



## Memorandum

**RE: 105 WINDSOR STREET BUILDING REVITALIZATION RESEARCH**

**Date:** March 15, 2017  
**To:** Cambridge Redevelopment Authority Board  
**From:** Tom Evans, Executive Director

### Introduction

This memorandum is provided as an update on some preliminary work conducted by the Cambridge Redevelopment Authority (CRA) staff to look into potential future uses for the building at 105 Windsor Street (Map Lot 74/25, the Property) owned by the City of Cambridge (City). The CRA staff has begun discussions with the City in planning a revitalization strategy for this Property to best serve the neighborhood. The CRA staff has offered to facilitate a community planning process for this public resource in collaboration with the City and neighborhood stakeholders. To inform a conceptual redevelopment program, the CRA has begun conducting due diligence to determine the physical needs of the building and to quantify the potential costs of rehabilitation and operation.

### Background

The building is a three-story structure of approximately 12,800 gross square feet, located on a 10,000 square foot parcel at the intersection of Windsor Street and School Street in the Port neighborhood. The brick structure was built in 1868 as the City's Boardman School. It was one of the first brick school buildings in the City, and is the only surviving structure of its class. It was converted into a recreation center in 1940 and housed a social services office and a branch library. It was converted into a health clinic in 1972 and was renovated in 1985.

The City leased the Property to the Cambridge Health Alliance (CHA) in 1997 as part of a Master Lease, covering numerous properties in Cambridge. As of today, the Property remains subject to the Master Lease but is currently vacant. The Property requires a moderate level of investment to be usable, including universal accessibility upgrades, updated heating and cooling systems, a new roof, and other basic improvements, as described below. The Property is currently zoned Residences C-1.

### Planning Process

As an outcome of the CRA's 2014 strategic planning process, the CRA has explored projects where the CRA's unique real estate development capacity and statutory authority might be of use in meeting the City's community development objectives. In 2016, the City and the CRA initiated discussions regarding potential strategies to utilize the Property as a non-profit community center. The Property's future use has evolved from community conversations facilitated by the Community Development Department (CDD) regarding the Cherry Street lot as well as ongoing conversations with community stakeholders about local resources and services needs in the Port neighborhood. Initial concepts that have been discussed include community programs related to food security, community-support services, economic development opportunities, and potential synergies between these services. An example of programs overlapping to meet multiple areas of need would be a community kitchen linked with a food pantry, meal programs and local entrepreneurship training. The recently completed Community Needs Assessment Report reinforces

the potential for a facility to host these types of uses in the Port. As the historical uses of the Property have been community use, the CRA and the City hope to revitalize the building to again function as an asset to the neighborhood.

### **Initial Property Assessment**

The CRA has conducted some pre-development analysis of the Property by reviewing the Master Lease with the CHA, conducting a full building survey, and enlisting the services of a construction cost estimator to analyze the potential capital investment needs of the building. The CRA's proposed planning process to establish the future use of the building would be supported by these technical assessments.

The CRA contracted with Daedalus Projects, Inc. for cost estimator services to provide a concept outline of capital needs required to rehabilitate the property. The estimate assumes the building is renovated in its current format as an office with full accessibility upgrades, replacing all building systems, exterior renovations, and a basic interior fit-out. These basic improvements are estimated to require two million and fifty thousand dollars (\$2,050,000) of capital investment. Fit-out requirements with specialty equipment or significant building modifications would be additional costs. Design services and other soft costs are not part of this estimate. The full summary of this initial assessment is documented in the attached report. The CRA also hired Vanesse Hangen Brustlin Inc. to conduct a land survey of the parcel and Existing Conditions Survey Inc. to perform internal measurements of the building to develop "as-built" construction drawings for future design work.

