area occupied	100 percent
Average annual rents (per square foot/square meter)	\$15/\$161
Typical length of lease	5–10 years
Average annual sales (per square foot/square meter)	\$300/\$3,229

Gross Leasable Area (Square Feet/Square Meters)

Tenant Classification	Number of Stores	Gross Leasable Area (Square Feet/Square Meters)
General merchandise	4	60,000/5,570
Restaurants, food service	7	35,000/3,250
Clothing, accessories	3	50,000/4,650
Home furnishings, electronics	3	65,000/6,040
Gifts, specialty	2	7,500/700
Financial services	1	2,500/230
Total	20	220,000/20,440

Development Costs

	In Thousands
Site Acquisition Cost	\$24,000
Construction Cost	
Office	\$85,700
Retail	\$8,893
Residential	\$56,862
Subtotal, construction costs	\$151,455
Total	\$175,455

Residential Information

Unit Type	Unit Size (Square Feet/Square Meters)	Number of Units Sold	Current Prices
Condominiums	720–1,500/67–139	250	\$99,000–\$272,000
Townhouses	1,920–2,875/178–267	96	\$245,000–\$595,000
Total		346	

Development Schedule

Planning started	1986
Site purchased	1988
Construction of Centennial Lakes Plaza, Centennial Lakes Medical Center, Centennial Lakes Theater, and the Village Homes at Centennial Lakes	1988–1992
Construction of Centennial Lakes Park, in phases, as adjacent uses were developed	1988–1996
Construction of Coventry at Centennial Lakes	1994–1999
Construction of Centennial Lakes Office Park	1995–2000
Sales and leasing started	
Retail, medical offices, condominiums	1989
Townhouses	1993
Office park	1994
Project completed	2000

Development Team

Owner/Developer

United Properties
Minneapolis, Minnesota
www.uproperties.com

Master Planner

URS
Minneapolis, Minnesota
www.urscorp.com

Retail Developer

Gabbert & Beck
Edina, Minnesota

Residential Developer

Laukka-Jarvis Development Company
Minneapolis, Minnesota

Some of the project's success can be traced to two elements that work in combination: a strong sense of place, and a pedestrian-oriented plan that links destinations. Area residents can meet for a cup of coffee and a stroll; couples can catch a movie and a round of miniature golf; and office workers can walk to lunch—all without crossing a street. The project has become well-known as one of the best places for walking in the metro area. The density of the development creates synergy and activity: office employees, restaurant patrons, and residents all use the park, the paths, and the recreational facilities.

While the site itself is well planned for pedestrian use, it would be even more strongly pedestrian oriented if surrounding land uses and streets were better designed to enable more people to arrive on foot. Pedestrian-oriented planning and development does not stop at the property line; it must be woven throughout a community. Connectivity between developments is essential, but only with cooperation among developers and between the public and private sectors will such connectivity become commonplace.

Centennial Lakes is unique within the Twin Cities and beyond. Whether shopping, working, living, or engaging in recreation, people experience Centennial Lakes as an authentic environment in which they enjoy spending time. The project is so popular and successful that numerous other communities and developers are seeking to emulate its pedestrian-oriented plan in new developments elsewhere.

Request for Interest

Regarding Development of Property at
116 Vine Street
Lexington, MA 02420

March/April 2011

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Disclaimer

An expression of interest for participating in a development program is not binding or promissory. Responses will be used for planning purposes in implementing the authority granted to the Leary Property Community Housing Task Force by the Board of Selectmen. In addition, the Task Force may issue further Requests for Interest (RFI) under this authority. Failure to respond to this RFI does not preclude the ability to respond to any future RFIs.

This RFI is issued solely for information and planning purposes; it does not constitute a Request for Proposal (RFP) or any promise to issue an RFP. This RFI does not commit the Task Force or the Town to contract for any supply or service. All costs associated with responding to this RFI will be solely at the interested party's expense.

Purpose

The Leary Property Community Housing Task Force (the Task Force), charged to recommend to the Board of Selectmen a preferred development program for the site, is seeking interest from any entity or entities interested in identifying a development program, and/or desiring to participate with the Task Force and Town (and possibly others) by financing, constructing, managing, or owning any planned facilities or entering into long-term management agreements on the preferred development.

A Brief Summary of the Property and Process to Date

The lot in question was part of a larger parcel acquired by the Town in 2009, via the Community Preservation Act. This acquisition carved out a buildable lot, around an existing structure, for the development of community housing, as defined by the CPA legislation.

The first step in the process post-acquisition was to ascertain the status of the existing structure and the costs of rehabilitating it for use as community housing. The results of this study are described in more detail below.

The next step in the process began in late 2010 when the Selectmen created the Leary Property Community Housing Task Force to study and recommend a preferred development program for the site. The Task Force is in the process of conducting a survey to define an existing conditions plan, ascertain the wetlands delineation, and other key site characteristics germane to the eventual development of the site.

116 Vine Street Parcel Description

- Parcel 45B, Assessor's Map 47
- Consists of approximately 30,000 square feet (SF)
- Approximately 170 linear feet (LF) of frontage
- Zoned RO District (30,000 SF, single-family district)
- Existing structure footprint of approximately 900 SF
- Gross floor area of approximately 2,200 SF

The site is generally open, with a wooded perimeter. In addition, there are wetlands, not yet delineated, that appear likely to influence the site planning.

