

# Manchester Affordable Housing Trust/Manchester Housing Authority:

## Summary Initial Re-development Analysis and Plan

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Date – October, 2021

We are pleased to submit for your review the following summary of initial findings from the financial and schematic site plan exercise outlined in the contract for advisory service with the MHA/MAHT dated July 20, 2020. The properties included in this preliminary redevelopment exercise include three MHA-owned properties (Newport Park, The Plains, and Loading Place Road) and the town-owned property currently occupied by the Town's Department of Public Works located on Pleasant Street.

This scope included the creation of conceptual level site plans and outline of design guidelines. This includes a review of zoning and entitlement requirements as well as a cursory septic analysis to support the site plans developed. The scope also anticipates an initial "plan of finance", or proforma budgets, that will consider development costs, operating budgets to inform commercial debt sizing and investment needs. It was anticipated that the proforma budget created would advise the development of future One Stop subsidy application models as required by the subsidy resources available and applicable.

This assessment seeks to identify and quantify proforma financial "gaps" discovered and assess the availability of, and potential for, equity or subsidy funding opportunities. The financial and architectural scopes above will ultimately inform a development plan that would be used to solicit interest and proposals from developers who would enter into an agreement with the Town to develop and finance the units proposed.

Three of the properties are state-aided public housing developments, currently owned by the Manchester Housing Authority, with annual Formula Funding operating assistance administered by the Department of Housing and Community Development (DHCD). The Housing Authority is a state agency, not a town entity. As a consequence, the properties are state-owned. The properties are listed below:

- Newport
- The Plains
- Loading Place Road

A third property is currently owned by the Town of Manchester-by-the-Sea and currently serves as the Department of Public Works maintenance facility.

## Description of the Redevelopment Exercise:

The outline summary of process and findings resulting from the preliminary redevelopment exercise is summarized below. The summary is organized by Tasks:

### 1. Section 1: Summary of work to date.

Per the contract dated July 20, 2020, the PUI team has completed the following:

- **Task 1: Schematic site plans and design guideline.**

The conceptual design scope began with a due diligence phase that included a kick-off meeting, confirmation of project scope, and site visits to document existing conditions and collect documentation in advance of the preparation of base and schematic plans.

An analytical phase followed with evaluations of the physical conditions of the existing buildings at the three residential sites and DPW site envisioned in the RFP. This phase also considered the underlying zoning and other regulatory requirements, described below, that further informed the development potential for all of the sites.

The next task included preparation of diagrammatic site plans and buildout calculations to illustrate potential development options that will be presented to, and reviewed by, the MHA/MAHT. With that input, we developed schematic site plans and outlined design guidelines for the preferred development options.

- **Task 2: Zoning and entitlement strategy**

Based on the Schematic Design work above, the team reviewed current zoning and entitlement requirements for the Town and assessed issues of timing and likely required variances. In cooperation with the Town planning office, the MAHT, and the MHA, we considered how best to approach the introduction of a potential project to the local zoning and entitlement authorities, with a particular focus on how to introduce the potential project to the public in advance of developer solicitation/selection.

From this campaign, we hope to be able to better anticipate public sentiment and concerns before a developer is selected and final plans and specifications are drafted for public review. We believe that this process will not only show a level of transparency of process, but will also provide some level of comfort in the development community that pursuing an affordable housing project in the Town will have a greater likelihood of success.

Current zoning for the Town currently does not anticipate developments beyond traditional single family and two-family configurations such as those proposed as a result of this preliminary redevelopment exercise. As such, the zoning strategy proposed for multi-family development must anticipate either a 40B or 40R entitlement process and the development team must be able to pursue and accommodate these processes.

An important part of this concept development phase is to identify potential issues and engage residents and/or organizations that might push back on the idea of bringing new low-and-moderate income units to the marketplace. This process will give the Town and potential developers a greater sense of how a 40B or 40R project might be received, and to what level of objection or concern.

The development partner, once identified and engaged, must continue to work with the Town to think about how best to engage this group in a way that is thoughtful and non-threatening. For example, in the spirit of transparency in the process, the MHA/MAHT development team might hold a series of community meetings to present the Town's desire to increase affordable housing and gauge how this concept might be received by the residents and the community at-large.

- **Task 3: Septic analysis and strategy.**

As part of the schematic scope above ("Schematic Design"), the architect worked with the civil engineering firm, Samiotes Consultants, to review the current septic by-laws and requirements. This assisted the architect in reconciling the unit programming anticipated under the municipal guidelines and the existing storm and sanitary infrastructure at the three MHA sites. The architect also considered the findings of the "Due Diligence and Constraints Memorandum" previously prepared for the Town with respect to the anticipated sewer

infrastructure required at the DPW site. The architect and civil engineer relied exclusively on existing documentation for this analysis; no new subsurface testing was included in our proposal.

- **Task4: Project financing.**

Reflecting the Schematic Design process above, a preliminary plan of finance was established including development and operating proforma budgets, subsidy resourcing potential and a detailed description of the potential 'capital stack'. A summary of the plan, attached, was built to include:

- (a) a development budget for hard and soft costs;

- (b) an operating budget anticipating net operating income that will inform commercial debt sizing and investment needs;

- (c) summary of the resulting sources and uses; and

- (d) based on the information above, the DHCD One Stop funding application proforma can be populated for initial review by all sources including DHCD, local stakeholders, commercial lenders, potential developers and equity investors.

The summary proforma attached assumed a total of 116 units, including existing (assuming demolition of 4 existing units) and 86 new units as described in Section 3 below. The summary proforma draws from four (4) separate development models and can be adjusted to reflect a change in unit count as contemplated in the architectural summary described in Section 3(A) below.

The financing summary assumes 86 new units to be developed in addition to the 80 units of existing/remaining housing owned and operated by the MHA (assuming demolition of the 4 family units at Loading Place Road). The total development costs anticipated is estimated at approximately \$35,570,500 (\$214,280/unit in new construction of which include approximately \$40,000/unit in

rehabilitation to the existing units). The Proforma Summary included below.

- **Task 5: Subsidy resourcing.**

The process of identifying subsidies – both development and operating subsidies – became evident as the modeling described above was advanced. As anticipated given the income of the population to be served, the project costs will greatly outweigh the amount of commercial debt and LIHTC resources available to a project whose target market are households earning less than 60% (low-income) or 30% (extremely low-income) of the area median income (AMI). Based on the schematic unit count described in Section 3(A) below, we can estimate the anticipated 'gap' in financial resources in the summary plan of finance to support the development. The team has met with DHCD Public Housing Division to discuss some preliminary possibilities for funding. Next, the team needs to continue to work with DHCD and DHCD Public Housing, as well as to reach out to other subsidy providers and quasi-public lenders to strategize about how best to address the gap.

## 2. Section 2: Goals of the (re)development analysis exercise.

The Manchester Affordable Housing Trust (MAHT) and the Manchester Housing Authority (MHA) have joined together to consider how best to:

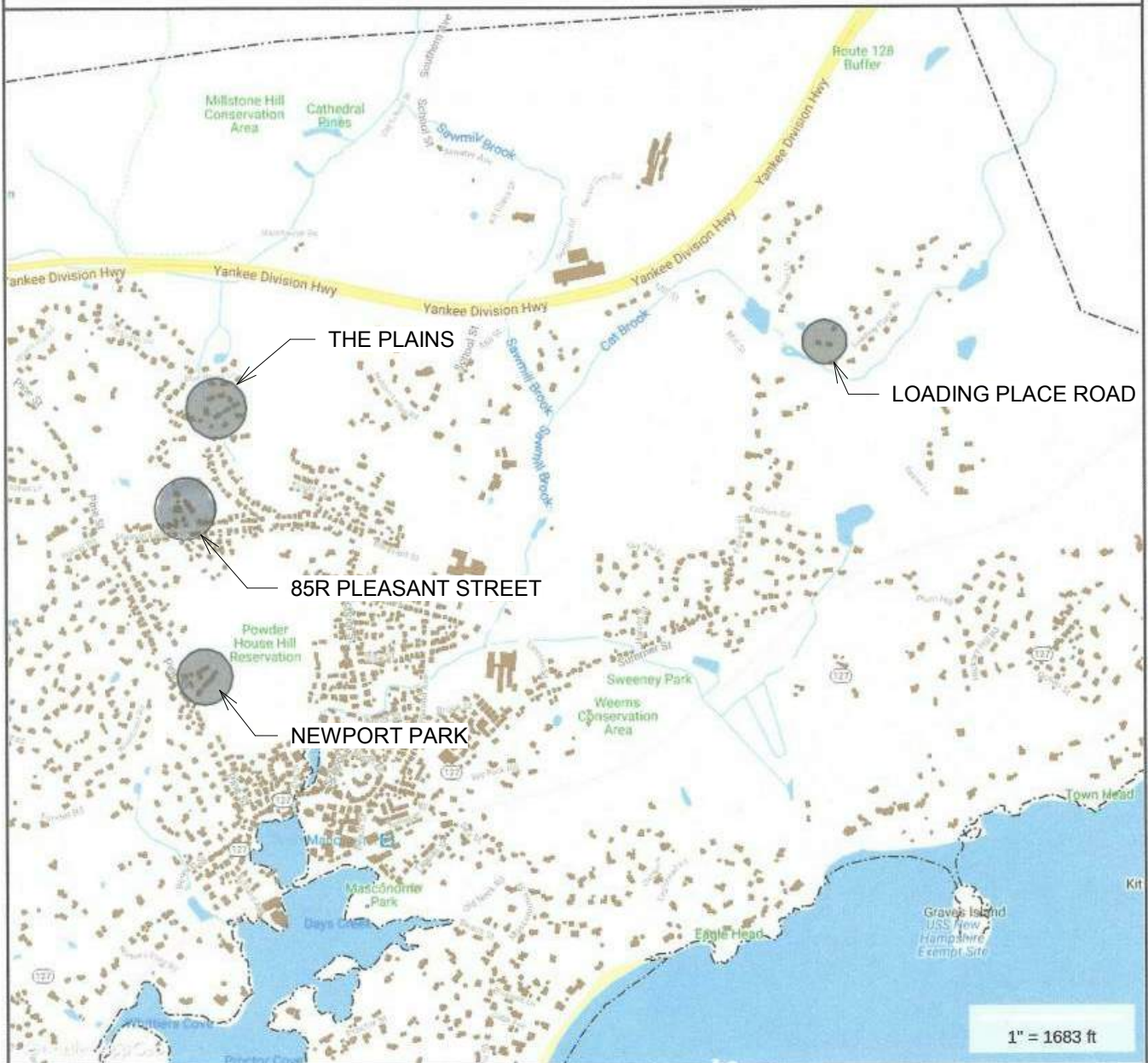
- (1) create a larger portfolio of housing that is affordable to residents of the Town in the middle and lower-incomes;
- (2) improve the existing units of aging state-owned public housing owned and operated by the MHA; and
- (3) execute the redevelopment strategy in the best interest of the current MHA residents and the residents of the community of Manchester-by-the-Sea as represented by the MAHT/MHA.

Together the MAHT and the MHA seek to leverage the existing MHA units and create new affordable and market rate units on underutilized land adjacent

to the three MHA sites, as well as a 5.4-acre site currently owned by the Town and used by the Dept of Public Works for truck and equipment storage.

The Tasks described above have revealed a schematic plan for redevelopment and finance to be used to further explore a full redevelopment strategy with a future development partner. The MAHT and MHA will solicit and pursue this strategy with a development partner (either not-for-profit or private development entity) to be identified and selected through a public solicitation process (pursuant to M.G.L. Chapter 30(B)). It is strongly encouraged that the MAHT and MHA maintain a leadership and administrative role in this process to ensure the long-term goals above are supported and executed.

# Locus Map MHA Housing Sites



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MANCHESTER HOUSING AUTHORITY

Drawing Title:  
**LOCUS MAP**

Sketch No: 1

Scale:	Drawn by: ZG	Checked by: AC	Date: 01/20/21
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Part of:



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### 3. [Section 3: Overview of Findings.](#)

A description of finding from the redevelopment analysis exercise is described below:

#### **A. Architectural Site Analysis/Development Potential:**

The following architectural summaries include a written narrative that describes the site characteristics, development potential and condition of the existing MHA buildings organized by the four development sites. In addition, the representative architectural design guidelines are depicted in a series of images that visually describe the physical building configurations.