Using some basic assumptions regarding non-profit programming, the CRA has compiled some financial models for the operational costs and limited revenue sources, to test the feasibility of alternative revitalizations strategies. This initial analysis shows that with rents in the range of \$15 to \$25 per square foot, the building can likely support most of its operating costs. However, below-market rents cannot support significant debt to pay off capital investment. The capital needed to rehabilitate the property, as described above, would depend on sources outside the potential rent revenue of the building itself. The building is eligible for listing on the National Register of Historic Places, which could make it eligible for historic tax credits and a potential candidate for historic preservation funding under the Community Preservation Act. Future financial analysis should explore a mix of potential capital funding sources including the City's general fund, CRA revenue from MXD development, state and federal tax credits, Community Preservation Act funds, and local foundation support.

### **Initial Redevelopment Strategy**

The CRA staff hopes to continue to explore with the City how best to implement this project to benefit the Port community. Under Chapter 121B of the Massachusetts General Laws, the CRA has the ability to purchase or lease any property necessary or reasonably required to carry out redevelopment. While the details of the specific development strategy and requisite CRA plan framework would need to be explored, it appears that the CRA could be well positioned to help revitalize this building to deliver a valuable neighborhood resource to meet needs and/or expand resources identified by the various non-profits in this area of the City. In addition to technical assistance and real estate transactional tools, the CRA Board may also consider providing capital and/or operational resources toward the project's implementation. The CRA staff looks forward to continued collaboration with the City and community partners on this initiative.

### **Attachment: Concept Design Cost Estimate**



105 Windsor Street  
Rehabilitation and Adaptive Reuse  
Cambridge, MA

September 21, 2016

## Concept Design Estimate



### Property Developer

Cambridge Redevelopment Authority  
255 Main Street, 4th Floor  
Cambridge, MA 02142  
(617) 492 6800

### Cost Consultant

Daedalus Projects Incorporated  
112 South Street  
Boston, MA 02111  
(617) 451 2717

## INTRODUCTION

### Project Description:

#### *Architectural Scope of Work;*

Gut demolition of existing fit-out, new core and shell program architectural fit-out  
New 3-stop passenger elevator  
Masonry façade repairs  
Roofing repairs

#### *Fire Sprinkler Scope of Work;*

Modification to existing system

#### *Plumbing Scope of Work;*

Provide underground modifications and aboveground rough-in to expanded bathrooms revised layout.  
Provide all new fixtures, to include Bi-level Drinking fountain with Bottle Feeder.  
Provide new Gas Fired Hot Water Heater to the facility with all required installations . Re-route all condensate as required for the new layout.  
Storm Piping is existing and shall remain. New Storm Drains with lead flashing shall be provided in order to support all roofing replacement, as applicable.  
Demolition and safe-off as required are included.

#### *HVAC Scope of Work;*

Provide One (1) Roof Top Unit with gas fired furnace and a centralized distribution grid complete with VAV Terminal Units.  
Ductwork and Air distribution to be provided and equally spaced as required for the modified layout.  
Makeup Air to be provided within the RTU via makeup air damper, Exhaust Air will be provided by dedicated exhaust fans at all bathrooms and the general space requirements. Return Air shall be sized, as required, and directed to an equally appropriately sized Energy Recovery Unit.  
Supplemental heating to be provided via passive chilled beam or floor mounted radiant heat, as required by the architectural design (125 ft. Only Allowance).  
Independent Fan Coil Units shall be used in specialty or isolated regions of the project, as required.  
Existing Fan Coil Units shall be repaired and serviced for use in the new building scheme.  
Stairwells shall be supplemented with electric cabinet unit heaters at all odd number landings.  
New Boiler Packages (Qty 2) will be provided and installed. The Boilers shall be approx. sized at 1,500,000 BTU's each for the space given and a new distribution loop provided.  
Demolition and safe-off as required are included.

#### *Electrical Scope of Work;*

Provide for the relocation of existing electrical and data outlets as required for the modified layout.  
Because of the historical space use, the existing facility has ample availability for all electrical, voice and data, therefore, it is assumed that little will be required in terms of modifications to these systems. These requirements shall be defined by the owner and consultant at some future point.

## INTRODUCTION

### *Electrical Scope of Work; cont'd*

Lighting of the space will be crucial, this proposal reflects usual and customary commercial standard lighting requirements. Specialty lighting and design will need to be reviewed if required above the standard form.