116 Vine Street Structure Description

Based on a structural analysis, public discussion, and subsequent action of the Selectmen, the removal of the dwelling will be part of any development program recommended by the Task Force.

There are several issues related to the structure that respondents may wish to consider:

- The structure is subject to a local demolition delay bylaw
- Likely presence of lead-based paint throughout the building
- Presence of asbestos materials is unknown
- Exact condition and location of an underground cesspool/septic system unknown.

Project Requirements

Thus far, the Task Force has agreed that the development shall contain no more than six to eight units of housing. All units within the development must be affordable to households earning at or less than 80% of the area's median income so that they may be eligible for inclusion on the Commonwealth's Subsidized Housing Inventory.

These units should be developed in an architectural style that reflects the existing structure, age, and historical use of the area – loosely described as “farmhouse style.” Task Force members expect extreme care in the location of the required parking, i.e., adverse impacts on abutters should be minimized to the maximum extent possible. Other design constraints known at this time include a desire of area residents to preserve the view adjacent to the property and to mitigate existing stormwater runoff to the south.

The Task Force is interested in any and all creative redevelopment proposals, with a particular view to how the proposals may impact the Town, the Vine Street neighborhood, and the immediate neighbors of the parcel in particular.

RFI Submittal Requirements

Entities submitting a proposed project in response to this RFI should submit a statement of interest (SOI) containing the following information, as appropriate:

- Entity: Name and general description of the entity submitting the SOI.
- Entity Contact Information: Name, mailing address, telephone number, facsimile number, and e-mail address of the entity's primary contact.
- Project Description: Proposed project description, including preliminary cost estimates, schedules, public involvement, etc.; and any other information that would be useful in evaluating the proposal. The entity should also summarize any factors that would positively or negatively affect the entity's, or other participants' efforts to develop the proposed project.
- Participant Roles: The proposed roles that the entity, the Town and any other project participants might play in the development, ownership and operation of the proposed project.
- Public Interest: A brief description of how the project is in the public interest, including, but not limited to, advancing the purposes of the Community Preservation Act.
- Prior Experience: A brief description of the entity's prior experience related to constructing, financing, facilitating, or studying construction of affordable housing.
- Financial capability: Verifiable information demonstrating that the entity is in sound financial condition and has the ability to secure the necessary financing to meet the project's requirements now and in the future.
- Participation of Other Entities: A brief description of any steps the entity has taken to seek interest from other entities in participating in developing the proposed project.
- Other Information: A brief description of any other information that would be useful in evaluating the SOI.

The Request for Information Process

Interested Party Meeting & Parcel Inspection

Tuesday, April 1, 2011, Town Office Building

4:00 PM

— Question and Answer Session

5:00 PM

— Tour of Parcel Available

RFI Response Forms Due Date

Direct All RFI questions and clarifications to:

Maryann McCall-Taylor, Planning Director

Email: mmcall@lexingtonma.gov (preferred)

Phone: 781-862-0500 x 242

A downloadable pdf version of this RFI is available at:

www.lexingtonma.gov/planning/116vine.cfm

Responses must be postmarked by or delivered no later than **5:00 PM, Tuesday, May 2, 2011** to:

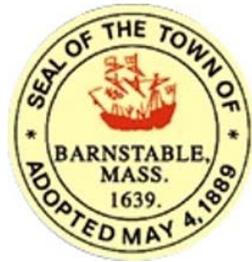
The Leary Property Community Housing Task Force

c/o Ms. Maryann McCall-Taylor

1625 Massachusetts Avenue

Lexington, MA 02420

or to: planning@lexingtonma.gov (preferred)



TOWN OF BARNSTABLE Request for Interest

Use of Property

Hyannis National Guard Armory
South Street
Hyannis, MA 02601

August 2012

Disclaimer:

An expression of interest for participating in this Request for Interest (RFI) is not binding or promissory. Responses will be used for informational and planning purposes to assist the Growth Management Department and Town in development and programming for the reuse of the Hyannis Armory building and site. This is not a formal solicitation and is not a prerequisite for participation in any future procurement process.

This RFI does not constitute a Request for Proposal (RFP) and does not commit the Department or Town to contract for any supply or service. Failure to respond to this RFI does not preclude the ability to respond to any future RFI or RFP, if any.

All costs associated with responding to this RFI will be solely at the interested party's expense.

Hyannis National Guard Armory Building, South Street, Hyannis



The Hyannis National Guard Armory building contains approximately 18,700 square feet of useable floor area with about 14,800 on the first floor and about 3,900 square feet in the basement area; is sited on approximately 1.27 acres of mixed upland and wetland with approximately 340 feet of frontage on South Street; has an existing parking lot for approximately 50 vehicles. The paved area also allows access to the overhead doors on the east side of the building. The structure was built in 1958.

BACKGROUND

The Armory, built in 1958 for the Massachusetts National Guard, was used as a training center for the 90th Engineers Company. The floor area of the structure has approximately 18,700 square feet with 14,800 on the first floor and 3,900 feet on the basement level. The Armory was deeded to the Town after being declared surplus by the Commonwealth in 2006. The deed was granted subject to a perpetual restriction that the building remain in use for municipal purposes.



