Advisory Committee Meeting
Juliani Room, Wellesley Town Hall
Wednesday, November 7, 2018, 7:00 p.m.

Those present from the Advisory Committee included Jane Andrews, Julie Bryan, Todd Cook, Rose Mary Donahue, Mary Gard, Jeff Levitan, Bill Maynard, Paul Merry, Lina Musayev, Betsy Roberti, Mary Scanlon, Tom Skelly and Andrea Ward.

Tom Skelly called the meeting to order at 7 p.m.

7:00 p.m. Citizen Speak

There was no one present for Citizen Speak.

7:00 p.m. Proposed 40R District at Wellesley Office Park

Peter Tamm, Goulston & Storrs; David Hall, Hanover Company; Robert Maulden, John Hancock Real Estate; David Manfredi, Elkus Manfredi Architects; Jeffrey Dirk, Vanasse & Associates; and Mark Fougere, Fougere Planning and Development, presented.

- Development of Wellesley Office Park (WOP) has been under discussion for a number of years with Town staff, Planning Board (PB) and Board of Selectmen (BOS). Advisory Committee is the first committee to view this specific presentation.
- WOP would be the Town's first 40R district; hope is that it will be considered at 2019 Annual Town Meeting (ATM).
- Members of the Master Planning Team are represented here tonight, including:
  - John Hancock Real Estate (owners of WOP)
  - Hanover Company, the residential developer of Phase 1, the first multi-family redevelopment within the office park
  - Vanasse & Associates, traffic consultants, as transportation is a critical aspect
  - Elkus Manfredi Architects (master planner)
  - Fiscal impact consultant
- Master Planning team has been working with Town boards on traffic and fiscal impact; anticipate that Town would also engage its own transportation consultant; Judy Barrett, who recently assisted Town with Housing Production Plan (HPP), has been engaged to help with Smart Growth district

Current Site Plan and Program
- John Hancock bought WOP in 2013; saw an opportunity to bring the property into the 21st century; the way people live and work is different today than when WOP was developed in the 1960s-1980s
- The property is adjacent to the Charles River; a few years ago, John Hancock worked with the Department of Conservation and Recreation (DCR) to create a walking path along the river and a dock
- Site consists of 26 acres, 8 office buildings (649,000 square feet), 1,927 surface parking spaces and a café and fitness center in Building 55
- Although there are opportunities for the site, there are physical constraints and zoning constraints that currently prevent development of the site for 21st century use
  - Current physical constraints include the flood plain, the wetlands and riverfront areas and limited access to Route 9
  - Current zoning constraints include the floor area ratio (FAR) limit of 0.4 per lot, the height limit of 45 feet, and the prohibition on hotel, residential and retail uses

- Significant overlap between Town's objectives and John Hancock's objectives
  - John Hancock would like to create a complementary mix of residential, hospitality and small-scale retail so WOP is not just a 9 to 5 office park; enhance amenities for existing and new tenants; improve sustainability and resiliency of the site
  - Town objectives include furthering the goals of the HPP, increasing real estate and use tax revenues, and enhancing sustainability and resiliency

Preliminary Look at the WOP Master Plan Concepts
- WOP has been one of premier office parks on Route 128 over past thirty years, but it represents a single land use, and this creates issues with how people live today; people don't live segregated lives any more
- Want to take the best parts of WOP (idyllic pastoral setting, great site, great location) and adapt it for the 21st century; need to determine what is the right configuration of the buildings and mix of uses
- Four concepts that led to the strategy for the Master Plan:
  1. *Active Mixed-Use Neighborhood*: Replace single use (offices) with other uses—including residential, hotel/hospitality and convenience retail—to keep people from getting in their car for extra trips; amenity base in the park should provide some type of convenience for tenants but it also needs to attract people on the weekends in order to be financially viable
  2. *Reinvent William Street*: When WOP was initially laid out, it focused on the car and it is more of a suburban street; would like to create complete streets (e.g., travel lanes, bike lanes, parallel parking lanes) that are more pedestrian-friendly; hope to reduce number of curb cuts from 15 to 6
  3. *Create a Central Green*: The eight buildings need a centering device to give some order to WOP; will connect William Street to the Charles River, allowing better use of and access to the river
  4. *Environmental Enhancement*: Create new paths that don't harm or take away the pervious footprint; remove impervious material in the flood plain area and return it to its pervious condition; enhance trails onsite