##### **Newport Park**

###### Site Characteristics

The property is a three-acre lot located in a residential district. It has an irregular configuration with two separate frontages on Pine Street. It contains five residential buildings, dating from 1964 with a total of 32 one-bedroom units. The developed area is relatively flat and has a single vehicular access from Pine Street with surface parking. The undeveloped area is a wooded area of about one acre. It has a relatively steep topography with slopes ranging from 7% to 18% and has what appears to be an intermittent stream dividing the developed and undeveloped portions of the site. The site is served by all utilities from Pine Street.

###### Development Potential

A portion of the undeveloped land can accommodate new construction of up to 24 one and two-bedroom units, but it must be adapted to the sloping topography. Vehicular access would likely be through the existing driveway to avoid the pronounced slopes that exist at the undeveloped western frontage. Required zoning setbacks are moderate and can be easily accommodated. Site development will be impacted by what appears to be an intermittent stream dividing the property. Zoning relief (40B or 40R) would be needed for the addition of units and probably for parking because zoning requires 1.5 parking spaces per unit. For the 18 units currently proposed, this would mean adding 27 new spaces.

###### Existing Buildings



The five existing buildings are two-story, wood framed structures with one-bedroom flats on both levels, accessed by common stairs and corridors. Units located on the second floor pose accessibility issues for residents as there are no elevators in the buildings. The buildings are in fair condition but require some capital investment to address deferred maintenance. To address this work, we have included \$40,000/unit in the proposed development financial proforma.

Potential redevelopment of the buildings is constrained by the physical configuration of the existing means of egress. The floor plates are subdivided into small, separate areas by the layout of egress stairs and corridors making it difficult to expand horizontally.

Conversion of some units into two-bedroom apartments by expansion toward the rear is possible in three of the five buildings, but this would require adding a second bathroom because the existing bathroom is accessed through the existing bedroom. Expansion to the sides is possible for some of the buildings but it is limited by the proximity of the adjacent buildings. Any large-scale reconfiguration would require upgrading the existing buildings to meet current code requirements for means of egress, structure, MEP/FP and energy conservation, which would probably be cost prohibitive.

**See architectural summary attached.**

# MHA Newport Park Site Map 2



## Property Information

Property ID 42 0 1  
 Location 0 NEWPORT PK  
 Owner MANCHESTER HOUSING AUTHORITY



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NEWPORT PARK

Drawing Title:  
 SITE MAP, AERIAL

Sketch No: SK-1.1

Scale: Drawn by: ZG Checked by: AC Date: 01/20/21

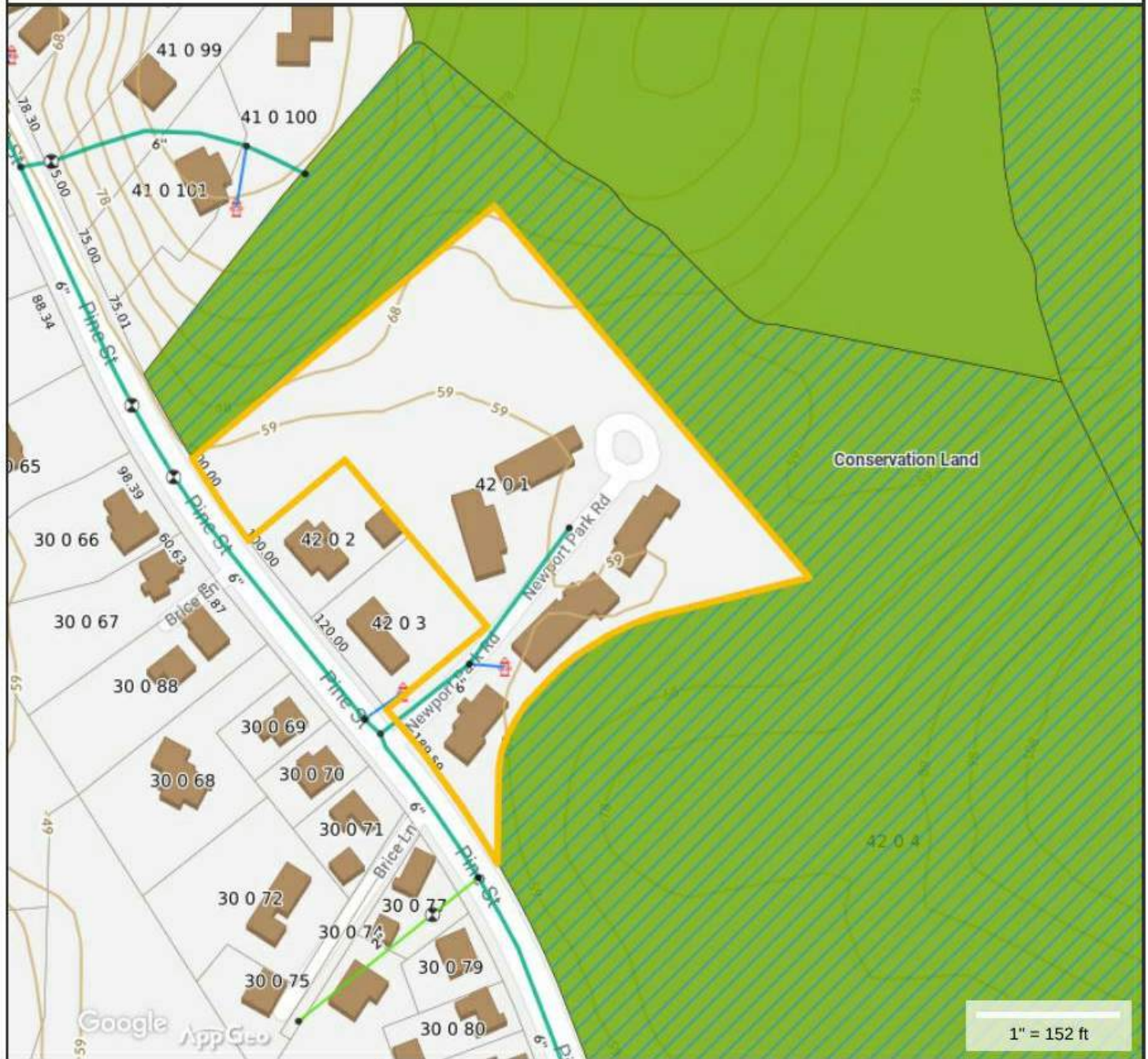
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# Newport Park Site Plan Map 1



## Property Information

Property ID 42 0 1  
Location 0 NEWPORT PK  
Owner MANCHESTER HOUSING AUTHORITY



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NEWPORT PARK

Drawing Title:  
SITE MAP, DRAWING

Sketch No: SK-1.2

Scale: Drawn by: ZG Checked by: AC Date: 01/20/21

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1 Site Plan - SK-1 Existing  
1" = 100'-0"

MANCHESTER HOUSING AUTHORITY

NEWPORT PARK

Drawing Title:

EXISTING SITE PLAN

Sketch No: SK-1.3

Scale:  
1" = 100'-0"

Drawn by:  
ZG

Checked by:  
AC

Date:  
01/20/21

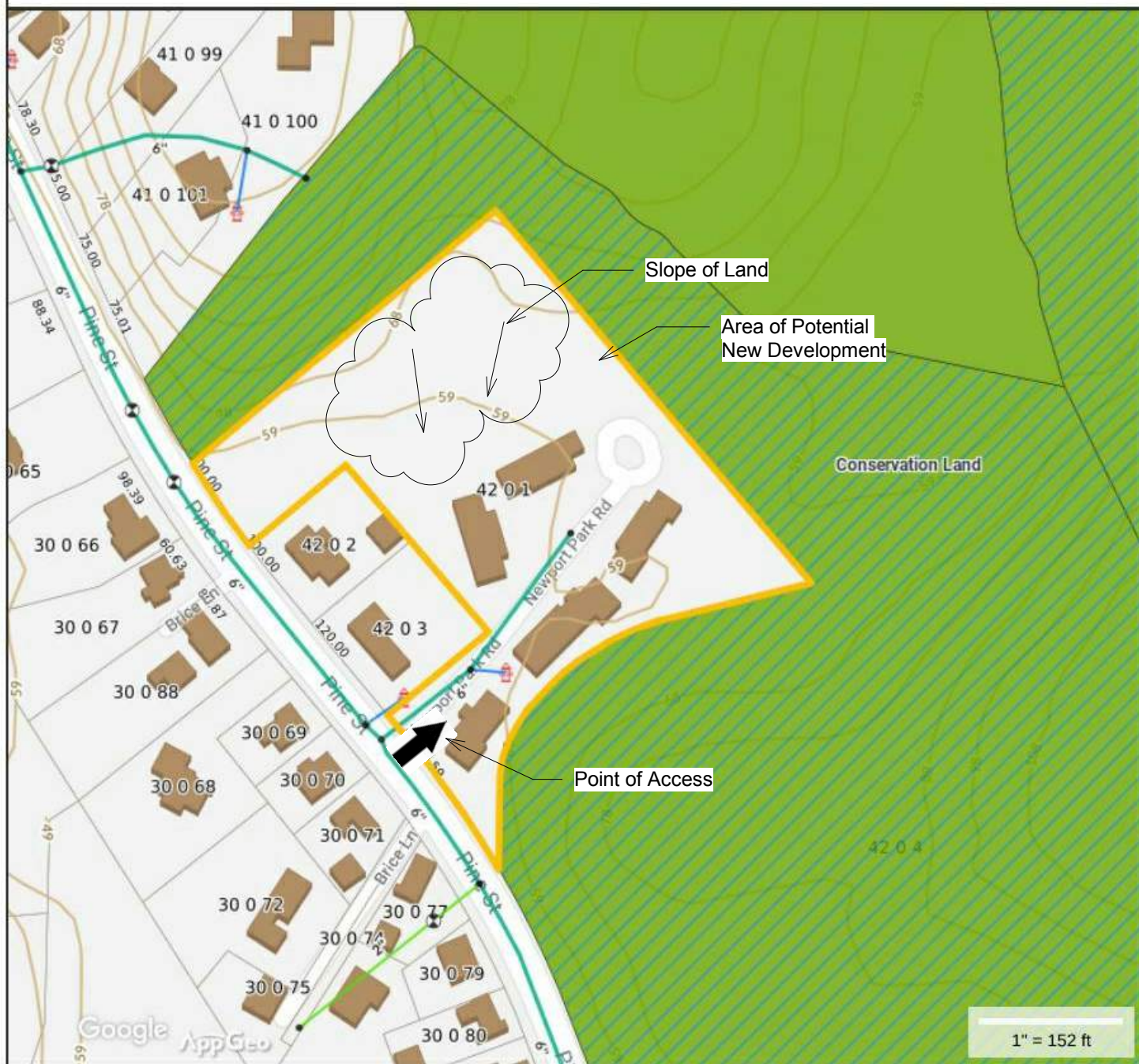
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# Newport Park Site Plan Map 1



## Property Information

Property ID 42 0 1  
 Location 0 NEWPORT PK  
 Owner MANCHESTER HOUSING AUTHORITY



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NEWPORT PARK

Drawing Title:  
**SITE DIAGRAM**

Sketch No: SK-1.5

Scale: Drawn by: ZG Checked by: AC Date: 01/20/21

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2 Site Plan - SK-1  
1" = 100'-0"

## NEWPORT PARK NEW DEVELOPMENT

BUILDING TYPE	ATTACHED 1 or 2 STORY
UNIT TYPE	1 & 2 BEDROOM
UNIT SIZE	1BR 650 SF; 2BR 900 SF
NO. UNITS W/1FLOOR	8-1BR + 4-2BR = 12 DU
NO. UNITS W/2 FLOORS	16-1BR + 8-2BR = 24 DU
BUILDOUT W/1 FLOOR	8,800
BUILDOUT W/2 FLOORS	17,600



PROPOSED NEW  
BUILDINGS



EXISTING BUILDINGS

NEWPORT PARK  
SITE AREA: 3.0 ACRES



MANCHESTER HOUSING AUTHORITY

NEWPORT PARK

Drawing Title:

CONCEPTUAL SITE PLAN

Sketch No: SK-1.4

Scale:  
As indicated

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ZG

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**Example of a single-family row house model.**



**Example of a multi-level row house model.**

MANCHESTER HOUSING AUTHORITY

NEWPORT PARK

Drawing Title:

**IMAGES**

Sketch No: **SK-1.6**

Scale:

Drawn by:  
**ZG**

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**AC**

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**01/20/21**

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**Example of a 2-story row house configuration.**



**Example of two-story duplex configuration. -**



**Example of 2-story row-house conguration.**



**Alternative mid-rise with elevator.**

## The Plains

### Site Characteristics

The property is a 3.2-acre lot located in a residential district. It has a very irregular configuration with a narrow frontage on Old Essex Road. The site contains six residential buildings dating from 1975 with a total of 48 one-bedroom units. There is also a Community Building and a small maintenance building. The developed area is relatively flat and has a single vehicular access from Old Essex Road. The buildings face an oval shaped vehicular driveway that has surface parking bays and surrounds a central green space. There is a small, undeveloped area on the northeast end of the site, behind the community building. It is a wooded area of about one-half acre that has a sloping topography with slopes ranging from 3% to 13%. The site is served by all utilities from Old Essex Road.