The Armory has significant historical value. Using a stage at the Armory as his podium, at 1:45 pm on November 9, 1960, Senator John F. Kennedy read telegrams sent by President Eisenhower and Vice President Nixon conceding defeat in the presidential election of 1960. This historic event was witnessed by the President-elect's wife, mother, father, two brothers, three sisters and 350 reporters from all over the world. This building along with other sites in and around Hyannis harbors the Kennedy legacy, a cornerstone

asset of local and national historic culture.

The Armory site provides an important link from Main Street via either the Walkway to the Sea or the Pearl Street Arts District to Hyannis Harbor. Since its acquisition the Armory building has been viewed by the Town as an important component of arts and culture implementation which in turn is an important



component of the Downtown Hyannis economic

development strategy. Several years ago the Town and a not for profit entity conducted an in depth exploration of the potential for a full scale performing arts center on this site.

The results of these efforts produced a good plan that was not able to be accomplished in the suddenly depressed economic climate. The Town then redirected its efforts.

Adaptive reuse of the existing structure for arts and cultural purposes including preservation of the Kennedy legacy is a more modest approach that meshes well with existing infrastructure and economic strategies.



To fully explore adaptive reuse, the Town through the Growth Management Department, commissioned an assessment report and feasibility study for the Armory site and building. The report, conducted by designLAB Architects, a Boston architectural firm, is available at <http://tinyurl.com/ccf2aty>. In addition respondents may be interested to know that the OpenCape broadband infrastructure is soon to be installed along South Street. This report provides the starting point as the Town explores a dynamic multi-functional year round use of this building to enhance Downtown Hyannis economic climate through the arts and culture sector.

PROCESS

The Town has chosen the Request for Interest (RFI) to garner information from prospective users who have experience with year round programs centered on arts and culture. The Town seeks to fully understand the potential for use of this space from those who are experts in this economic sector. After a thorough review and analysis of the RFI response the Town will determine next steps for this project.

WHO MAY RESPOND

Responses from cultural organizations, arts groups, environmental organizations, cultural museums, musical groups, theater groups, fine arts groups and/or partnerships are welcome. Those responding to the RFI may want to review the report online at <http://tinyurl.com/ccf2aty> to understand the possibilities for phasing programming, for sharing Armory spaces and for partnering to program one or more of the Armory spaces. Responders may submit a letter of interest as a single organization, in collaboration with one or more organizations or as a single purpose not for profit entity. All ideas are welcome and will be considered.

LETTER OF INTEREST

Letters of interest, in addition to the information requested below, should also include a description of proposed user group including existing or proposed partnerships and a brief resume for principals of the organization.

INFORMATION REQUESTED

Proposals for use of the entire structure should include a clear description of the multi-functional aspect of the proposed use. All letters of interest describing proposed or possible projects, programs and initiatives should include the following information:

- ◆ Contact information: Telephone, cell phone, e-mail and mailing address.
- ◆ Comprehensive description of proposal for use of the Armory building including duration of program(s).
- ◆ Portion or portions of the building to be used based on the phasing described in the designLAB report.
- ◆ Demonstration that the JFK legacy associated with this building is properly and prominently featured including the capacity for year round visitors to a commemorative installation.
- ◆ Funding strategy for estimated yearly operating costs including program revenue estimates and any other sources.
- ◆ Indication of the length of lease that would support proposed use.
- ◆ Proposed not for profit operations management structure including proposed partners, collaborators or single purpose entity.
- ◆ Demonstration that the proposal supports the Arts and Culture Implementation Strategy (Attachment 1)
- ◆ Forecast of anticipated primary and ancillary economic benefits to Downtown Hyannis and the creative economic sector including but not limited to a three to five year forecast of audience, user or visitor numbers and job creation, enhancement or retention potential.
- ◆ Description of proposed use benefits to the Town of Barnstable.
- ◆ Any related information, plans, concepts, sketches or information the responder wishes to submit.

RESPONSE PROCESS

The Town will accept responses until 3 PM on Friday, October 5, 2012. Responses should be submitted to:

Town of Barnstable, Growth Management, Attn: J. M. Buntich, 367 Main St., Hyannis, MA 02601

All RFI Questions/Clarifications including questions about responding entities or the RFI process should be directed to: joanne.buntich@town.barnstable.ma.us

A PDF version of this RFI is available at: www.town.barnstable.ma.us, Bid & RFP System

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ATTACHMENT 1

Town of Barnstable Growth Management Department Arts and Culture Implementation Strategy

Arts and Culture in Downtown Hyannis

Downtown Hyannis, which includes the state designated HyArts Cultural District, is a concentration of cultural attractions including museums, performing arts space, live/work artist space, studios, and galleries, mixed among unique locally-owned shops and restaurants along historic Hyannis Main Street and around Hyannis Harbor.