Potential Development: Phase 1
- Replace Building #40 with 350 units of housing; existing surface parking would be replaced with new parking structure that would be "wrapped" by residential space to lessen visual impact; small amount (approximately 4,500 square feet) of amenity retail space included in this phase
- Developer of this phase would be The Hanover Company (hanoverco.com); national residential developer based in Houston; has constructed over 50,000 units around the country
- Boston is Hanover's largest region in the country; local area developments include Gables University Station in Westwood (350 units), a new mixed-use project in Medford located across from the Meadow Glen Mall (350 units), and projects in South Boston and Watertown
- Idea is to create a self-contained project with a high-end set of amenities; will provide great housing options for all types of residents/ages

Potential Future Build-out Under Consideration in Master Plan
- With rebuilding of William Street and the creation of a Central Green/connection to the Charles River in Phase 1, the next piece might be more housing (e.g., another 250-unit structure to replace an existing office building)
- Additional Class A office building, with more of the open/collaborative/interdisciplinary space desired by tenants today, could be created out of two existing buildings
- Hotel with 120-140 guest rooms to service corporate environment will also be considered in the long term; surface parking would be replaced with more structured parking
- Phase I is much closer to reality than anything else, but John Hancock has tasked Master Planning team with determining the kind of development the site would support

Infrastructure Considerations
- Planning Department, PB and BOS are engaged in the key components of infrastructure discussions
- *Environmental and utilities* are being evaluated by LEC Environmental and Stantec as the site civil engineering consultant; discussions have begun with the Department of Public Works (DPW) and Planning/PB; John Hancock feels that current infrastructure serving site is adequate to serve the reimagined master plan, with a number of upgrades required
- *Transportation* work undertaken by Vanasse & Associates
  - Have completed initial work to assess the capacity of the area; there are transportation issues and opportunities with the site
    - In terms of issues, access is a challenge
    - Developing WOP into a mixed-use property provides opportunities from traffic perspective
      - Residential traffic has a different flow pattern than office traffic and it tends to be more dispersed
      - By bringing uses into the site, office workers don't need to make trips out for meals or shopping
      - Meeting with Route 128 transportation council to try to bring back shuttle service (with bike amenities) to this area; would provide link to transit stations in the area; round trip use by taking residents to transit centers and returning to WOP with workers
  - Phase 1 residential project expected to be a wash in terms of traffic
    - Plenty of capacity for the 350 units
    - Recent issues and work in the Rt. 128/Rt. 9 interchange area were related to safety, not traffic
    - Subsequent WOP development phases will need improvement in this interchange area
    - Exploring possibility with Massachusetts Department of Transportation (DOT) of opening up the Rt. 9 median to allow for direct access by emergency vehicles; traffic signal would help with emergency access as well as general exiting from site
    - Will be working with Mass DOT to address other existing conditions as part of the project

Rezoning the Site
- None of this redevelopment can be done today without rezoning; opportunity to be proactive rather than reactive
- 40R might be optimal tool:
  - Encourages communities to create multifamily residential or mixed-use districts in areas of concentrated development
  - Seeks to increase the supply of housing, decrease its costs by increasing the amount of land zoned for multifamily housing and requires the inclusion of affordable units
  - Provides financial incentives to towns to proactively plan for the development

40R Overlay Regulatory Requirements
- Housing density must be at least 20 units per acre for multi-family housing
- Minimum 20% of residential units must be affordable
  - This project would commit to 25% affordable
  - All units in project—not just the 25% affordable—would count towards HPP
- Adequate infrastructure must be in place (or practically upgraded) to support proposed density
- Design standards may be adopted
  - Team currently talking about best way to achieve this; doesn't need to be approved by Town Meeting