### Development Potential

The existing single story community building and office could be replaced by a larger mixed-use structure that would include community room(s) and office spaces as well as up to 26 new one and two-bedroom units. The new building would include an elevator and would meet all required building and energy codes. The new building would extend into the sloping terrain with a partial first floor and larger floor plates on the upper levels. In a 4-story configuration, the building could provide up to 26 one and two-bedroom units. Required zoning setbacks are moderate and can be easily accommodated at this location. No wetlands were noted on the available site plans. The main factor that limits the size of a new building is the zoning regulations that limit the height to 2 ½ stories or 35 feet. Zoning relief would be required for a three-or-four story building. Zoning relief would also be required for parking because zoning requires 1.5 parking spaces per unit, which would mean adding 39 new spaces. Note that senior living facilities usually require less than one space per unit.

### Existing Buildings

The six existing residential buildings are two-story, wood framed structures with one-bedroom flats on both levels, accessed by common stairs and corridors. The units located on the second floor pose accessibility issues for many residents as the buildings do not currently have elevators. The buildings are in fair condition but require some capital investment to address deferred maintenance. To address this work, we have included \$40,000/unit in the proposed development financial proforma.

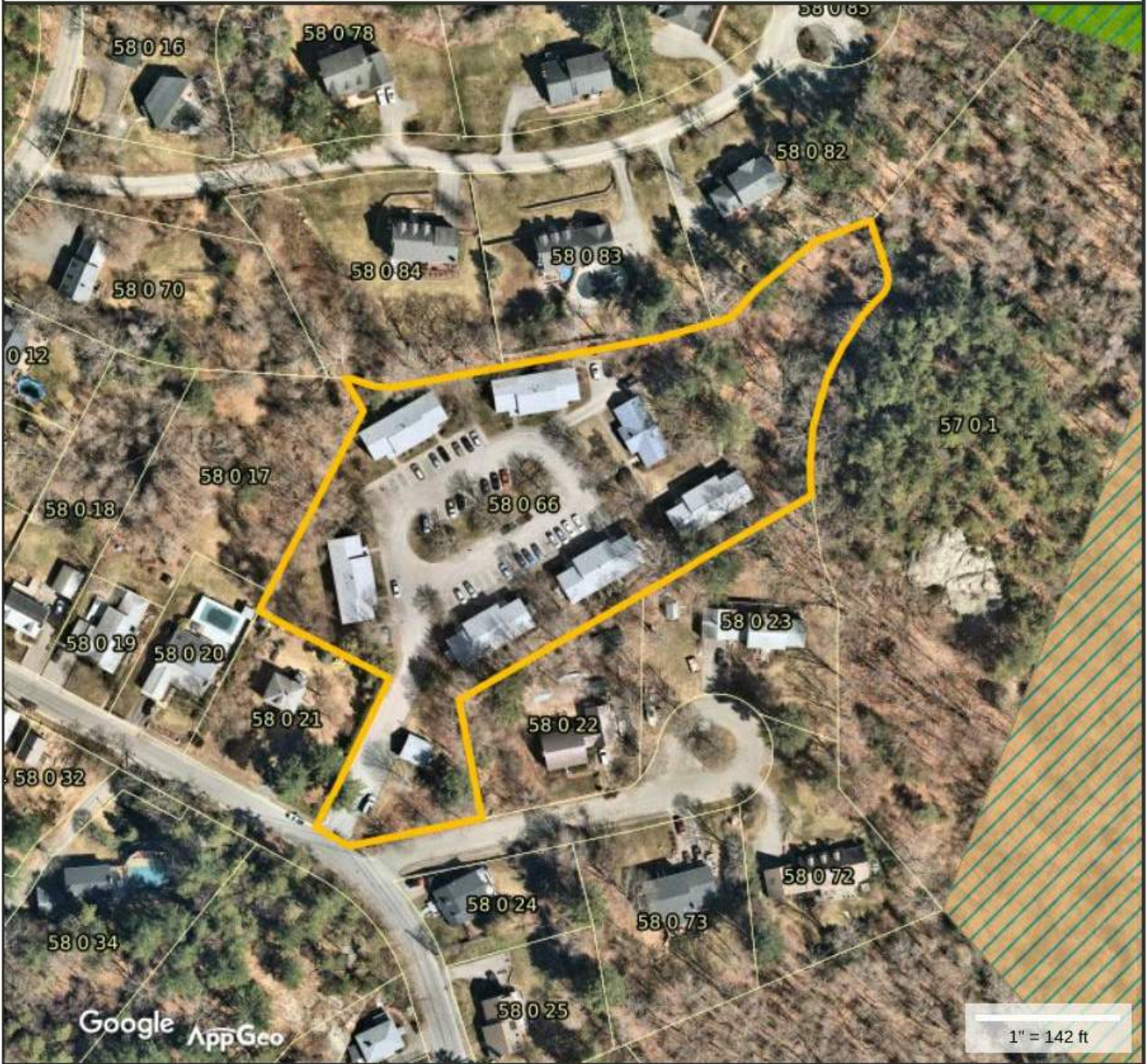
Floor plans of the existing buildings were not available for review. Based on a site visit and the building typology, we believe that potential redevelopment of the existing structures would be constrained by the configuration of the existing means of egress and the unit layouts. The floor plates are subdivided into small, separate areas by the location of egress stairs, which makes it difficult to expand units horizontally.

Conversion of some units into two-bedroom apartments by expansion toward the rear is possible in one of the six buildings, but the 20-foot rear yard setback requirement makes this unfeasible for the other five buildings. Lateral expansion at the ends of the buildings is possible. Like the units at Newport Place, any large-scale reconfiguration would require upgrading the existing buildings to meet current code requirements for means of egress, structure, MEP/FP and energy conservation, which would probably be cost prohibitive.

**See architectural summary attached.**



# MHA The Plains Site Map 2



## Property Information

Property ID 58 0 66  
 Location 0 THE PLAINS  
 Owner MANCHESTER HOUSING AUTHORITY



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MANCHESTER HOUSING AUTHORITY

THE PLAINS

Drawing Title:  
 SITE MAP, AERIAL

Sketch No: SK-2.1

Scale:	Drawn by: ZG	Checked by: AC	Date: 01/20/21
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# MHA The Plains Site Plan Map 1



## Property Information

Property ID 58 0 66  
 Location 0 THE PLAINS  
 Owner MANCHESTER HOUSING AUTHORITY



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THE PLAINS

Drawing Title:

SITE MAP, DRAWING

Sketch No: SK-2.2

Scale:

Drawn by:  
ZG

Checked by:  
AC

Date:  
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1 Site Plan - SK-2 Existing  
1" = 100'-0"

MANCHESTER HOUSING AUTHORITY				THE PLAINS			DHK ARCHITECTS, INC 54 CANAL STREET SUITE 200 BOSTON, MA 02114
Drawing Title: EXISTING SITE PLAN				Sketch No: SK-2.3			
Scale: 1" = 100'-0"	Drawn by: ZG	Checked by: AC	Date: 01/20/21	Part of:			





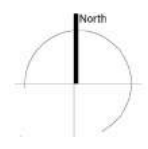
1 Site Plan - SK-2  
1" = 100'-0"

THE PLAINS  
NEW DEVELOPMENT

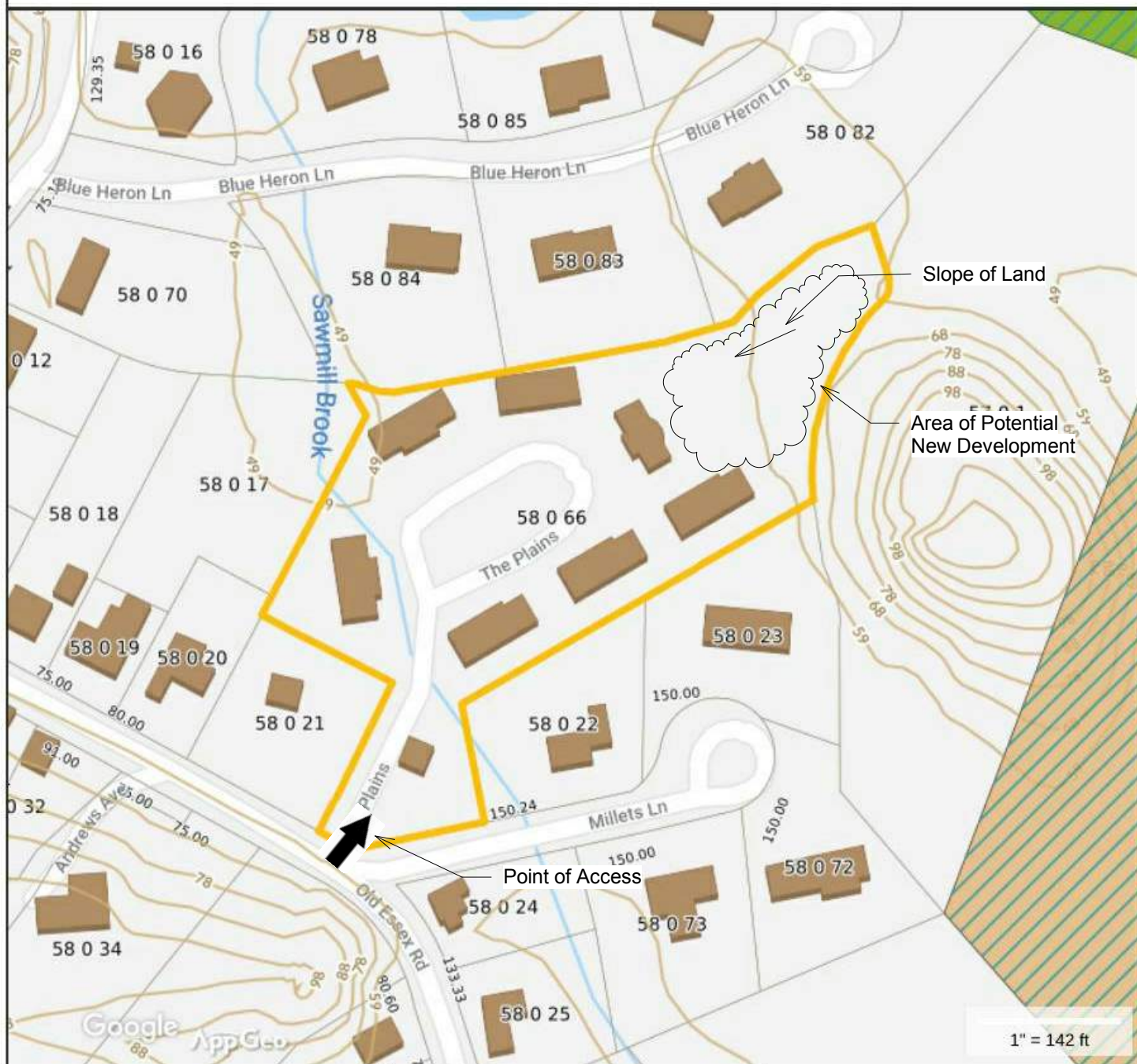
BUILDING TYPE	3 OR 4 STORY MULTIFAMILY + COMMUNITY
UNIT TYPE	1 & 2 BEDROOM
UNIT SIZE	1BR 650 SF; 2BR 900 SF
NO. UNITS W/3 FLOORS	10-1BR + 8-2BR = 18 DU
NO. UNITS W/4 FLOORS	14-1BR + 12-2BR = 26 DU
COMMUNITY ROOM	2500 SF
BUILDOUT W/3 FLOORS	18,630
BUILDOUT W/4 FLOORS	25,760