Downtown Hyannis is a walkable, cohesive setting that clearly embraces its maritime heritage and showcases its vibrant creative industry producing a strong, authentic “sense of place.” The walkable area is visually unified through streetscape infrastructure including wide sidewalks, street trees, and period replica streetlights, and is supported by amenities such as upgraded public restrooms, free on and off street parking, information kiosks, numerous transportation options such as seasonal trolley, ferry, bus, and the regional airport nearby, and colorful wayfinding signage. The walking trails, Walkway to the Sea and the Kennedy Legacy Trail offer visitors/residents multiple points of entry to explore the history, culture, and natural beauty of Hyannis.

Main Street is the proud home of a variety of locally-owned businesses, supported by “shop local” marketing efforts promoted throughout the Cape and Massachusetts. Many of these businesses sell art, handcrafted items, jewelry and textiles from local, regional and global sources. Mixed among the shops are a wide variety of dining options for all ages and tastes. Main Street hosts a diverse collection of restaurants, including Brazilian, Thai, Indian and Italian cuisine. Many restaurants feature nightly live music, with some offering DJs or dancing for late-night entertainment. Several years ago, the Town worked with restaurants to allow outdoor dining, an addition which has added life to the street. The outdoor dining experience is complemented by live music performances arranged by the Hyannis Business Improvement District.

A variety of art galleries are located along Main Street. Many host special openings throughout the year with artist ‘trunk’ shows, demonstrations and talks. For many years, these galleries have participated in ‘culture crawls’ during the summer and fall months in collaboration with the Town’s downtown arts programs. The featured evenings are an effective way to increase foot traffic by promoting visits to many galleries, museums and restaurants. Visitors are encouraged to stop in local galleries to view art, enjoy live music, and demonstrations and receive discounts at participating restaurants during these ‘art walk’ outings.

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Festivals, restaurants, and shopping continually draw visitors to downtown, but Hyannis is perhaps best known as the place where President John F. Kennedy and the Kennedy family spent their summers. The Kennedy Legacy brings thousands of visitors to Hyannis each summer. The John F. Kennedy Hyannis Museum is located in an historic building on Main Street and features a history of the time the Kennedy family spent on Cape Cod. Visitors also seek out the John F. Kennedy Memorial, which features a stunning view of Lewis Bay and Nantucket Sound and the St. Francis Xavier Church, the Kennedy family’s parish. At the harbor, a number of private boat operators offer trips around Lewis Bay, providing the best opportunity to view the secluded Kennedy Compound in Hyannisport. The Town, working in conjunction with the museum and other community partners, is currently planning an interpretive trail to help guide visitors to these popular attractions.

Downtown Hyannis hosts a variety of major festivals and cultural events that draw thousands of visitors to the Cultural District. The Fourth of July celebration features a parade down Main Street and fireworks over the harbor. In 2011, the annual Father’s Day Car Show brought an estimated 20,000 visitors to Main Street Hyannis. Other popular annual festivals include the Hyannis Village Christmas Stroll and Harbor Lighting/Boat Parade, the Cape Cod Maritime Festival, and the Cape Cod Fine Arts Festival. The ‘Pops by the Sea’ event, organized by the Arts Foundation of Cape Cod, features a performance of the Boston

Pops Esplanade Orchestra, along with a celebrity conductor and Broadway singers, each August on the Town Green.

Hyannis History

The rich and varied commercial and maritime history of Hyannis is evident. Within the Downtown, Colonial and Greek Revival sea captain homes reflect the village's past maritime industry, small businesses occupy historic commercial storefronts, and Hyannis Harbor stays true to its roots as a working waterfront. The Cultural District is home to a number of museums which attract visitors with a wide variety of interests. The Cape Cod Baseball League Museum and Hall of Fame features baseball history and memorabilia from the world renowned summer baseball league. The Cape Cod Maritime Museum, overlooking Hyannis Harbor, showcases maritime exhibits and collections, including artwork, artifacts, and interactive displays. The museum features educational programs, sailing lessons, boat building classes and sailing trips. The Zion Union Heritage Museum, which highlights the history of African-Americans and Cape Verdeans on the Cape and Islands is an important feature.

Hyannis Public Improvements

These unique settings and features are visually unified by a series of publicly funded streetscape improvements that not only reflect the maritime heritage but also support a walkable, pedestrian-oriented environment. Most notably, the "Walkway to the Sea" guides visitors from Main Street and to Hyannis Harbor. When implemented this set of linear parks will connect pedestrians to cultural attractions, heritage sites, and entertainment destinations. These features reflect the ongoing civic commitment to the revitalization of downtown Hyannis, which is accompanied by steady investment and support from the business and arts communities. Downtown Hyannis is not only one of Cape Cod's most unique cultural destinations, but is also a compact, livable community enhanced by the growing creative economy.

Hyannis Economic Development Strategy – Arts and Culture Implementation

The vibrant arts and culture community within Downtown Hyannis is the result of years of committed efforts by community organizations. The Town of Barnstable, the Hyannis Main Street Business Improvement District, the Hyannis Area Chamber of Commerce, and the Cape Cod Art Association dedicate resources to arts and culture programs and initiatives in a process anchored by the Town. Specifically the Growth Management Department Economic Development program funds the Arts and Culture Coordinator position. This position provides the administrative structures and capacity for Downtown Hyannis arts and culture.