- Project approval via site approval only

40R Approval Process
- Public hearing on the proposed 40R district
    - Working with Town staff/PB/BOS to schedule this as soon as early December
- Submit 40R application to Department of Housing and Community Development (DHCD) for site eligibility that includes a draft rezoning by-law
- DHCD reviews and approves site for eligibility for 40R zoning
    - John Hancock has had preliminary discussions with DHCD and they feel the site is appropriate for 40R zoning
- Public hearing on zoning change
- Town votes on 40R zoning overlay at Town Meeting – needs two-thirds vote to pass
- Attorney General review and approval
- Submission to DHCD for final approval
- Project elements undergo local "plan approval" – as early as Summer 2019

Fiscal Impact Analysis
- Municipal Services Review
    - Schools: Review enrollment trends, estimate school age children from apartments utilizing databases on apartments in the region, and discuss findings with school officials
    - Emergency Services: Estimate demand for service to both the Police and Fire departments and review findings with the chiefs
    - DPW: Evaluate adequacy of infrastructure and any desired upgrades
    - Public Health: Discuss potential department demands from hotel
    - Other departments: Review as necessary
- Phase I: 350-unit multifamily building
    - 88 affordable units and 262 market units
    - 60% of the units will be studios and one-bedroom units
    - 40% will be two- and three-bedroom units
        - These units are the ones most likely to have school-aged children
- Future planned phases include an additional 250-unit multifamily building, select service hotel, amenity retail and Class A office space
- John Hancock believes that WOP redevelopment will significantly increase values and tax revenue through increased property taxes, vehicle excise taxes, and CPA funding
    - Overall tax positive to community

40R Fiscal Considerations – Direct Incentives
- Zoning Incentive Payments
    - Awarded upon DHCD approval of the 40R district
    - Assuming 600 zoned units, payment would be $600,000 ($350,000 upon DHCD approval of 40R district (following Town Meeting approval) and $250,000 upon issuance of a building permit for the second multi-family building)
- Bonus Payments
    - $3,000 for each unit of new housing built in the 40R district above the number of existing zoned units
    - Payable once building permit is issued for housing unit
    - Assuming 600 units, payment would be $1,725,000 ($975,000 for initial 350-unit building and $750,000 for subsequent 250-unit building)
- Indirect incentives allow communities to be reimbursed for any *net* cost of educating students living in new housing in the 40R district

- o   Unlikely for Wellesley given the anticipated increase in property values
- Clear why 40R district is preferable to conventional rezoning or reacting to 40B's
  - o   Just from Phase I, should be about $1.3 million in payments to Town

A question was asked if the money is available from the state and whether that funding is guaranteed: Yes, funding is guaranteed and DHCD has yet to let a community down.

Policy Considerations
- Affordable Housing Production
  - o   Phase I (350-unit multifamily development) will result in 88 new affordable units
    - ▪   All 350 units in project would count towards Town's subsidized housing inventory
- Housing Production Plan
  - o   Creates progress towards identified goals (redevelopment of office parks, create affordable housing, etc.)
  - o   Achieve "safe harbor" status under 40B
- Unified Plan
  - o   Recommends that PB "amend zoning to allow multifamily residential development in current office park areas, including mixed use options"

There was a comment that 350 units will generate more traffic and a question as to how children will get to school because of the access issues to the site: The increase in traffic and access are being looked at. However, by removing 70,000 square feet of office space, traffic will be reduced. In general, residential use is a lower traffic generator; Beta, the Town's to-be-hired transportation consultant, will be looking at this.

There was a comment that if 140 units are two- and three-bedroom units, then Town needs to completely understand what these units will do to school enrollment numbers and whether it needs to plan for a large increase.

There was a question, if all goes according to schedule, how soon people will be living in the buildings: Two-year construction period, with permitting in the summer of 2019 and groundbreaking in 2020; 2022 is expected occupancy date.

A question was asked about the shuttle service and how it is funded: It is privately funded by John Hancock, which joined the Route 128 council and pays fees to that group.

There was a question whether the project would affect the solar overlay district that was recently approved by ATM at the intersection of Route 128 and Route 9: No, the solar overlay is in the inside of the interchange; however, solar will be something that John Hancock plans to consider for WOP buildings.

A question was asked whether the WOP site has enough density to support a vibrant community or is likely to become a stranded asset in the corner of Wellesley: John Hancock can provide contacts in other communities to talk about this.