- PROPOSED NEW BUILDINGS
- EXISTING BUILDINGS

THE PLAINS  
SITE AREA: 3.2 ACRES



# MHA The Plains Site Plan Map 1



## Property Information

Property ID 58 0 66  
 Location 0 THE PLAINS  
 Owner MANCHESTER HOUSING AUTHORITY



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THE PLAINS

Drawing Title:  
**SITE DIAGRAM**

Sketch No: SK-2.5

Scale: Drawn by: ZG Checked by: AC Date: 01/20/21

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**Example of mixed-use 3-story multifamily configuration.**



**Example of mixed-use 4-story multifamily configuration.**

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THE PLAINS

Drawing Title:

**IMAGES**

Sketch No: SK-2.6

Scale:

Drawn by:  
ZG

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AC

Date:  
01/20/21

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## Loading Place Road

### Site Characteristics

The property is a 3.2-acre lot located in a residential district. It has extensive frontage on Loading Place Road and a topography that slopes in two directions, along its length and breadth. There is a single vehicular driveway that provides access to the two existing detached two-family buildings that date from 1988. There are two undeveloped areas, a large area on the west and a smaller one on the east end of the site. Both of these areas are wooded and have sloping topography with slopes ranging from 5% to 13%. The site is served by utilities from the Street but has no connection to the municipal sewer system. Each of the two buildings is served by an on-site septic system, which have recently been replaced. For the purpose of this study, we have assumed that the existing four units will be demolished and replaced.

### Development Potential

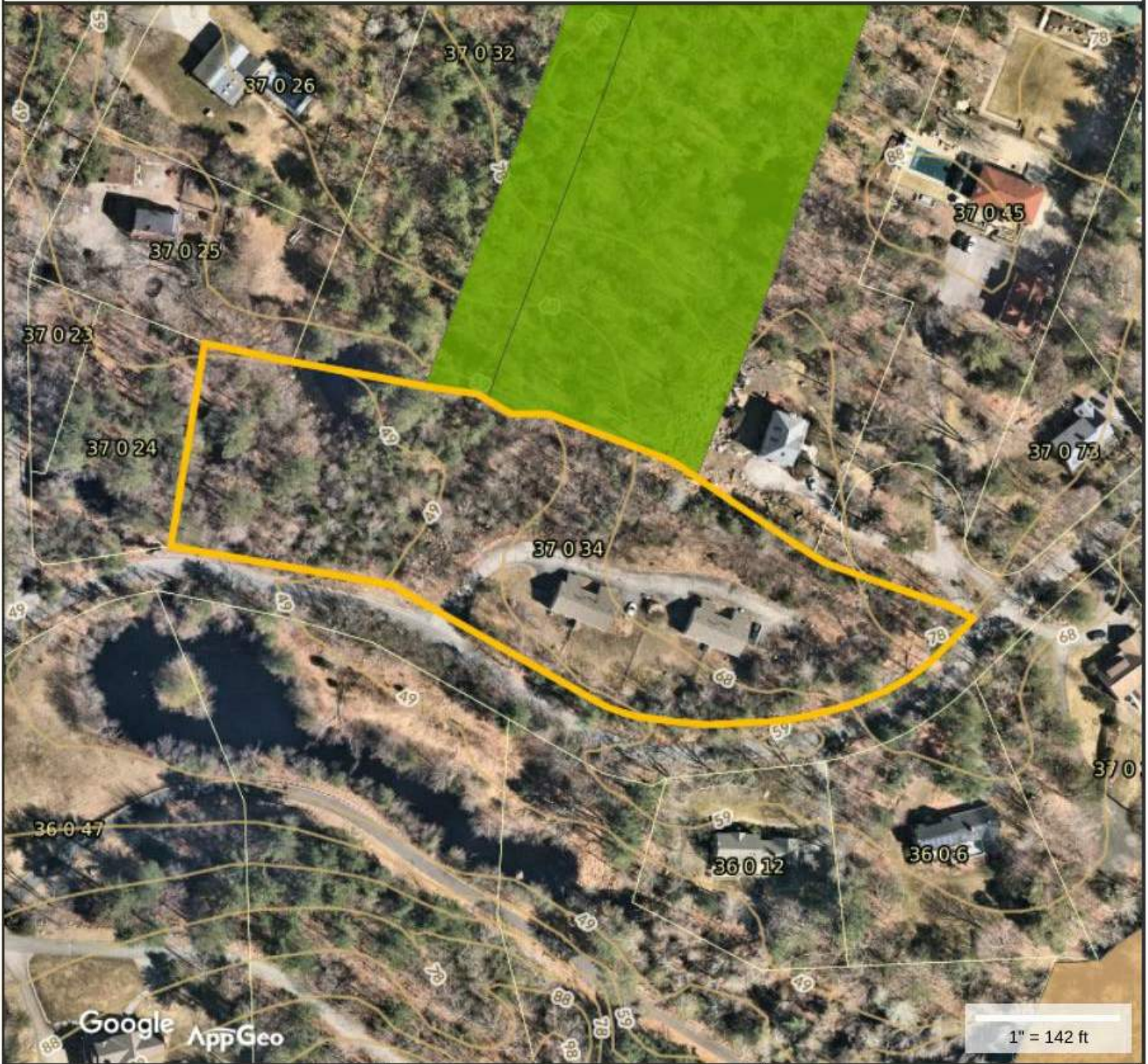
The site is large enough to hold six attached 2-family buildings similar to the existing ones for a total of 12 new units. The two existing buildings with a total of 4 units would be demolished. Small, detached duplex structures are appropriate for this site because they can be more easily adapted to the sloping terrain, whereas a larger multifamily building would require extensive earthwork and foundations as well as earthwork and retaining walls to create level parking areas. Smaller buildings would also be more appropriate for the neighborhood. The site map shows a small pond at the west end of the site. A wetlands survey should be performed to establish potential restrictions to the buildable area of the site.

### Existing Buildings

The two existing residential structures are attached two-family buildings with a total of four units. They are two-story, wood framed structures with 3-bedroom units that were built in 1988. The maintenance superintendent reported that buildings are in poor condition and may not be worth saving.

**See architectural summary attached.**

# MHA Loading Place Road Site Plan Map 2



## Property Information

Property ID 37 0 34  
 Location 2 4 LOADING PLACE RD  
 Owner MANCHESTER HOUSING AUTHORITY



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LOADING PLACE ROAD

Drawing Title:  
 SITE MAP, AERIAL

Sketch No: SK-3.1

Scale: Drawn by: ZG Checked by: AC Date: 01/20/21

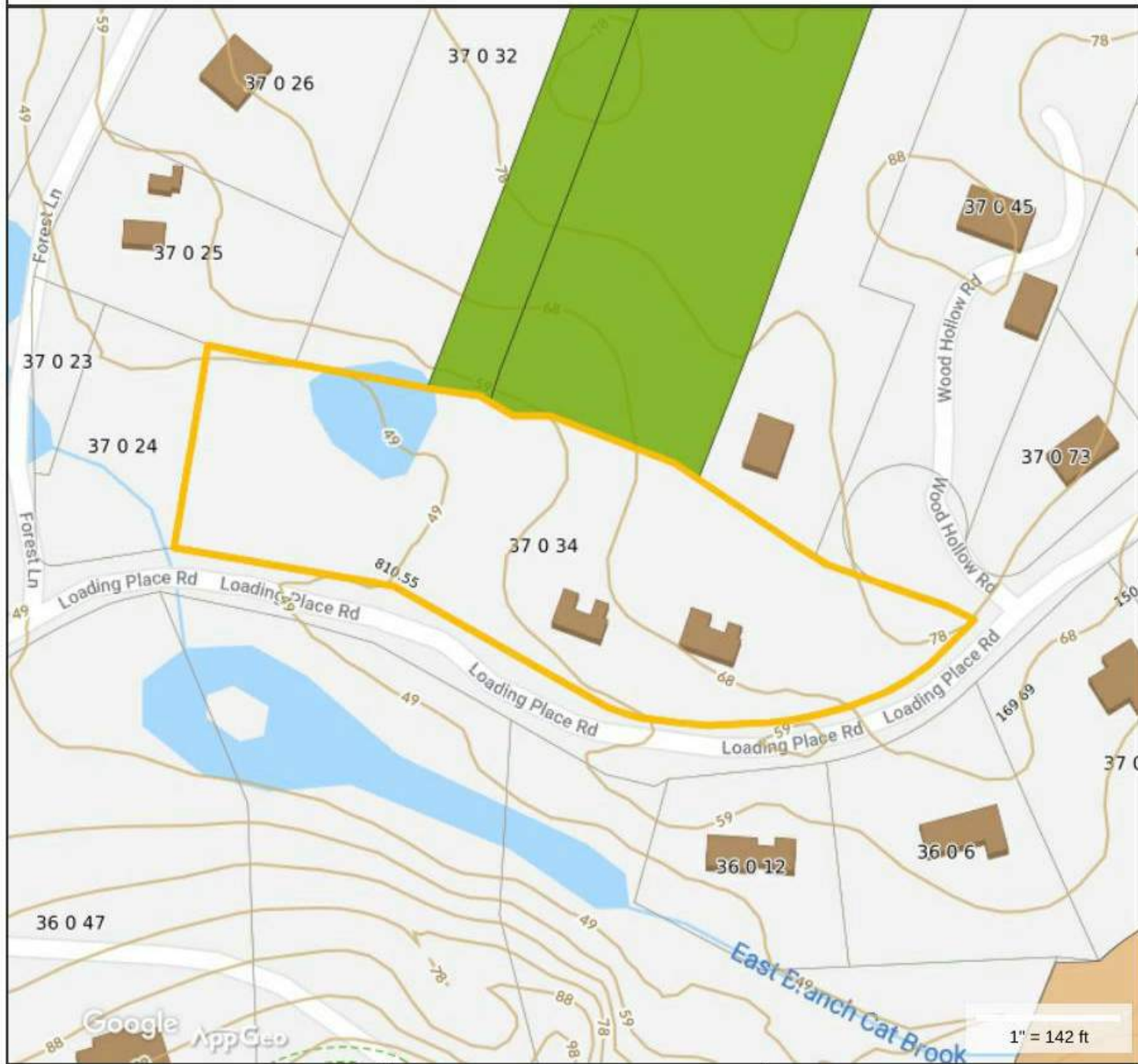
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# MHA Loading Place Road Site Plan Map 1



## Property Information

Property ID 37 0 34  
 Location 2 4 LOADING PLACE RD  
 Owner MANCHESTER HOUSING AUTHORITY



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LOADING PLACE ROAD

Drawing Title:

SITE MAP, DRAWING

Sketch No: SK-3.2

Scale:

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ZG

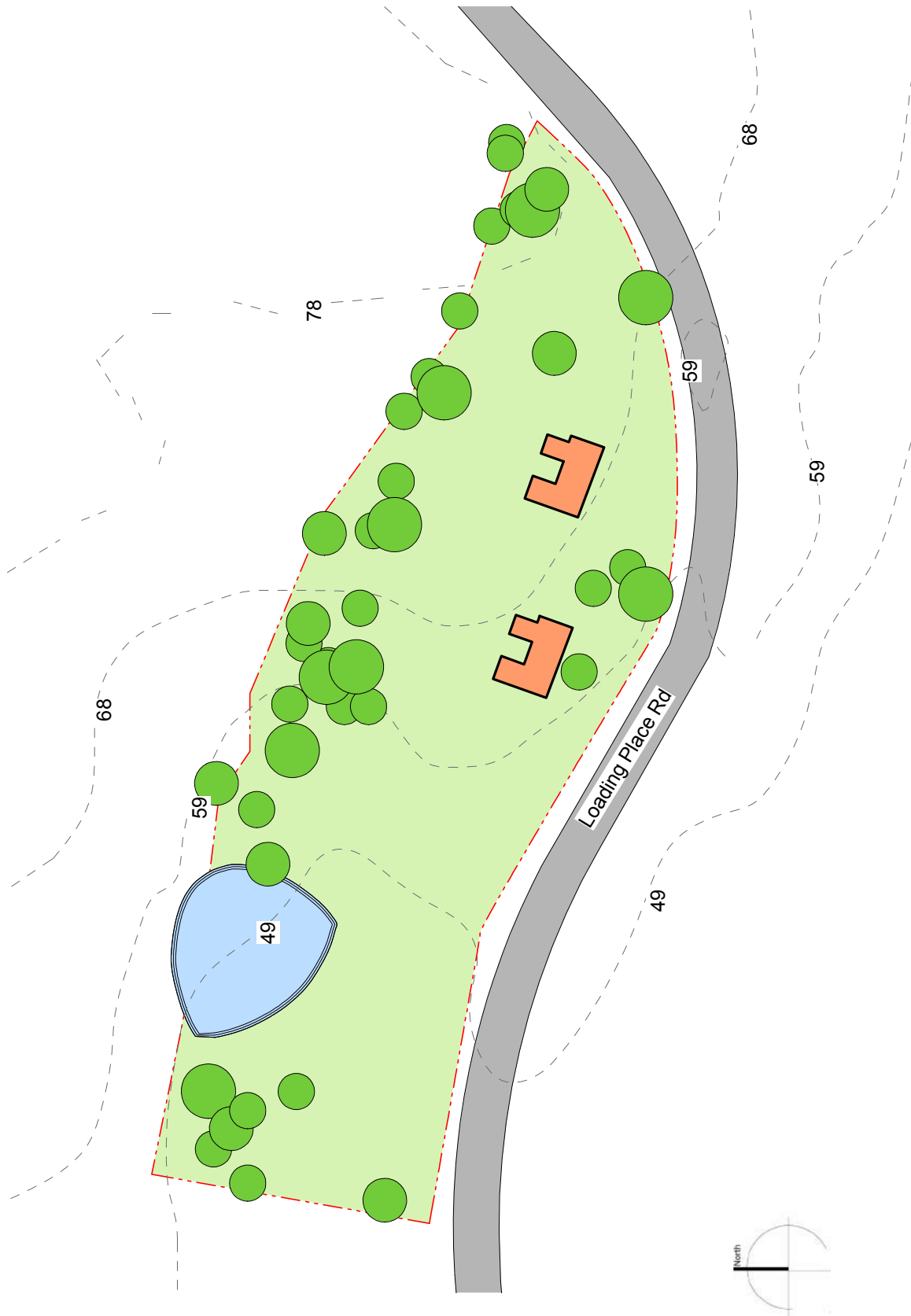
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Date:  
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1 Site Plan - SK-3 Existing  
1" = 100'-0"

MANCHESTER HOUSING AUTHORITY

LOADING PLACE ROAD

Drawing Title:

EXISTING SITE PLAN

Sketch No: SK-3.3

Scale:  
As indicated

Drawn by:  
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Date:  
01/20/21

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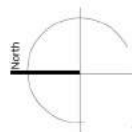


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SUITE 200  
BOSTON, MA 02114





LOADING PLACE ROAD  
SITE AREA : 3.2 ACRES



### LOADING PLACE RD. NEW DEVELOPMENT

BUILDING TYPE	DETACHED 2-FAMILY 2
UNIT TYPE	STORY + GARAGE
UNIT SIZE	2 & 3 BEDROOM
NO. UNITS	2BR 1000 SF; 3BR 1300 SF
BUILDOUT	6-2BR + 6-3BR = 12 DU 13,800

 PROPOSED NEW BUILDINGS

1 Site Plan - SK-3  
1" = 100'-0"

MANCHESTER HOUSING AUTHORITY

LOADING PLACE ROAD

Drawing Title:

CONCEPTUAL SITE PLAN

Sketch No: SK-3.4

Scale:  
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# MHA Loading Place Road Site Plan Map 1



## Property Information

Property ID 37 0 34  
 Location 2 4 LOADING PLACE RD  
 Owner MANCHESTER HOUSING AUTHORITY



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MANCHESTER HOUSING AUTHORITY

LOADING PLACE ROAD

Drawing Title:

SITE DIAGRAM

Sketch No: SK-3.5

Scale:

Drawn by:  
ZG

Checked by:  
AC

Date:  
01/20/21

Part of:



DHK ARCHITECTS, INC  
 54 CANAL STREET  
 SUITE 200  
 BOSTON, MA 02114





**Example of 2-story duplex configuration.**



**Example of 2-story duplex configuration.**

MANCHESTER HOUSING AUTHORITY

LOADING PLACE ROAD

Drawing Title:

**IMAGES**

Sketch No: SK-3.6

Scale:

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54 CANAL STREET  
SUITE 200  
BOSTON, MA 02114

## 85R Pleasant Street (DPW site)

### Site Characteristics

The property is 5.4-acre lot located in a residential district. It has a roughly rectangular configuration with only one frontage on Pleasant Street. The southeast half of the site is occupied by the DPW and contains several structures that house DPW operations and equipment. This developed area is flat and has a single vehicular access from Pleasant Street and an extensive paved area used for vehicular circulation and parking. The undeveloped area is a wooded area of about one acre. It has slopes ranging from 14% to 50%. The site is served by utilities from Pleasant Street and has sanitary and storm water connections to mains in Pleasant Street.

### Development Potential

The developed land can accommodate new residential construction for approximately 30 attached townhouse type units with new roadways and common green space, without impinging on the area restricted by wetlands protections. Vehicular access would be through new roadways from Pleasant Street. Required zoning setbacks are moderate and can be easily accommodated. The entire northwest part of the site cannot be developed due a Conservation Restriction and to the 100-foot no-build wetlands boundary. This area can be maintained as a natural resource and can be used for recreational purposes as allowed by the CR. The change in use to residential will require new utility infrastructure within the site designed to meet the residential demand for all services including a storm water management and infiltration system. The municipal water, sanitary and storm sewer mains in Pleasant Street have sufficient capacity to handle the additional loads from the proposed 30-unit development.

It is important to point out that the overall development plan including renovation of the existing MHA units is only financially feasible if the Town is able to “offer” the property at no or a reduced cost. If the Town needs to be re-imbursed for the land, the unit count would need to increase significantly which may not be architectural feasible if limited to 2-stories. This is a trade-off that the Town will need to consider.

### Existing Buildings

The existing structures are not suitable for adaptive reuse as residential buildings and would need to be demolished along with existing surface site improvements.

See architectural summary attached.





SCALE: 1"=300'  
SOURCE: MASSGIS  
ONLINE MAP VIEWER

PROJECT:

EXHIBIT B  
AERIAL MAP  
— FOR —  
85R PLEASANT STREET  
TOWN OF MANCHESTER-BY-THE-SEA  
ESSEX COUNTY  
MASSACHUSETTS



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SITE CIVIL AND CONSULTING ENGINEERING  
LAND SURVEYING PROGRAM MANAGEMENT LANDSCAPE ARCHITECTURE  
SUSTAINABLE DESIGN PERMITTING SERVICES TRANSPORTATION SERVICES

- |                       |                       |                     |                 |
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| ◆ NEW ENGLAND         | ◆ PHILADELPHIA, PA    | ◆ SOUTHERN MARYLAND | ◆ ATLANTA, GA   |
| ◆ BOSTON, MA          | ◆ PITTSBURGH, PA      | ◆ NORTHERN VIRGINIA | ◆ TAMPA, FL     |
| ◆ NEW YORK, NY        | ◆ CINCINNATI, OH      | ◆ CENTRAL VIRGINIA  | ◆ SOUTH FLORIDA |
| ◆ NEW YORK METRO      | ◆ SOUTHEASTERN PA     | ◆ BALTIMORE, MD     | ◆ DALLAS, TX    |
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MANCHESTER HOUSING AUTHORITY

85R PLEASANT STREET

Drawing Title:

SITE MAP, AERIAL

Sketch No: SK-4.1

Scale:

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Date:  
01/20/21

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DHK ARCHITECTS, INC  
54 CANAL STREET  
SUITE 200  
BOSTON, MA 02114





SCALE: 1"=300'  
SOURCE: MASSGIS  
ONLINE MAP VIEWER

PROJECT:

EXHIBIT D  
TOWN OF MANCHESTER-BY-THE-SEA  
CONSERVATION LAND  
FOR  
85R PLEASANT STREET  
TOWN OF MANCHESTER-BY-THE-SEA  
ESSEX COUNTY  
MASSACHUSETTS



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85R PLEASANT STREET

Drawing Title:

SITE MAP, DRAWING

Sketch No: SK-4.2

Scale:

Drawn by:  
ZG

Checked by:  
AC

Date:  
01/20/21

Part of:



DHK ARCHITECTS, INC  
54 CANAL STREET  
SUITE 200  
BOSTON, MA 02114





SCALE: 1"=300'  
SOURCE: MASSGIS  
ONLINE MAP VIEWER

PROJECT:

**EXHIBIT C**  
**WETLAND AREAS - MAPPED AND**  
**UNMAPPED**  
— FOR —  
**85R PLEASANT STREET**  
TOWN OF MANCHESTER-BY-THE-SEA  
ESSEX COUNTY  
MASSACHUSETTS



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85R PLEASANT STREET

Drawing Title:

**WETLANDS MAP**

Sketch No: SK-4.3

Scale:

Drawn by:

ZG

Checked by:

AC

Date:

01/20/21


Part of:



**DHK ARCHITECTS, INC**  
54 CANAL STREET  
SUITE 200  
BOSTON, MA 02114



1 Site Plan - SK-4 Existing  
1 : 1440

MANCHESTER HOUSING AUTHORITY				85R PLEASANT STREET			DHK ARCHITECTS, INC 54 CANAL STREET SUITE 200 BOSTON, MA 02114
Drawing Title: EXISTING SITE PLAN				Sketch No: SK-4.4			
Scale: 1 : 1440	Drawn by: ZG	Checked by: AC	Date: 01/20/21	Part of:			



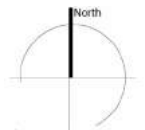
**85R PLEASANT ST.  
NEW DEVELOPMENT**

BUILDING TYPE	TWO STORY TOWNHOUSE
UNIT TYPE	2 & 3 BEDROOM
UNIT SIZE	2BR 1300 SF; 3BR 1500 SF
NO. UNITS	15-2BR + 15-3BR = 30 DU
BUILDOUT	42,000



PROPOSED NEW  
BUILDINGS

85R PLEASANT STREET  
SITE AREA : 5.4 ACRES



MANCHESTER HOUSING AUTHORITY

85R PLEASANT STREET

Drawing Title:

CONCEPTUAL SITE PLAN

Sketch No: SK-4.5

Scale:  
As indicated

Drawn by:  
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DHK ARCHITECTS, INC  
54 CANAL STREET  
SUITE 200  
BOSTON, MA 02114





SCALE: 1"=300'  
SOURCE: MASSGIS  
ONLINE MAP VIEWER

PROJECT:

EXHIBIT D  
TOWN OF MANCHESTER-BY-THE-SEA  
CONSERVATION LAND  
FOR  
85R PLEASANT STREET  
TOWN OF MANCHESTER-BY-THE-SEA  
ESSEX COUNTY  
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85R PLEASANT STREET

Drawing Title:

**SITE DIAGRAM**

Sketch No: **SK-4.6**

Scale:

Drawn by:  
ZG

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Date:  
01/20/21


Part of:



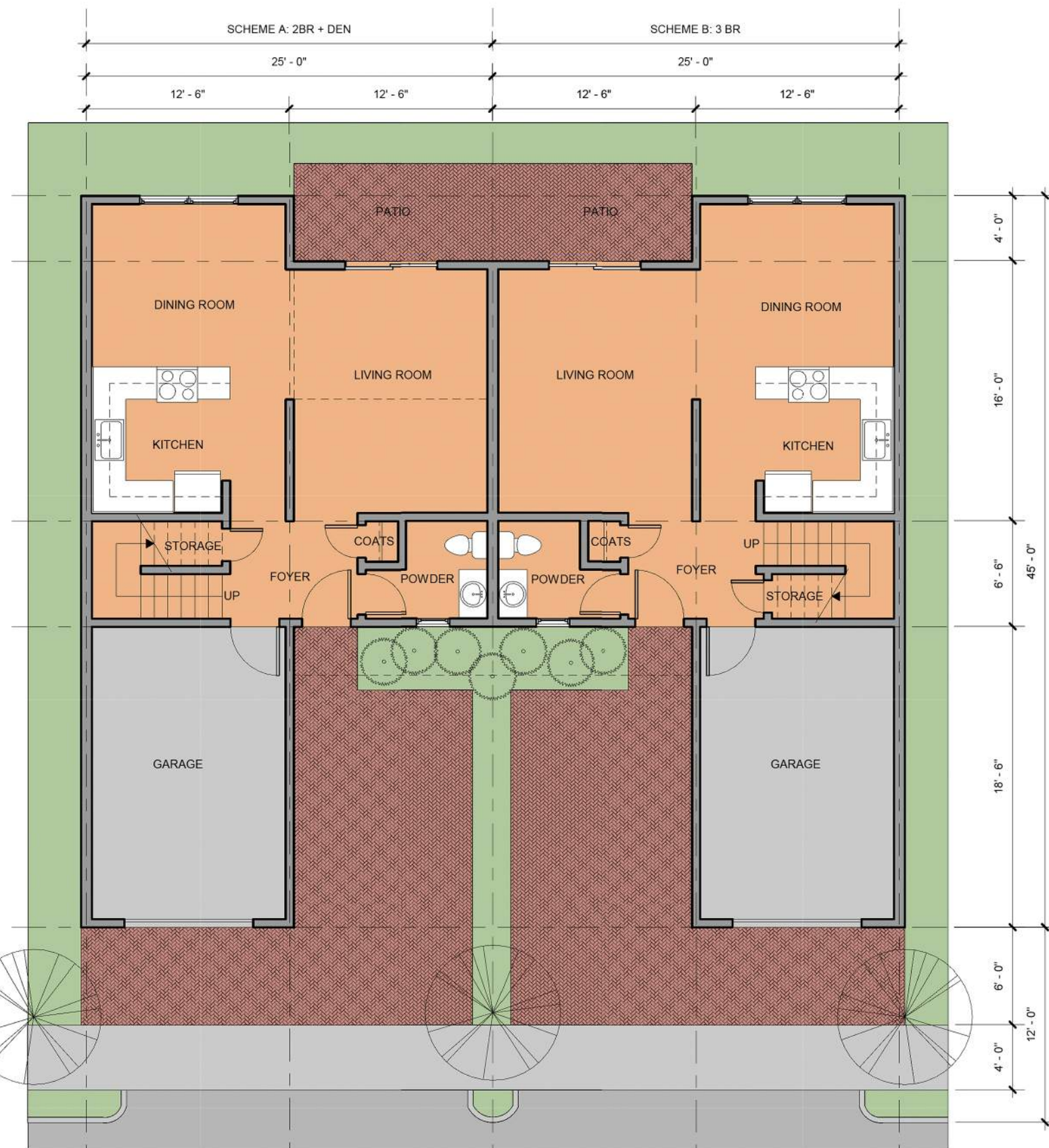
DHK ARCHITECTS, INC  
54 CANAL STREET  
SUITE 200  
BOSTON, MA 02114

Examples of two-story duplex configuration for market rate units.

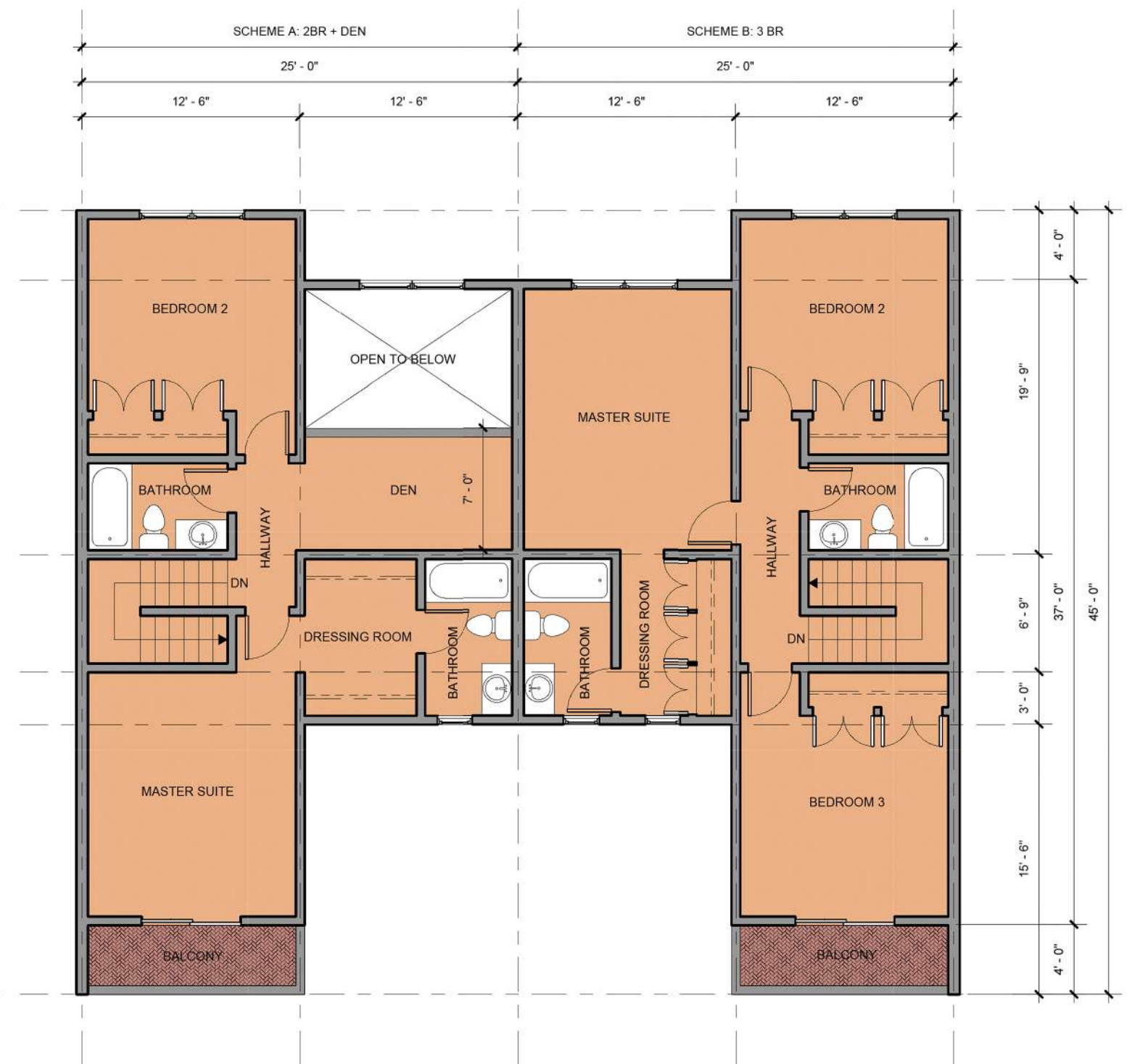


MANCHESTER HOUSING AUTHORITY				85R PLEASANT STREET			DHK ARCHITECTS, INC 54 CANAL STREET SUITE 200 BOSTON, MA 02114
Drawing Title: IMAGE				Sketch No: SK-4.7			
Scale:	Drawn by: ZG	Checked by: AC	Date: 01/20/21	Part of:			





FIRST FLOOR PLAN



SECOND FLOOR PLAN

SCHEME A  
2BR + DEN

Garage 224.5 sf  
First Flr. 612.5 sf  
Second Flr. 775.0 sf  
1,612.0 sf

SCHEME B  
3BR

Garage 225.0 sf  
First Flr. 612.5 sf  
Second Flr. 837.5 sf  
1,675.0 sf



## B. Proposed housing programs.

Based on the site plans described above, the following is a summary of units proposed to be included in the project:

	Existing Units:	New proposed:	Potential total:
Newport Park:	32 1 BRs	12 1-BRs + 6 2-BRs	50 units (State PH)
The Plains:	48 1 BRs	14 1-BRs + 12 2-BRs	74 units (State PH)
Loading Place Rd (to be demolished)	4 3 BRs	8 (net new) 2/3 BRs (6 2-BRs + 6 3-BRs)	12 units (State PH)
Pleasant Street	0	30 2/3 BRs	30 (Private – market or mixed)
	84	82	166 (84 State PH, 82 new affordable + 30 Market/Mixed)

## C. Zoning Analysis.

SITE: NEWPORT PARK	CURRENT ZONING	PROPOSED DEVELOPMENT	COMPLIANCE STATUS
Zoning District	Single Residence B/ Residence D		
Primary Uses Residence B/Residence D	Single family/2Family w/special permit	Attached Row Houses, 18 units	Relief required/40B or 40R
Max Building Height	2-1/2 stories	One or two stories	OK
Minimum lot size Residence B/Residence D	15000/6000	130,680	OK
Maximum lot coverage, buildings Residence B/D	20%/35%	15.4%	OK

Maximum lot coverage, buildings + impervious Residence B/D	40%/50%	25.4%	OK
Minimum lot width, Residence B//Residence D	60'/50'	85'	OK
Minimum lot frontage Residence B//Residence D	75'/60'	285'	OK
Minimum front setback Residence B//Residence D	20'/10'	25' existing, permitted	OK
Minimum side setback Residence B//Residence D	15'/10'	50'	OK
Minimum rear setback Residence B//Residence D	20'/10'	20'	OK
On Site Parking Spaces, Residential	1.5/DU = 27 new needed	15 new	Relief required/40B or 40R
<b>SITE: THE PLAINS</b>	<b>CURRENT ZONING</b>	<b>PROPOSED DEVELOPMENT</b>	<b>COMPLIANCE STATUS</b>
Zoning District	Single Residence B/ Residence A		
Primary Uses Residence B/Residence A	Single family/Single family	Multi family	Relief required/40B or 40R
Max Building Height	2-1/2 stories	3 or 4 stories	Relief required/40B or 40R
Minimum lot size Residence B/Residence A	15000/22,500	143,312	OK
Maximum lot coverage, buildings Residence A/D	20%/35%	17.8%	OK

Maximum lot coverage, buildings + impervious Residence A/D	15%/30%	40.1%	Relief required/40B or 40R
Minimum lot width, Residence B/Residence A	60'/125'	73' existing	OK
Minimum lot frontage Residence B/Residence A	75'/150'	175' existing	OK
Minimum front setback Residence B/Residence A	20'/30'	100' existing	OK
Minimum side setback Residence B/Residence A	15'/20'	10' existing/50'proposed	OK
Minimum rear setback Residence B/Residence A	20'/40'	60' existing/90' proposed	OK
On Site Parking Spaces, Residential	1.5/DU = 39 needed	10 new	Relief required/40B or 40R

<b>SITE: LOADING PLACE ROAD</b>	<b>CURRENT ZONING</b>	<b>PROPOSED DEVELOPMENT</b>	<b>COMPLIANCE STATUS</b>
Zoning District	Single Residence A		
Primary Uses	Single family	6 two-family buildings, 12 units	Relief required/40B or 40R
Max Building Height	2-1/2 stories	2 stories	OK
Minimum lot size	22,500	138,927	OK
Maximum lot coverage, buildings	15%	5.4%	OK
Maximum lot coverage, buildings + impervious	30%	10%	OK
Minimum lot width	125'	795 existing	OK
Minimum lot frontage	150'	630' existing	OK



Minimum front setback	30'	30'	OK
Minimum side setback	20'	40'	OK
Minimum rear setback	40'	75'	OK
On Site Parking Spaces, Residential	1.5/DU = 18 needed	24 new	OK

<b>SITE: 85R PLEASANT STREET</b>	<b>CURRENT ZONING</b>	<b>PROPOSED DEVELOPMENT</b>	<b>COMPLIANCE STATUS</b>
Zoning District	Single Residence B/ Residence D		
Primary Uses	Single family/2Family w/special permit	Attached single family, 30 units	Relief required/40B or 40R
Max Building Height	2-1/2 stories	2 stories	OK
Minimum lot size	15000/6000	236,531	OK
Maximum lot coverage, buildings Residence B/D	20%/35%	10%	OK
Maximum lot coverage, buildings + impervious Residence B/D	40%/50%	17%	OK
Minimum lot width, Residence B//Residence D	60'/50'	250'	OK
Minimum lot frontage Residence B//Residence D	75'/60'	45'	Relief required/40B or 40R
Minimum front setback Residence B//Residence D	20'/10'	100'	OK
Minimum side setback Residence B//Residence D	15'/10'	15'	OK

Minimum rear setback Residence B//Residence D	20'/10'	520'	OK
On Site Parking Spaces, Residential	1.5/DU = 45 needed	30 new	Relief required/40B or 40R

#### D. Architectural Development Guideline

The guidelines tabulated below are intended to establish a development program that responds to the goals and priorities set out by MHA and MAHT for the four development sites. The implementation of the guidelines would ensure that developer responses to an RFP are compatible with the missions of MHA/MAHT, their financial goals and the neighborhood contexts. The proposed density and building typology for each site is compatible with the existing public housing on the sites, with the surrounding neighborhood context, the topography and the existing infrastructure. At the same time, the guidelines provide sufficient flexibility for developers to deliver attractive housing solutions that respond to the market conditions.