The Hyannis Area Chamber of Commerce is the lead organization promoting tourism and business development in downtown Hyannis. The Chamber's participation provides a key link to the business community. The Chamber supports and promotes the interests of small businesses and helps develop strong local networks. The Chamber works to attract, retain and expand businesses to the area and provides small business development services.

The Hyannis Main Street Business Improvement District (BID) was established in 1999 to promote the revitalization of Downtown Hyannis. The Hyannis BID is active in marketing and promotion of its Main Street member businesses and events. The BID is also an important contributor to the maintenance of the district and enhancement of the streetscape. The BID has installed signage and kiosks to help guide visitors, maintains landscape planters and trash containers, and works closely with the Town to ensure the safety and comfort of Hyannis residents and visitors.

The Cape Cod Art Association (CCAA) is a not-for-profit organization that serves its members and the community with variety of fine arts programs and events. The CCAA Photography Center of Cape Cod provides popular programming within the district. They host Photo Walks and Scavenger Hunts along the Walkway to the Sea, in which participants tour Hyannis with a professional photographer who provides guidance on taking great pictures. Along the walk visitors learn about Hyannis, its working waterfront and its history.

Several local and regional arts and cultural organizations located outside of downtown Hyannis provide programming within Downtown Hyannis. The Arts Foundation of Cape Cod's "Passport to the Arts" program encourages visitors to experience a wide variety of arts and culture programs and institutions in Hyannis and beyond. The Passport program is a collaboration of 52 cultural organizations across the Cape that offer discounted admission to venues and events. In Downtown Hyannis, the Arts Foundation's program supports the Cape Cod Maritime Museum, the John F. Kennedy Hyannis Museum and the Zion Union Heritage Museum.

Within Downtown Hyannis several institutional organizations also implement arts and cultural activities. In the center of Main Street, the Sturgis Charter Public School purchased and renovated a 50,000 square foot building in 2005. The school's 400 students in grades 9 through 12 add life and energy to Main Street year-round. The school makes an important ongoing contribution to the community by emphasizing the area's marine heritage and environment in their curriculum. The school houses an arts program within the Pearl Street Arts District, where students work and showcase art in the large windows facing Pearl Street. Students are frequent visitors to the Hyannis Harbor Arts Center for demonstrations and classes and artist-in-residence Sarah Holl supports several student interns at her live/work space on Pearl Street.

The Town's artist shanties along the harbor where artists create and sell their work to an annual audience of approximately 69,000 people, and the Pearl Street studios, which is a complex of detached but unified buildings purchased by the Town and converted into affordable live, work, exhibition, education, and performance space for artists, are two such examples. Of note, over 235 artists have collectively earned \$844,000 since 2005!

There are numerous assets and amenities that enhance and support the arts and culture vision including the waterfront and Hyannis Harbor; a recently established harbor visitor center; strategically placed information kiosks created from recycled wooden boats; several visible and recently upgraded public restrooms located throughout the downtown; colorful and informative wayfinding signage; free or very affordable parking; an attractive streetscape; bicycle accommodations; island ferry service and harbor tours; bus service; a nearby airport; and complimentary seasonal trolley service. In addition, the diverse restaurant, storefront branding and signage along Main Street, Sarah Holl's artwork at The Naked Oyster, the two large-scale metal seagull sculptures in front of Wings, and the award-winning public art installation at Aselton Park, "Buoyed Coasts," also serve to visually define the area as a vibrant, animated downtown. Arts programming also, importantly, provides direct support for artists in a number of ways, such as through paid opportunities for performing artists, sale of artwork, and by commissioning local artists to create wayfinding signage. As one thirty-something artist explained, "I can make a living here as an artist" (M. Kenney).

The Town is pursuing the adaptive reuse of the Armory Building, located within the HyArts District, as a multi-use civic and arts center to transform a vacant, deteriorating building into a creative asset and catalyst for economic activity. As the site where John Fitzgerald Kennedy accepted the Presidency of the United States, the Armory is eligible for listing on the State and National Registers of Historic Places.

Implementation Strategy Funding for Downtown Hyannis

Since 2005 the Town of Barnstable has received the highly competitive Massachusetts Cultural Council Adams Arts Program grant funding for the HyArts program. This program encompassing the now state designated HyArts Cultural District has increased cultural tourism and economic development through the unique artist shanty program along the harbor and a robust portfolio of festivals, concerts, culture crawls, open studios, classes, and demonstrations.

Recent, significant investment in streetscape design and improvements including period replica streetlights, planters, street trees, expanded sidewalks, handicapped-accessible curb cuts, and a decorative cobblestone-brick "Walkway to the Sea" path which leads visitors from Main Street to the harbor, contribute to an attractive, pedestrian-friendly, walkable environment. The Town has invested approximately \$3 million dollars in streetscape improvements alone. The Town continues to pursue and fund a strategic infrastructure plan to improve and enhance existing infrastructure and add capacity to

accommodate additional development.

In 2012 the Town Council approved a budget proposal from the Growth Management Department to fund the Economic Development Arts & Culture Coordinator through the general fund. This important economic stimulus position was dependent on grants for salary funding. The current management structure is reasonable and sound. The Arts & Culture Coordinator, a member of Barnstable's Growth Management Department's Economic Development team, is responsible for the overall coordination and administration of arts and culture activities. In partnership with the Hyannis Main Street Business Improvement District, the Hyannis Chamber of Commerce, and the Cape Cod Art Association and with support from numerous participating organizations and businesses, the Town continues to plan, promote, and provide or secure necessary resources.

