

# Strategic Planning and Community Development

Repositioning For the Future

December 8, 2020

# Malden Redevelopment Authority

## An Integral Part of the City for 50 Years

- ▶ The MRA has acted as the City's defacto Planning and Economic Development department for decades
- ▶ Through this arrangement, the MRA has successfully utilized parking program revenue, along with administrative fees for managing grants, to fund salary and operation expenses without any cost to the City of Malden general fund
- ▶ Through this, the MRA has taken the lead in representing the city on:
  - ▶ Open space and recreational initiatives
  - ▶ Affordable housing policy and strategy
  - ▶ Riverfront activation and placemaking
  - ▶ MVDC (Tri-City redevelopment of Rivers Edge)
- ▶ Grant programs managed by the MRA on behalf of the City
  - ▶ Federal (CDBG, HOME, Lead Paint Abatement)
  - ▶ State (PARC, MassWorks, MAPC, Gaming Commission etc.)
  - ▶ Local (Private and foundational grants)

# Challenges on the Horizon

- ▶ In reviewing both a 5 and 10 year plan, the MRA sees continued pressure on revenue sources necessary to support planning and development activities
- ▶ The reduction in grant programs over the years along with the changing of rules around what grant funds can support have put pressure on needing to generate additional funds from outside sources
- ▶ The off-street parking program has been challenged by both revenue impacts from Covid-19 and increasing demands from deferred maintenance costs
- ▶ While some challenges are temporary, others are permanent and without action will greatly impact the ability of the agency to fund planning and development activities on behalf of the City

# While it's worked for many years, the current structure isn't without challenges

- ▶ Split responsibilities for functions that belong together
  - ▶ Things that clearly belong together are difficult to bring together given 'two organizations'
- ▶ Organizational structure that at times makes it difficult to address the needs of the City
  - ▶ Blurred lines can lead to lack of clear ownership
- ▶ Duplicated effort for core support functions due to organizational structure (IT, Accounting, legal, insurance etc.)
- ▶ The lack of a unified, thoughtful approach to two very important topics (Planning/Development and Parking) can result in duplication, gaps and confusion for residents

# Proposal

- ▶ Consolidate the existing Malden Redevelopment Authority, along with related City functions, into a newly created “Economic Planning and Community Development” department
  - ▶ Maintain the MRA as a legal entity in name to maintain the powers provided under the statute (MGL Chapter 121B)
  - ▶ Reposition current MRA Board of Directors to be a newly established “Economic Planning and Community Development” Board
    - ▶ This Board would at times carry out the authority of the Malden Redevelopment Authority Board as allowed under Chapter 121B
- ▶ Expand the newly created and refocused department by adding resources to address transportation planning and grant writing/management
- ▶ Move the ownership and management of the parking garages under the City, handled by expanding the city parking department
- ▶ Consolidate the current MRA core accounting functions and staff (accounting, payroll, audits) into the city controller’s office

# How we get there

- ▶ Formalized agreement between the City of Malden and MRA Board of Directors that outlines the transfer of all assets and liabilities of the MRA to the City of Malden
  - ▶ Will need to address bank loans and garage leases for proper handling to assign if necessary
  - ▶ All property gets transferred to the City of Malden (garages/lots/land/building)
- ▶ Creation of ordinances that establishes the City of Malden Economic Planning and Development department and outlines key elements
  - ▶ All existing MRA employees/positions get established in City ordinances
  - ▶ No employee compensation or benefits will be adversely impacted
- ▶ Amendment of the City Parking Department ordinance to integrate the management of the off-street parking resources
- ▶ Presentation of a July 1 2021 budget that reflects all of the above

# What we gain

- ▶ A strengthened structure that is viable long term while retaining all of the institutional knowledge on these key functions
- ▶ A single unified approach to Economic Planning and Community Development under one City of Malden department
- ▶ A single unified approach to Planning and Community Development under one City of Malden department
- ▶ A single unified approach to accounting under one City of Malden department

# Strength Through Refocusing

Add to New Department	Remove From New Department
Business Development (existing resource)	Parking functions (consolidate with parking)
Transportation Planner (new proposed in budget)	Finance functions (integrate with controller)
Grants Manager (new proposed in budget)	Home/Lead field oversight (non-admin integrate with Inspectional Services)



# Assets and Liabilities

Assets Transferred	Liabilities Transferred
Jackson Street Parking Garage	Pension liability (past and present)
CBD Parking Garage	Health care liability (past and present)
Land on which the DPW sits	Outstanding loans
Pearl Street site office	Existing parking agreements
Main St and Ferry Street lot	
Mountain Ave Lot (not deck)	
Ramsdell St. Lot	