A question was asked if there are any parts of this project that the Town will have to pay for (e.g., roads): In general, no, the Town will not have to pay for anything; engaging in Transfer of Development Rights (TDR) process whereby these issues will be identified; if not addressed in zoning, then they will be addressed in the development agreement.

A question was asked as to what assurances the Town has that 25% of the units in future phases would be affordable units: The 25% affordability threshold is for all phases; built into the zoning.

There was a comment about the very difficult traffic situation at the Route 9/Route 128 interchange and on the frontage road used to access WOP; review of this area is needed to make additional improvements; traffic measures currently in place are so new that it is difficult to know true impacts.

There was a comment that the Town needs to understand what kind of precedents the design guidelines in the Master Plan will establish for future projects, especially with respect to building height.

A comment was made that the Town needs to be realistic about its expectations; for example, everyone wanted the original Route 128 business shuttle to be successful, but ultimately no one used it, because people like their cars; need to think creatively and realistically.

There was a comment that the Town needs to make sure school buses have access to WOP with good sight lines.

There was a comment/question about the phasing of the plan, and whether the reimagined WOP will be considered successful if only Phase 1 is completed.

There was a question whether Williams Street is a private road: It is a Town road and is plowed by the Town.

Concerns were raised again about access to the WOP site given the ledge and the traffic patterns.

A question was asked as to whether John Hancock's analysis compares the comprehensive costs of this project to the Town (e.g., ongoing Police, Fire, School, service expenses) against the incentive payments from the state and expected increased property tax revenues, since the Town may incur additional expenses from this development and should understand the long-term yearly costs and revenues: Bonus payments are one-time payments. Long term, Town will get property taxes every year, but it may have to hire additional staff; there will be estimated long-term revenues and costs in the analysis. Another way to look at this is that the Town has an obligation under the new HPP to produce affordable housing; if it doesn't, others will build them and will build them under chapter 40B; John Hancock will present fiscal analysis; typically, 40R projects are revenue positive, and strongly so in the latter phases of a project; typically, 40R payments will be in addition to the net positive impacts; more importantly, there are opportunity costs of not building these projects.

A suggestion was made that John Hancock talk to the Sustainable Energy Committee about its goals and plans so there is alignment re: WOP.

Michael Zehner, Planning Director, spoke briefly:

- Town is continuing to do due diligence on project; numerous meetings have been held and are scheduled
- Anyone with questions is encouraged to reach out to PB and BOS
- 40B condo project recently approved; 44 units, 11 of which are affordable; only those 11 units will count toward the Town's affordable housing goal
- Safe harbor obligation under HPP is 45 units per year
- Town has advanced its affordable housing percentage by 0.2% over the last two years; with Phase I of WOP project (350 units), will get to 10.23%
- 2020 census will reset the number of total units in Town and therefore the number of affordable units required; consequently Town may find itself not meeting requirement
- Absent a project like this, Town may find itself with small developments all over Town within ten years

8:35 p.m. Information Technology Department: Overview

Brian DuPont, Director, Information Technology (IT) Department, and Blythe Robinson, Executive Director, presented.