Town of Barnstable Arts and Culture Implementation Strategy Objectives

Note: Several strategies are specifically designed for 501(c) 3 corporations.

➤ *Identify and develop earned income streams to generate reliable revenue for art and culture activities.*

Form a focus group tasked specifically with exploring traditional and also more creative ways to earn income through existing programs and through new, proposed programs and events. For example:

- Ticketed events such as art in the park, arts festivals or clean out your studio events where booth fees are charged and artists retain all monies through sale of artwork.
- Expand the "Art on Loan program to other municipal sites and consider instituting an administration fee for the program.
- Capitalize on the audiences attending HyArts events and programs to generate income through raffles or other methods. Raffles would also collect contact information.
- Explore a ticket sales station for Cape-wide events within Downtown Hyannis which would offer another opportunity to generate administration fees to be used to support arts and culture activities.
- Offer HyArts Cultural District Memberships. Through a flat fee or multi-tiered approach to accommodate businesses, nonprofits, members within the Cultural District, members outside the Cultural District, and/or a sliding fee scale based on size of organization. Members would receive large value marketing benefits in exchange for an annual, renewable membership fee through visibility on HyArts websites with direct links to organizations and business member websites; inclusion in tour brochure/s, e-blasts, flyers, posters, etc.
- Explore ways to produce promotional items for sale such as limited-edition garments, postcards, bags, hats, pins; commissioning watercolor paintings for reproduction or sale; or reproducing historic photographs of Hyannis for sale that might be attractive to Hyannis residents and visitors alike. Explore potential for such items to be sold through the local and regional chambers of commerce, participant organizations and businesses, at the ferries and Hyannis Transportation Center, and at events/festivals/programs.
- Continue to access opportunities that become available through Massachusetts Gateway City and Cultural District designations.

➤ *Research, identify, and secure additional sources of grant funding for cultural district programming and marketing.*

While the potential for major corporate or foundation funding appears limited at present, the National Endowment for the Arts (NEA) offers two programs for which the public art component and possibly phases of the Armory project would be eligible:

- **Our Town** www.nea.gov/grants/apply/OurTown/index.html offers grants, ranging from \$25,000 - \$250,000 "for creative placemaking projects that contribute toward the livability of communities and help transform them into lively, beautiful, and sustainable places with the arts at their core." Predevelopment, design fees, community planning, and installation of public art are eligible under **Our Town** guidelines; however, no NEA or matching funds may be directed to the costs of physical construction or renovation or toward the purchase costs of facilities or land. The most recent deadline was March 1, 2012

- **Art Works** <http://www.nea.gov/grants/apply/ArtistsCommunities.html>. “Supports the creation of art that meets the highest standards of excellence, public engagement with diverse and excellent art, lifelong learning in the arts, and the strengthening of communities through the arts.” Grants generally range from \$10,000 to \$100,000. A community can apply to both Art Works and Our Town as long as each request is for a distinctly different phase of the project, with a different period of support and cost. The most recent deadline was March 8, 2012.
- Explore alliance with or participation by the National Park Service in regards to the Kennedy legacy as it relates to Hyannis in general and specifically to the Museum and the Trail.

➤ *Enhance the Kennedy Legacy Trail.*

As an internationally known historical figure, JFK, and the family legacy have appeal broader than local and regional audiences. Working with the Museum Board and Foundation consider expanding reach, drawing from a national audience and potentially generating regional and national media interest and exposure:

- Market the Trail to tourism groups such as tour bus operators and the duck boat operator.
- Enhance the Trail website with links to other Kennedy sites and with visitor information for Hyannis.
- Examine potential for linking trail to other JFK and Kennedy Family sites through cross marketing and perhaps cross promotions. For example the John F. Kennedy National Historic Site in Brookline that preserves the birthplace of America's 35th president - <http://www.nps.gov/jofi/index.htm>

➤ *Through a not for profit corporation, solicit individual contributions as a way to generate income to support the HyArts Cultural District programs, events, and activities.*

- Request individual gifts via direct mailings or other vehicles as both a fundraising and marketing strategy for either a specific program/event/activity or a series of programs/events/activities, similar to an annual fund campaign.

➤ *Develop a public art implementation strategy for Downtown Hyannis*

- Invite experts in the field of public art to help advise and guide the public art implementation process. For example MassArt's UrbanArts program offers such expertise and a full range of services http://www.massart.edu/About_MassArt/Urban_Arts_Institute/Services.html.
- Explore possibilities of involving nationally or even internationally known artists.
- Gather information on best practices in public art, calls to artists, and artist selection from Hyannis' and the Cape's own cultural organizations and artists, MassArt's Urban Arts Institute (www.massart.edu/about_massart/urban_arts_institute.html), and Americans for the Arts' Public Art Network, <http://www.americansforthearts.org/pdf/networks/pan/PAN%20Best%20Practices%202%2009.pdf> for example.