Fire Alarm and Security systems are existing and require little or no modification (shown as misc. distribution).

There is no electrical site considerations given for the project at this time.

### *Sitework Scope of Work;*

Replace rear ramp with new

### **Project Particulars:**

Existing Plans and Elevation Drawings dated September 20, 2016 prepared by Existing Conditions Surveys Inc.

Scope of Work received August 17, 2016 prepared by Cambridge Redevelopment Authority

Site visit August 25, 2016 by Daedalus Projects, Inc.

Detailed quantity takeoff from these resources where possible

Discussion and review with Cambridge Redevelopment Authority

Daedalus Projects, Inc. experience with similar projects of this nature

### **Estimate Exclusions:**

Salvage of equipment and moveable furnishing items, hand to Owner

Work beyond the boundary of the site

Site or existing condition surveys and investigations

Hazardous materials survey and report, removal and abatement

Architectural/Engineering; Designer and other Professional fees, testing, printing, surveying

Interest expense

Owner's administration; legal fees, advertising, permitting, Owner's insurance, administration

Owner's site representation and project administration

Police details and street/sidewalk permits

Testing and commissioning

Project costs; utility company back charges prior to construction, construction of swing space and temporary facilities, program related phasing, relocation

## INTRODUCTION

### Project Assumptions:

The project will be publicly bid amongst General Contractors

It has been assumed that no less than 4 bids will be received. Bids can be expected to be significantly higher if fewer bids are received

Site and adjacent building(s) will be occupied during entire construction period

Operation during normal business hours

The Total Estimated Construction Cost reflects the fair construction value of this project in a competitive bidding market

Unit rates are based on current dollars and include an escalation allowance to cover the construction duration

Lay-down/storage area, jobsite shed and trailers, and construction site entrance will be located adjacent to Project area

Temporary electrical and water site utility connections will be available. General Conditions value includes utility connections and consumption costs

Noise and vibration disturbances are anticipated and will be minimized or avoided during normal business hours

Subcontractor's markups have been included in each unit rate. Markups cover the cost of field overhead, home office, overhead and subcontractor's profit

Design and Pricing Contingency markup is an allowance for unforeseen design issues, design detail development and specification expansion during the design period

General Conditions and Project Requirements includes items from Div. 01 General Requirements

Profit markup is calculated on a percentage basis of direct construction costs

Start of new construction is assumed Spring 2017

Escalation from now to start of construction has been carried in the Main Summary at an allowance of 4½% per year

**MAIN SUMMARY**

|                                                        |        | <b>TOTAL</b>       | <b>COST/GSF</b> |
|--------------------------------------------------------|--------|--------------------|-----------------|
| 02 - Existing Conditions                               |        | \$100,000          | \$7.81          |
| New Restrooms                                          |        | \$144,000          | \$11.25         |
| New Passenger Elevator                                 |        | \$364,000          | \$28.44         |
| 21 - Fire Protection                                   |        | \$37,000           | \$2.89          |
| 23 - HVAC                                              |        | \$615,000          | \$48.06         |
| 26 - Electrical                                        |        | \$201,000          | \$15.71         |
| Exterior Repairs                                       |        | \$140,000          | \$10.94         |
| 32 - Site Improvements                                 |        | \$115,000          | \$8.99          |
| <b>Direct Trade Cost Subtotal</b>                      |        | <b>\$1,716,000</b> | <b>\$134.09</b> |
| <b>Burdens and Markups</b>                             |        |                    |                 |
| General Conditions and Requirements, Bonds, Insurances | 11.00% | \$189,000          | \$14.77         |
| Building Permit Fee                                    | 1.50%  | \$26,000           | \$2.03          |
| Fee                                                    | 3.00%  | \$58,000           | \$4.53          |
| <b>Estimated Construction Cost Total</b>               |        | <b>\$1,989,000</b> | <b>\$155.42</b> |
| Escalation from now to start of construction           | 3.10%  | \$62,000           | \$4.84          |
| <b>ECC including Escalation Total</b>                  |        | <b>\$2,051,000</b> | <b>\$160.26</b> |