- The IT Department *mission* is to provide the best IT resources to Town government
- IT Department's *vision* is that those resources will enable Town managers to make informed decisions, reduce costs, and create operational efficiencies in their efforts to service Wellesley's residents
- Mission/vision statement was crafted by IT team three years ago; reflects team's attitude and approach to work
- IT Department is an internal service department (like Finance Department) with the goal to help other departments meet the needs of their constituents
- IT resources include the network, data and applications
  - Network systems include 50 servers, 300 desktop PCs (and peripherals), active directory, fiber and switches, internet service, phone system (VoIP), backup and recovery, security and remote access, fiber optic between Town buildings and firewalls for security
  - Enterprise applications, which departments use to capture data and report on, include:
    - MUNIS (Financials, Human Resources/Payroll, Permits and Code Enforcement, Real Estate and Personal Property Tax, and Utility Billing)
    - Additional applications for productivity and email include MS Office and Office 365
      - 400 user accounts
      - Migration of emails to Office 365 saved the Town about 20% over five-year period and allowed collaborative sharing with OneDrive
  - IT Department is also responsible for the Town website, which was revised last year
  - Other applications and vendors include:
    - Asset Management – VUEWorks
    - Document Management – Laserfiche
    - Time Management – Kronos
    - CAMA/Assessing – WinAppraisal
    - Building Automation – Metasys
    - School Food Service – Nutrikids
    - Program Management – RecTrac
  - IT Department also responsible for Town's Geographic Information System (GIS); leader in this area since 1997
- Staff of 8 in the IT Department: Director, Assistant Director, Network Manager, Desktop Administrator, Systems Administrator, GIS Manager, GIS Administrator, and Database Administrator
  - IT staffing has been consistent, but the responsibilities have shifted
  - More balance in the Department between network and applications
- IT Department serves all departments in Town Hall, DPW/Municipal Light Plant, Facilities Management, Police, Fire, Council on Aging, Recreation, Health, Library administration, and School business office
  - IT Department does *not* serve education needs of students and teachers, Police criminal investigations and dispatch, or Library public access
- FY20 budget is expected to continue to be stable with no significant increases
  - Some increases are unavoidable and are determined by the major software providers
  - Some savings in personal services due to retirements and promotions
  - Expenses include equipment maintenance, disaster recovery, computer software services (due to new online permitting procedures), telephone and other communications, and computer supplies
  - Preventative maintenance schedule requires computers to be returned every five years so that everyone is using the best technology to do work; replacing equipment on Town's terms
- Capital projects will be lighter than usual

- o Renewing maintenance contract for the vendor who helps with the phone network
- o Request for funds to support additional licensing for Server Virtualization project (see below)
- Notable Current IT Projects
  - o Server Virtualization (VMware) project for $100,000 involves consolidating the computers in the computer room into a smaller footprint
    - Will save Town money in the long term as Town will purchase licensing instead of equipment; also saves on energy costs
  - o Backup/Disaster Recovery project (UNITRENDS) enhances Town's position with respect to disaster recovery
    - Facilities in two distinct locations
  - o ViewPoint will provide Town's new online permitting solution
    - Several vendors were reviewed and ViewPoint offered the best value to the Town
    - Expect to go live first with online applications for BOS permits, then dog licenses in Town Clerk's office
    - Anticipate adding in Building Department permits in early 2019; intentionally implementing during slower time so that staff can learn the new system
- On the horizon
  - o Microsoft Office: Moving customers to a Cloud-based model with annual fees for using product; changes the way we budget for all of the Town users for these service; in the long run, Town may realize savings, but in short term there will be an increase in operating costs
  - o Adopting more services in the Cloud; need to take responsibility for security and data; there are advantages to moving to the Cloud but it represents a real shift in how we provide services
  - o Telephone system will need to be replaced at some point, but alert to how the marketplace is changing
  - o Strategic planning: looking to engage team of department heads to think and act strategically with the big picture in mind; develop road map for people to follow regarding IT needs

A comment was made that Advisory sees annual budget requests from variety of Town departments for servers and other IT assets; Town should be looking at IT to provide similar function with respect to IT assets that Facilities Management Department provides Town departments with respect to buildings; IT Department provides overlay to everyone else's IT needs; should continue to promote the IT Department as a valuable resource to other Town departments; Advisory should continue to ask questions during budget season about individual department needs for servers and computer equipment: The IT Department is continuing to find opportunities to help departments with particular issues and gain their buy-in that way; the website, online permitting and time management system are recent examples of this; IT can help departments if they bring their issues to the table.

A comment was made that the development of an IT strategic plan, which will bring Town managers together, is a terrific idea.

A question was asked if it is cost effective to have four different IT departments within Town (e.g., Town, Schools, Library, Police): The strategic plan will help us understand the jobs that need to be done and then we can look for opportunities to do things more efficiently; this will not occur in the FY20 budget cycle; strategic planning will take 12 to 18 months to complete.

A question was asked if there are barriers to putting everything in the Cloud: It is more cost effective, but it has to be done carefully; there is an analysis for every project; the system we have been using has been in place for a long time; in the last five years, we've advanced as much into the Cloud as was reasonably possible.