➤ *Actively promote the state designated HyArts Cultural District and its development opportunities, financial incentives, and tools to developers, businesses, realtors, and artists.*

- The state designation for the HyArts Cultural District offers an opportunity to actively publicize to and engage with local businesses, developers, commercial brokers, and artists to promote the tools, financial incentives, and opportunities available for redevelopment and business location and expansion in the Cultural District. Consider hosting developer/broker breakfasts, artist forums and using local and regional chamber newsletters and the HyArts Cultural District website to broadcast this message.

- *Develop more opportunities for creative economy participants to live and work in Downtown Hyannis.*
 - Identify projects within that can accommodate artist-related creative economy work, live/work or living space.
 - Conduct a survey marketed to the creative economic sector to help to understand the demand for and type of space desired by artists and other creative economy entrepreneurs likely to relocate to the district. This in turn will help identify development opportunities for the Town or private sector developers.
 - Collaborate with cultural organizations and Coastal Community Capital to offer professional development workshops within Downtown Hyannis on starting your own business, best business practices, business planning, promoting and sustaining a business and first-time homeowners classes geared specifically towards artists and creative economy entrepreneurs.

- *Develop marketing strategies geared toward audiences who vacation in, or travel through, Hyannis, but who do not necessarily visit downtown, aimed at encouraging them to visit/eat/shop:*
 - Map and develop a gateway strategy for each point of entry into Hyannis and the Cape, including beaches, ferry, highway, Hyannis Transportation Center/RTA, Barnstable Municipal Airport, places where seasonal renters purchase their beach permit stickers and other necessities to promote events, programs and features of the Hyannis HyArts Cultural District.
 - To boost admission to area attractions and participation in the district explore a marketing campaign to encourage visitors in transit through Hyannis to extend their stay.
 - Work with Steamship Authority and RTA to distribute inexpensive coupons to travelers such as "\$1 off admission to Museum X," or "Buy one, get one free appetizer at Restaurant X".
 - Develop a tracking system to determine what participation is yielded by specific gateway or access points.
 - Work with realtors and, if possible, homeowners who rent their homes to engage more potential audience members for Downtown Hyannis arts and culture programming.
 - Host a realtors' breakfast to offer an introduction to Downtown Hyannis arts and culture programs using website, audio-visual presentation and tours.
 - Detail the potential benefits that realtors/homeowners may find from promoting these programs to potential renters/clients.

- *Redesign the Hyannis HyArts Cultural District website as a one-stop-shopping website, geared toward a variety of users.*
 - Transform the existing HyArts website into a one-stop-shopping website, designed for a variety of users – artists, businesses, students, visitors, residents, and donors/funders – perhaps with individual links – so that relevant information becomes readily accessible.
 - For example, if an artist wanted to learn about the Hyannis HyArts Cultural District, they would click on an icon entitled, "Artists" which would then take them to information specific to their needs, such as financial incentives for arts and creative businesses or artist live/work space for sale, in addition to standard features such as a calendar of events or map of the District.
 - Additional features should include volunteer opportunities, virtual tours, videos, calls to artists, sponsorship opportunities, blogs, membership opportunities, and links to all Hyannis HyArts Cultural District Member websites.

- *Explore resources to assist with branding the Hyannis HyArts Cultural District.*
 - The National Arts Marketing Project of the Americans for the Arts website includes resources related to branding, identifying new audiences, and utilizing free online resources to increase earned income through audience engagement and digital media.
http://www.artsusa.org/information_services/artsmarketing.asp

- *Develop specific, numerical goals to be measured to evaluate Downtown Hyannis Arts and Culture programming.*

Develop numerical goals to correspond to stated objectives to track progress and impact, allowing stakeholders to celebrate successes when targets are hit and to reevaluate strategies when targets are not being met. Measurements that use compelling facts, such as “235 artists have earned \$844,000 in earned income through sale of their work since 2005,” will also help ‘tell and sell the story’ of Downtown Hyannis arts and culture programming to funders/sponsors, artists, businesses, and the media. For example:

- Number of new artist live/work spaces to be developed.
- Number of new creative businesses to be established.
- Number of new programs to be developed.
- Establish a benchmark and metric for new investment projected in the district.
- Number of attendees anticipated for festivals, open studios, etc?

From Jennifer
Janovy
8/26/13

INFRASTRUCTURE

Transportation

From April Crockett, MnDOT:

Thanks for inquiring about the area of Highway 100 and 50th, Vernon and Eden Avenue in Edina. At this time, MnDOT does not have any projects planned in this area, with the exception of a pavement preservation project for Highway 100, which is limited to just the mainline pavement and no additional capacity, change in access or ramp reconfigurations etc.

If the City wishes to pursue the ramp/access reconfigurations, they should work with MnDOT through our Geometric Layout Process. These improvements would likely require a Level 2 Geometric Layout (at a minimum). Information regarding MnDOT's Layout Review Process can be found at:

<http://www.dot.state.mn.us/design/geometric/index.html>

The City of Edina is likely very familiar with this layout review process, however I would be happy to meet and discuss further if necessary.

In addition, these improvements may also be candidates for the MnDOT Cooperative Agreement Funding solicitation. Information regarding this solicitation can be found at:

<http://www.dot.state.mn.us/metro/stateaid/cooperat.html>

Please let me know if you have any further questions. (8/23/13)

From John Dillery, Metro Transit:

Adam Harrington copied me on the e-mail responding to your question about a park & ride at Vernon/Eden avenues in Edina.