	Newport Park	The Plains	Loading Place Rd.	85R Pleasant St.
<b>Program</b>				
Proposed Uses	Attached single family & multifamily	Multifamily & Community Room	Two family detached	Attached single family & multifamily
Density	12-24 additional DU's	18-26 additional DU's	12 new DU's	30 additional DU's
Unit Distribution	67% 1BR; 33% 2BR	54% 1BR; 46% 2BR	50% 2BR; 50% 3BR	50% 2BR; 50% 3BR
<b>Site Design</b>				
Incremental Site Occupation	6%	5%	7%	11%
Incremental FAR	0.12	0.18	0.10	0.18
Building Height	1-2 stories	3 or 4 stories	2 stories	2 stories

Setbacks	Front: n/a; Side: 15'; Rear 20'	Front: n/a; Side: 20'; Rear 40'	Front: 30'; Side: 120'; Rear 40'	Side: 15'; Rear 20'
Parking	1.5/DU	1.5/DU	1.5/DU	1.5/DU
<b>Building Design</b>				
Building Typology	Row house	Double loaded corridor	Townhouse	Attached Townhouse
Unit Size	1BR 650/2BR 900 net SF	1BR 650/2BR 900 net SF	2BR 1100 net SF 3BR 1300 net SF	2BR 1250 net SF 3BR 1400 net SF
Massing	2 stories	3 or 4 stories	2 stories	2 stories
Scale	Compatible with existing buildings on site	Compatible with existing buildings on site	Compatible with surrounding residential context	Compatible with surrounding residential context
Exterior Expression	Materials and detailing shall complement existing buildings	Materials and detailing shall complement existing buildings	Materials and detailing shall complement existing residential context	Materials and detailing shall complement existing residential context
<b>Sustainability Goals</b>	LEED Silver or equivalent	LEED Silver or equivalent	LEED Silver or equivalent	LEED Silver or equivalent
<b>Code Compliance</b>	IBCC current version	IBCC current version	IBCC current version	IBCC current version



## **E. Proforma Financial Summary.**

The proforma summary attached illustrates the outputs generated from four separate proforma models. These data address the feasibility of rehabilitating two existing MHA properties (84 total units), demolishing 4 existing units at one MHA property, and developing 82-units of (net) new housing to be financed using a combination of 9% low-income housing tax credits (LIHTC) and additional resources such as cash flow and deferred developer fee. Potential grants or loans from government entities are certainly viable sources of funding but are not considered in the proforma since they are speculative at this point. These models are set up to provide on-going analysis as variables are changed, such as the number of units, and financing and construction cost assumptions.

Addition variable/assumptions to be considered include:

- Acquisition cost of the Pleasant Street site;
- The value of additional density at all four sites;
- Finalize the estimated cost to address rehab of the existing units;
- Assuming DHCD State-owned PHA financing model, we need to share these findings/analyses with DHCD's Office of Public Housing and consider how best to address raising the funds needed to rehab the 80 existing units at Newport Park and The Plains.

The summary attached, represents the high-level data derived from four individual proforma models created to analyze this development strategy. It is not a static document but is meant only to provide a snap-shot of a mixed-finance strategy that assumes a single developer will develop all four properties simultaneously. Three of the properties (Newport, The Plains and Loading Place Road) assume affordable mixed-use financing including 9% Low Income Housing Tax Credits (LIHTC), permanent debt and deferred developer fee. Additional public subsidies are not assumed in keeping with the recent DHCD "State-Aided Housing Mixed-Income Community Demonstration program" per Public Housing Notice 2015-29.

Under this scenario, the proforma summary averages out the total development costs to estimate the project gap in funding. To address this gap, we looked at available cash flow thrown-off by the private market units on the current DPW site.

If we assume that 50% of the cash flow generated across all four projects over a 20-year period, the average annual cash flow per unit is just under \$20,000 per unit. These funds could be used to service debt to, for example, a line-of credit against operations (20-year term, or 10-year renewable). At a rate of 5% APR, this could conceivably underwrite \$3MM in additional long-term debt. Given that the summary analysis indicates a \$2.3MM gap, this may be one way to address this shortfall.

Certainly, much more due diligence will be required by the development partner and their lenders/funders, however this access to un-restricted market-rate cash flow is clearly an advantage here and should be explored further. It is suggested that these models be shared with the new development partner once identified to be further refined, confirming all cost assumptions at the time the development partner is admitted.

It is also important to point out that any work done at the three MHA sites will need to address the Prevailing Wage Requirements mandated by the Commonwealth. This could add a premium to construction costs which may make the project unfeasible without some form of public subsidy. This should be considered in consultation with DHCD's Office of Public Housing to ensure that all state-mandated costs are considered.

4. **Next Steps: Solicitation of a Development Partner.** Based on the goals and findings above, the MAHT/MHA should solicit and invite proposals from qualified development entities to further explore the feasibility of the proposed redevelopment plan. Once selected, the developer will perform additional physical and financial due diligence to confirm or alter the redevelopment plan as required to achieve the plan of finance proposed.
  - o **Solicit Developer Interest.** Reach out to potential interested developers, including those who have shown interest in the past to get initial feedback on the Redevelopment Plan summary provided below. This process is done for informational purposes only to help us get feedback from the marketplace and those interested in exploring the effort further with the Trust and DHCD.

Solicitation and selection of a development partner will be subject to their response to the Development Partner RFP. For analysis purposes, we are keeping with the basic strategy/structure of the DHCD program launched in 2015, entitled “The Public Housing Mixed-Income Community Demonstration Program”, which provides planning and pre-development funding to Local Housing Authorities (LHAs). The program solicited proposals from LHA’s and their development partners on a rolling basis, it is unclear if the program will continue in 2021 but we suggest that the MAHT/MHA team pursue this strategy further with DHCD and the new development partner.

Based on discussions with DHCD, we are encouraged to pursue this development concept using this report and Preliminary Development Plan as the basis for developer solicitation. Responses to the RFP will demonstrate the financial feasibility and cost-effectiveness of a program that does not rely on existing affordable housing resources and instead leverages the resources generated by development of new moderate and market-rate housing to buttress the operating needs of the current MHA development.

In an effort to ascertain developer interest and feedback, we have informally reached out to the following affordable housing developers:

- Cambridge Housing Authority
- Harborlight Community Partners
- Northshore CDC

These discussions informed us as to continued interest in pursuing the project now that more analysis (physical and financial) has been performed to confirm feasibility. While anyone is entitled to respond to the public RFP, the MAHT/MHA team may want to reach out to other non-profit developers who may not be aware of the opportunity.

- **Release the Developer RFP.** Under M.G.L., Ch 30B regulations for procurement of public land, the MAHT/MHA should solicit interest from the developers listed above as well as additional developers. This Preliminary Redevelopment Plan should be included in the RFP solicitation; however, it should be clear that significant additional due diligence (and creativity) must be deployed before a team is assembled and applications for funding are made.



- **Select a Development Partner.** Once a qualified developer is identified and selected, the team should work to advance the redevelopment plan (including additional due diligence such as confirmation of total unit count/building area and a full plan of finance), in advance of developing a formal proposal to DHCD. DHCD should be kept abreast of the changes in program, costs, additional funding needs as the development plan unfolds.

It will be important for the MAHT/MHA team to remain actively involved in the final development plan and provide assistance through the zoning relief and entitlement process. It is anticipated that zoning approval must be pursued under M.G.L. Ch 40B or 40R (Smart Growth) as current zoning does not contemplate multi-family housing at this time. There is currently a draft bylaw pending in the Town that might provide relief for senior housing but it is unclear when/if that might be passed and the development team should contemplate Ch. 40B or 40R.

- **Continue to coordinate with DHCD.** The project team has met with the DHCD Public Housing division to review the findings of this report. This should be followed up without proposal to engage with DHCD divisions (PHA and private housing production) to obtain the resources and approvals anticipated in the initial proforma analysis. This summary analysis is in keeping with the “New Mixed-Income Community Demonstration Program”, Public Housing Notice 2015-29, also known as “State-Aided Public Housing Mixed-Income Community Demonstration” issued in 2015.

As a result of this demonstration program at least two state-owned PHAs are currently (re)developing their state-owned portfolios: Chelsea and Somerville. These projects are underway and it is highly recommended that the development team track these projects closely to learn both from the mistakes and the successes.

DHCD PHA anticipates issuing a similar Notice of Funding Availability (NOFA) in the coming years and is actively seeking interested communities and state-owned public housing organizations. The MAHT/MHA team has demonstrated interest and has continued conversations with leadership at both DHCD PHA and DHCD private housing. When the new development partner is introduced to the

team, it is recommended that an introductory meeting with DHCD be organized to pick up where this report left off.

While the date for the release of the NOFA demonstration has not been announced, it is recommended that the new development team begin to pull together a formal submission to DHCD. Through this process, the plans envisioned on the schematic layouts included in this report can be formally designed by the architect and engineering team, and the project will begin to take form.

Some of the challenges that are anticipated include:

- Prevailing wage (PW) requirements required by DHCD/DCAMM. At this time, DHCD assumed that PW rates will apply across all of the sites, including the DPW site. This needs to be addressed.
- To address these PW rate issues, we have assumed modular construction to help keep costs in line with open-shop projects. However, this is a very sensitive subject that must be managed.
- The demonstration program referenced above assumes no additional public housing subsidies outside of the mixed-finance structure.
- It is assumed that all new units will be located on non-PHA land. As such, the existing PHA sites will need to be sub-divided and conveyed through a long-term lease to the new mixed-finance entity(s). It is also possible that the existing buildings and units could be included in a long-term lease. This is a common strategy under federal public housing programs, and may be considered for these properties as well.
- Similarly, the resulting mixed-finance/LIHTC deal would need to be completely de-coupled from the PHA sites – from a physical and operational perspective. As such, we have proposed to use a portion of the cash flow generated from the DPW site (private market housing) to fund the scope of the current Capital Needs Assessment. See below.