**DIRECT TRADE COST DETAILS**

| DESCRIPTION                                                | QUANTITY | UNIT | UNIT COST   | TOTAL            |
|------------------------------------------------------------|----------|------|-------------|------------------|
| <b>7 02 - Existing Conditions</b>                          |          |      |             |                  |
| 8 Site set-up, temp fencing                                | 1        | LS   | \$20,000.00 | \$20,000         |
| 9 Gut demolition                                           | 12,798   | GSF  | \$3.50      | \$44,792         |
| 10 Cut up, cart and haul away MEP demolition elements      | 12,798   | GSF  | \$1.00      | \$12,798         |
| 11 Dumpsters, cleaning                                     | 12,798   | GSF  | \$0.15      | \$1,920          |
| 12 Repair concrete stair landing                           | 3        | FLT  | \$5,000.00  | \$15,000         |
| 13 New code compliance signage                             | 12,798   | GSF  | \$0.25      | \$3,199          |
| 14 fire extinguisher and cabinet                           | 3        | EA   | \$500.00    | \$1,500          |
| <b>15 02 - Existing Conditions Total</b>                   |          |      |             | <b>\$100,000</b> |
| 16                                                         |          |      |             |                  |
| <b>17 New Restrooms</b>                                    |          |      |             |                  |
| 18 Gut demo existing single user restroom                  | 8        | RMS  | \$1,000.00  | \$8,000          |
| 19 janitor closet                                          | 2        | RMS  | \$500.00    | \$1,000          |
| 20 Slab on grade trench at new MEP installs, infill, patch | 95       | GSF  | \$15.00     | \$1,425          |
| 21 Interior door, frame, hardware                          | 10       | LEAF | \$1,200.00  | \$12,000         |
| 22 Partitions                                              | 2,310    | SF   | \$15.00     | \$34,650         |
| 23 Flooring, wall and ceiling finishes                     | 395      | GSF  | \$14.00     | \$5,530          |
| 24 Specialties for single user restroom                    | 8        | RMS  | \$900.00    | \$7,200          |
| 25 Plumbing; Underground Rough-in                          | 4        | FIX  | \$5,000.00  | \$20,000         |
| 26 Rough-in, Fixtures                                      | 14       | FIX  | \$3,800.00  | \$53,200         |
| <b>27 New Restrooms Total</b>                              |          |      |             | <b>\$144,000</b> |
| 28                                                         |          |      |             |                  |
| <b>29 New Passenger Elevator</b>                           |          |      |             |                  |
| 30 Reconfigure central stair                               | 3        | FLT  | \$25,000.00 | \$75,000         |
| 31 Cut new opening in slab on grade for elevator pit       | 1        | LOC  | \$2,500.00  | \$2,500          |
| 32 underpinning                                            | 10       | LF   | \$2,500.00  | \$25,000         |
| 33 earthwork by hand, disposal                             | 1        | LS   | \$15,000.00 | \$15,000         |
| 34 Elevator pit, lean-concrete backfill                    | 1        | EA   | \$25,000.00 | \$25,000         |
| 35 pit ladder, sill angles, hoist beam                     | 1        | LS   | \$6,750.00  | \$6,750          |
| 36 Demo partitions, cut new floor plate opening            | 2        | LOC  | \$3,000.00  | \$6,000          |
| 37 reinforce slab perimeter, patch existing to remain      | 2        | OPEN | \$3,700.00  | \$7,400          |
| 38 Cut new opening in roof framing and roofing             | 1        | LOC  | \$5,000.00  | \$5,000          |
| 39 Shaftwall assembly                                      | 1,385    | SF   | \$15.00     | \$20,780         |
| 40 Overrun doghouse                                        | 1        | LS   | \$15,000.00 | \$15,000         |
| 41 New passenger MRL elevator, 1x cab opening              | 3        | STOP | \$50,000.00 | \$150,000        |
| 42 MEP associated with new elevator                        | 1        | LS   | \$10,200.00 | \$10,200         |
| <b>43 New Passenger Elevator Total</b>                     |          |      |             | <b>\$364,000</b> |
| 44                                                         |          |      |             |                  |