I think that one of the advantages of planning for a modest park & ride built in to whatever is developed at the old Edina Public Works site is that it is next to the rail line. Who knows, the 21st Century has just begun; with peak oil and global warming real concerns, that line may have passenger service of some kind again.

In the meantime, I know that some of the visioning done for the city's Grandview Small Area Plan shows new development right at the corner of Eden and Vernon, but we are cautious about it because that is the location of a very important bus loop/layover for our service covering the Grandview neighborhood (routes 46 and

146).

I looked into what would happen if that bus loop were to be replaced by one of adequate size (two standard sized buses at minimum) right on Eden Ave. at the south end of the old public works property. It appears that this would be workable. The buses would follow Eden Ave. between Vernon Ave. and the new off-street loop, just one or two minutes away from the current terminal.

If the future development had parking structure facing Eden Avenue here, could that not be a permanent solution to both our bus loop and park & ride needs?

I would be happy to discuss this with you in more detail. (8/23/13)

Notes from phone conversation with Jack Broz:

Talked with Jack Broz about transportation. He said the work done earlier was conceptual, planning level and that there would need to be more data gathered (such as traffic counts and some sort of O/D study) and that a task force that includes city, county, metro transit, and MnDOT should be pulled together to identify funding sources and to get our project included in their plans. (8/7/13)

From Kelly Grissman, Three Rivers Park District (re: multi-use trail on CP railway):

We looked at it several years ago. The end result is - great idea for a trail; reality is incredibly difficult (both from an engineering perspective and social perspective), expensive, and would require significant additional right-of-way to make it work as an active rail/trail corridor. (7/25/13)

Sewer/water capacity

From Wayne Houle, City Engineer:

Any information we would have would be in the Comprehensive Plan, which was done prior to the Grandview study. To my knowledge the Grandview study did not analyze infrastructure requirements for this area.

I will have Ross Bintner get back to you to forward any information from the comprehensive plan and what we will need to analyze future demands on the system. (7/29/13)

COMMUNITY NEEDS

Housing

From Cary Teague, City Planner:

Email recap: I asked whether City tracks number of new housing units, by type, from 2008 to present. Cary responded he would have building department run the numbers. (8/22/13)

Housing goal:

2008 Comp Plan says 400 additional units by 2020 (212 of which should be affordable); 1,504 additional units by 2030.

Housing units constructed, under construction, or approved since 2010:

York Gardens—76 assisted living and memory care units
Waters—139 independent living, assisted living, and memory care units
Southdale Apartments—232 “luxury rental units”
Byerly’s redevelopment—234 apartments
6500 France—195 units, including care suites, transitional care, independent living, assisted living, and memory care
Vernon Townhomes—16 units

Total: 892

In the works:

76 unit assisted living building to be attached to 7151 York
200+ units on the Wickes site on York

Total: 276+

Arts and culture

Emailed Michael Frey, director of Edina Art Center. Michael provided a copy of the arts and cultures inventory developed by the City’s Arts and Culture Commission. This is a listing of arts and cultural organizations, artists, etc. I asked if they also inventoried arts and cultural spaces (size, rent, policies). Michael responded:

Yes, our intern created an inventory for spaces in Edina and comparable locations with regards to fees and policies. I believe hours of operation were

pulled from the websites. Other than resident feedback, or hearsay, it was difficult to assess if the space met the community's needs. (8/19/13)

Park and Rec.

I emailed Park Board chair Keeya Steele to ask about the Park and Rec. strategic plan and whether it would include an inventory of existing park and rec. facilities and needs. Keeya responded:

I'm working on a department strategic plan under two hats. First, as chair working with Ann on a department wide plan. I hope that it will include an inventory analysis and a needs assessment analysis. However, I don't expect these analyses to take place until early next year. I am pushing for the inventory analysis RFP to go out first.

Second, I am working on a strategic plan specifically for recreational programming within the department. I am working with a Humphrey faculty member on the project. Currently, I'm gathering data from past recreational program participants that primarily focuses on programmatic needs. There would be a little overlap with the information you are seeking - I ask them to rate the current program facilities and identify program needs that are currently lacking. I hope to present this information to the Park Board in October or November.

I hope this helps. We are definitely keeping GrandView in mind when going about the strategic planning process. (8/23/13)

SLP Community Recreation Task Force

Researched City of St. Louis Park's community recreation task force process and recommendations.

Key documents:

- 2010 RFP for community survey for recreational planning
- 2011 Decision Resources survey
- 2011 recreational planning survey report
- 2012 update from community recreation task force
- 2013 cost analysis of recommendations
- August 2013 SLP Sun Sailor article about recommendations and costs

Summary:

The facility would cost \$45-50M and include a gym (two full-sized courts), a lap pool, leisure pool, community room, gathering place with coffee shop or café, drop-in child care center, indoor play area for kids, a track, three fitness rooms, and party/meeting rooms.

Operating costs would run about \$1.2M per year. Admissions and rentals would bring in about \$1.2M per year, requiring an operating subsidy of about \$628,000 per year.