A question was asked about the environmental impact of moving to the Cloud: There are energy savings by migrating to the Cloud; reducing footprint and cooling requirements by consolidating resources into a more virtual environment.

An additional question was asked regarding the IT services that are provided by other departments: IT does not have total visibility into other departments' budgets; however, there are staff in other departments that support critical applications for those departments; for example, in DPW there is an enterprise and database manager; question is, does it make sense for a department to be supported by a centralized IT department or to have someone in that department to support the need; the focus should be on the need, and if there is a clear need, then IT Department will find a way to support that. There was a follow-question as to whether in the DPW example, the database manager would be in the DPW budget but some of the support IT Department provides would be in the IT Department budget: Correct.

There was a brief discussion that, given the fact that IT expenditures occur across different departments, it would be helpful to find a way to track and present a consolidated view of the Town's technology expenditures to Town Meeting; this is a large cost center and issue for many cities and towns.

There was a comment that in a decentralized form of government, such as Wellesley's, the power comes in asking questions to help get departments on the same page.

There was an additional comment that one item for IT strategic planning is the lack of coordination between the School website and the Town website; more specifically, lack of interconnectivity is an issue for School Building Committee, which is trying to publicize School building projects: IT Department is always thinking about ways to provide resources/help even if decentralization prevents us from actually affecting change; when we selected website vendor, consciously selected one with broader ability than Town might need right now; we have ability to provide some individualization for different departments that are under the Town website (e.g., Police, COA, Recreation).

A question was asked about annual subscription costs and whether we have the ability to push back on these costs and thereby influence software and Cloud providers: Municipalities hamper their ability to do this by adding special requirements for the software; we have limited ability to influence.

A question was asked about the vulnerability of these systems to being hacked: Increasing use of the Cloud improves our security posture (thousands of Microsoft employees worry about security rather than two members of IT Department); IT Department has two-pronged approach to security, keeping people out and dealing with inevitability that someone will find a way in (e.g., implement antivirus software and firewalls, install web filters to keep users away from potentially malicious sites, invest heavily in disaster recovery systems); IT received a $24,000 state grant to further disaster recovery efforts.

9:20 p.m. Liaison Reports/Administrative Matters

There was a brief discussion of the recent Association of Town Finance Committee weekend workshop:
- General sense of attendees was that Wellesley is well-managed; Town Finance Department and Executive Director already doing things that workshop leaders were touting
- Meeting generated some ideas for ways to present information to Town Meeting
- Interesting that one of neighboring towns is experiencing 200-student year-over-year increases in enrollment

Board of Health (BOH)/Mary Gard
- BOH will present to Advisory next week
- Recent roundtable inter-departmental discussion of social work needs/offerings in Town; Blythe has compiled inventory of what Town offers
- Resources are splintered; BOH feels 0.8 Full Time Equivalent social worker is overtaxed

Municipal Light Plant (MLP)/Bill Maynard
- Potential rate increase due to increased energy and transmission costs
- MLP taking internet service to the next stage; looking for 100 businesses to participate

Department of Public Works/Bill Maynard
- Current director due to leave Dec. 2 but will stay on for reasonable amount of time to allow for appointment of replacement

Library/Betsy Roberti
- Main Library renovation project is back to "summer slammer" schedule
- Potential timing of project: design funding to be voted at ATM in spring 2019; construction funding to be requested at a Special Town Meeting in fall 2020; construction with a "summer slammer" from approximately April-August 2021; targeted re-opening in fall 2021
- PBC presenting to Advisory on December 12
- Library operating budget expected to be within the 2.5% guideline increase, but only due to death of senior employee; many employees are at the top of the steps/lanes

There was a brief review of the policy for posting minutes: under the state's Open Meeting Law, a public body must approve minutes within three meetings or 30 days, whichever is later.

9:35 p.m. Adjourn

Jane Andrews made and Jeff Levitan seconded a motion to adjourn. The motion passed unanimously.

Items Reviewed During the Meeting

- *Smart Growth: Wellesley Office Park*, Presentation to Advisory Committee, November 7, 2018
- *Information Technology Department Review,* Power Point Presentation, November 7, 2018