**DIRECT TRADE COST DETAILS**

| DESCRIPTION                                                                                         | QUANTITY | UNIT | UNIT COST  | TOTAL            |
|-----------------------------------------------------------------------------------------------------|----------|------|------------|------------------|
| <b>45 21 - Fire Protection</b>                                                                      |          |      |            |                  |
| 46 Sprinkler coverage (Relocate existing heads as Req'd)                                            | 12,798   | GSF  | \$2.85     | \$36,473         |
| <b>47 21 - Fire Protection Total</b>                                                                |          |      |            | <b>\$37,000</b>  |
| 48                                                                                                  |          |      |            |                  |
| <b>49 23 - HVAC</b>                                                                                 |          |      |            |                  |
| 50 RTU/ERU, exhaust air, supplemental radiant heat, FCU,<br>51 cabinet unit heaters, Boiler package | 12,798   | GSF  | \$43.50    | \$556,698        |
| 52 VAV ductwork, air distribution                                                                   | 12,798   | GSF  | \$4.50     | \$57,589         |
| <b>53 23 - HVAC Total</b>                                                                           |          |      |            | <b>\$615,000</b> |
| 54                                                                                                  |          |      |            |                  |
| <b>55 26 - Electrical</b>                                                                           |          |      |            |                  |
| 56 Demolition, make safe                                                                            | 12,798   | GSF  | \$0.25     | \$3,199          |
| 57 Temporary lighting and power                                                                     | 12,798   | GSF  | \$0.20     | \$2,560          |
| 58 Electrical Equipment and Distribution                                                            | 12,798   | GSF  | \$4.50     | \$57,589         |
| 59 Fit-out; lighting, power                                                                         | 12,798   | GSF  | \$10.00    | \$127,977        |
| 60 minor modifications to low voltage systems                                                       | 12,798   | GSF  | \$0.75     | \$9,598          |
| <b>61 26 - Electrical Total</b>                                                                     |          |      |            | <b>\$201,000</b> |
| 62                                                                                                  |          |      |            |                  |
| <b>63 Exterior Repairs</b>                                                                          |          |      |            |                  |
| 64 Exterior brick façade                                                                            | 8,730    | SF   | \$10.00    | \$87,301         |
| 65 chimney                                                                                          | 2        | EA   | \$5,000.00 | \$10,000         |
| 66 window opening                                                                                   | 28       | EA   | \$250.00   | \$7,000          |
| 67 entrance                                                                                         | 2        | EA   | \$500.00   | \$1,000          |
| 68 Roofing                                                                                          | 4,265    | GSF  | \$5.00     | \$21,324         |
| 69 restoration after elevator install                                                               |          |      |            | New Elevator     |
| 70 fascia, gutter                                                                                   | 265      | LF   | \$50.00    | \$13,242         |
| <b>71 Exterior Repairs Total</b>                                                                    |          |      |            | <b>\$140,000</b> |
| 72                                                                                                  |          |      |            |                  |
| <b>73 32 - Site Improvements</b>                                                                    |          |      |            |                  |
| 74 Replace entrance door                                                                            | 1        | LEAF | \$5,000.00 | \$5,000          |
| 75 Demo ramp railings, ramp, foundations                                                            | 380      | GSF  | \$30.00    | \$11,400         |
| 76 New concrete ramp                                                                                | 425      | SF   | \$10.00    | \$4,250          |
| 77 strip footing, foundation wall                                                                   | 210      | LF   | \$250.00   | \$52,500         |
| 78 pipe guardrail and railings                                                                      | 210      | LF   | \$175.00   | \$36,750         |
| 79 Restore paved surfacing                                                                          | 1        | LS   | \$5,000.00 | \$5,000          |
| <b>80 32 - Site Improvements Total</b>                                                              |          |      |            | <b>\$115,000</b> |
| 81                                                                                                  |          |      |            |                  |
| 82                                                                                                  |          |      |            |                  |