Manchester Housing Authority																							
ID	Selected?	FISH Project Number	Fish Status	Prev. CIP	Project Number	DCD	Project Name	Development	Project Category	TDC	Soft Cost	Hard Cost	Project Duration in Months	Total Disbursements	Current Fiscal Year Disbursements	FY19	FY20	FY21	FY22	FY23	FY24	TDC Not in Plan	
9189	Yes	166037	ACTIVE	Yes	166-667-02-007-14-1988	11/25/2014	FF: Community Building New Office	THE PLAINS	Other	\$17,250.00	\$3,500.00	\$13,750.00	64	\$17,250.00	\$0.00	\$0.00	\$2,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17,250.00	
9189	Yes	166052	ACTIVE	Yes	166-667-01-0-16-911	08/02/2016	FF: Replace outdoor mounted panel board	NEWPORT PARK	Elec and Fire Safety	\$26,000.00	\$9,830.10	\$16,169.90	7.5	\$25,472.60	\$0.00	\$0.00	\$527.40	\$0.00	\$0.00	\$0.00	\$0.00	\$25,472.60	
9189	Yes	166043	ACTIVE	Yes	166-667-01-001-14-1990	04/15/2017	FF: Community Room Generator -Newport Park	NEWPORT PARK	Elec and Fire Safety	\$10,366.00	\$0.00	\$10,366.00	5	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,366.00	
9189	Yes	166054	ACTIVE	Yes	166-667-01-0-15-595	04/25/2017	FF: Window replacement	NEWPORT PARK	Building Envelope	\$288,053.20	\$26,603.20	\$261,450.00	35	\$16,287.68	\$0.00	\$1,574.20	\$271,765.52	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$16,287.68
9189	Yes	166060	ACTIVE	Yes	166-667-02-0-17-663	07/18/2017	FF: Roof replacement	THE PLAINS	Roofing	\$126,923.06	\$29,923.06	\$97,000.00	20	\$126,423.06	\$0.00	\$14,550.00	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$126,423.06	
9189	Yes	166064	ACTIVE	Yes	166-705-01-0-18-1558	08/15/2018	SLUS FY19 - WATER: low flow toilets	FAMILY 705	Plumbing/Hot Water	\$2,700.00	\$68.63	\$2,631.37	16	\$2,700.00	\$0.00	\$2,700.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,700.00	
9189	Yes	166062	ACTIVE	Yes	166-667-01-005-17-2214	12/5/2018	FF: EMG Chimney Repairs	NEWPORT PARK	Other	\$7.00	\$7.00	\$0.00	17	\$10,560.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7.00	
9189	Yes	166063	ACTIVE	Yes	166-705-01-501-18-656	01/01/2019	FF: Septic System Engineering STUDY	FAMILY 705	Septic and Sewer	\$18,353.50	\$1,668.50	\$16,685.00	1425	\$18,353.50	\$0.00	\$18,353.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,353.50	
9189	Yes	166070	ACTIVE	Yes	166-667-02-008-17-805	10/2/2019	Garage soundproofing	THE PLAINS	Energy	\$17,400.00	\$2,465.00	\$14,935.00	6	\$0.00	\$0.00	\$0.00	\$17,400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes	166071	ACTIVE	Yes	166-667-02-008-18-1645	10/2/2019	Backup solenoid and parts for lift station	THE PLAINS	Septic and Sewer	\$3,680.00	\$408.00	\$3,272.00	5	\$0.00	\$0.00	\$0.00	\$3,680.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes	166018	ACTIVE	Yes	166-667-01-001-15-499	10/3/2019	2008 Master CTA	NEWPORT PARK	Other	\$800.00	\$800.00	\$0.00	48	\$800.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$800.00	
9189	Yes	166075	ACTIVE	Yes	166-667-01-004-19-1034	10/3/2019	Basement Mold abatement	NEWPORT PARK	Other	\$10,560.00	\$2,240.00	\$8,320.00	2	\$9,185.85	\$9,185.85	\$0.00	\$10,560.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes	166076	ACTIVE	Yes	166-667-01-0-19-1037	10/3/2019	Boiler Repairs	NEWPORT PARK	HVAC	\$9,680.00	\$748.00	\$8,932.00	2	\$0.00	\$0.00	\$0.00	\$9,680.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes	166074	ACTIVE	Yes	166-667-02-0-17-666	11/13/2019	Exterior door replacement	THE PLAINS	Other	\$65,166.00	\$9,231.85	\$55,934.15	13.5	\$0.00	\$0.00	\$0.00	\$65,166.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes	166072	ACTIVE	Yes	166-667-02-0-15-589	03/19/2020	replace bathroom heat/fan unit	THE PLAINS	HVAC	\$47,756.00	\$6,765.43	\$40,990.57	9.5	\$0.00	\$0.00	\$0.00	\$4,956.68	\$43,999.32	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes	166073	ACTIVE	Yes	166-667-02-0-17-664	07/08/2020	Tree trimming	THE PLAINS	Site Conditions	\$11,722.99	\$3,680.73	\$10,062.24	2	\$900.00	\$900.00	\$0.00	\$900.00	\$10,822.99	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes			Yes	166-667-01-501-13-1604, 166-667-02-501-13-1603	11/8/2020	Parking Lot Add 2 parking spaces	667-1/667-2	Site Conditions	\$62,400.00	\$10,400.00	\$52,000.00	13.5	\$0.00	\$0.00	\$0.00	\$34,941.97	\$27,458.03	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes			Yes	166-667-01-0-17-804	07/01/2021	Lockset replacements	NEWPORT PARK	Pers Safety/Security	\$51,360.00	\$8,560.00	\$42,800.00	13.5	\$0.00	\$0.00	\$0.00	\$0.00	\$51,360.00	\$0.00	\$0.00	\$0.00	\$0.00	
9189	Yes			Yes	166-667-02-501-18-1850	11/12/2021	Asphalt Paving - Side walks	THE PLAINS	Site Conditions	\$42,720.00	\$7,120.00	\$35,600.00	13.5	\$0.00	\$0.00	\$0.00	\$0.00	\$21,943.05	\$20,776.95	\$0.00	\$0.00	\$0.00	
9189	Yes			Yes	166-667-02-007-17-667	11/21/2021	Comm room improvements	THE PLAINS	Finishes	\$71,796.00	\$14,359.20	\$57,436.80	12.5	\$0.00	\$0.00	\$0.00	\$0.00	\$30,424.72	\$41,371.28	\$0.00	\$0.00	\$0.00	
9189	Yes			Yes	166-667-02-001-13-1654	07/01/2022	Replace Kitchen VCT Building 001	THE PLAINS	Kitchens and Baths	\$34,479.00	\$1,004.24	\$33,474.76	13.5	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$34,479.00	\$0.00	\$0.00	
9189	Yes			Yes	166-667-02-002-13-1655	07/01/2023	Replace Kitchen VCT Building 002	THE PLAINS	Kitchens and Baths	\$34,479.00	\$1,004.24	\$33,474.76	13.5	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$34,479.00	\$0.00	
9189	Yes			Yes	166-667-02-0-18-1651	07/01/2023	Water shut off vales and curb stops	THE PLAINS	Plumbing/Hot Water	\$45,000.00	\$7,500.00	\$37,500.00	13.5	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45,000.00	\$0.00	
9189	Yes			Yes	166-667-02-501-18-1646	08/01/2023	Additional Site Lighting	THE PLAINS	Pers Safety/Security	\$34,607.00	\$4,513.96	\$30,093.04	13.5	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$34,607.00	\$0.00	
9189	Yes			Yes	166-667-02-0-14-1987	11/17/2023	Rear Porch Repair	THE PLAINS	Other	\$63,800.00	\$5,800.00	\$58,000.00	12.5	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$27,158.08	\$36,641.92	



Assumes open-shop construction cost

PRELIMINARY DRAFT - FOR DISCUSSION PURPOSES

82 New units

By Property: 9% LIHTC + subsidies (operating and capital)

Newport Park

Unit Program Proposed

1 Bedroom Units

12

2 Bedroom Units

6

18

SF - 1 Bedroom units

650

7,800

SF - 2 Bedroom units

900

5,400

Circulation

(7,500)

TOTAL S.F.

13,200

Rent target:

# Units:

1 Bedroom (60%)

4

\$

1,088

1 Bedroom (30% S8) - FMR

2

\$

1,924

2 Bedroom (60%)

2

\$

1,160

2 Bedroom (30% S8) - FMR

0

2,336

Financing Assumptions

Interest Rate

5.5%

Amortization

40 Years

Max Loan-to-Value

85%

Valuation cap rate

7.0%

Debt Service Coverage req.

1.15

Annual rental inflation factor

1.03

# of years to completion

3

Est. Property Value

\$

500,893

Total Development Cost/per unit

\$

438,029

Subsidy Required (non-public)

\$

(569,624)

Proforma Summary

Rental Income

3 yrs inflated

\$

115,969

Ave. rent/units

New units

\$

537

Other income (laundry)

\$

400

Less Vacancy

5%

\$

(5,306)

Gross Residential Income

\$

111,063

Operating Expenses (Op Ex, PUPY)

\$

9,500

Net Operating Income

\$

35,063

Amount Remaining for Debt

\$

30,489

Cash Flow

\$

4,573

Sources + Uses

Sources:

Perm. Debt

LTV constrained

\$

1,040,690

LIHTC Equity

9% LIHTC

\$

6,368,066

Deferred Developer Fee

Min. 25%

\$

206,250

\$

7,615,006

Uses:

Acquisition

Transfer to Non-profit

\$

1

Direct Construction: New Units

\$245,000/unit

\$

4,815,001

Direct Construction: Rehab Exist.

Rehab Existing units

\$

1,280,000

Soft Costs

\$

810,968

Financing Costs

\$

324,599

Reserves

\$

129,061

Developer Fee

\$

825,000

\$

8,184,630

The Plains

Unit Program Proposed

1 Bedroom Units

14

2 Bedroom Units

12

26

Community Rooms

2,500

SF - 1 Bedroom units

650

9,100

SF - 2 Bedroom units

900

10,800

Circulation

13%

3,360

TOTAL S.F.

25,760

Rent target:

# Units:

1 Bedroom (60%)

8

\$

1,088

1 Bedroom (30% S8) - FMR

2

\$

1,924

2 Bedroom (60%)

6

\$

1,232

2 Bedroom (30% S8) - FMR

2

2,336

Financing Assumptions

Interest Rate

5.5%

Amortization

40 Years

Max Loan-to-Value

85%

Valuation cap rate

7.0%

Debt Service Coverage req.

1.15

Annual rental inflation factor

1.03

# of years to completion

3

Est. Property Value

\$

1,300,627

Total Development Cost/per unit

\$

423,351

Subsidy Required (non-public)

\$

(1,748,712)

Proforma Summary

Rental Income

3 yrs inflated

\$

264,235

Ave. rent/units

New units

\$

847

Other income (laundry)

\$

900

Less Vacancy

5%

\$

(12,091)

Gross Residential Income

\$

253,044

Operating Expenses (Op Ex, PUPY)

\$

9,500

Net Operating Income

\$

91,044

Amount Remaining for Debt

\$

79,169

Cash Flow

\$

11,875

Sources + Uses

Sources:

Perm. Debt

LTV constrained

\$

1,105,533

LIHTC Equity

9% LIHTC

\$

6,368,066

Deferred Developer Fee

Min. 25%

\$

168,750

\$

7,642,349

Uses:

Acquisition

Transfer to Non-profit

\$

1

Direct Construction: New Units

\$255,000/unit

\$

5,401,605

Direct Construction: Rehab Exist.

Rehab Existing units

\$

1,920,000

Soft Costs

\$

910,853

Financing Costs

\$

356,718

Reserves

\$

126,884

Developer Fee

\$

675,000

\$

9,391,061

Loading Place Road

Unit Program Proposed

2 Bedroom Units

6

3 Bedroom Units

6

12

SF - 2 Bedroom units

1000

6,000

SF - 3 Bedroom units

1300

7,800

Circulation

-

TOTAL S.F.

13,800

Rent target:

# Units:

2 Bedroom (60%)

4

\$

1,160

2 Bedroom (30% S8) - FMR

2

\$

2,336

3 Bedroom (60%)

\$

1,612

3 Bedroom (30% S8) - FMR

0

2,906

Financing Assumptions

Interest Rate

5.5%

Amortization

40 Years

Max Loan-to-Value

85%

Valuation cap rate

7.0%

Debt Service Coverage req.

1.15

Annual rental inflation factor

1.03

# of years to completion

3

Est. Property Value

\$

790,487

Total Development Cost/per unit

\$

416,486

Subsidy Required (non-public)

\$

10,216

Proforma Summary

Rental Income

3 yrs inflated

\$

176,825

Ave. rent/units

New units

\$

1,228

Other income (laundry)

\$

600

Less Vacancy

5%

\$

(8,091)

Gross Residential Income

\$

169,334

Operating Expenses (Op Ex, PUPY)

\$

9,500

Net Operating Income

\$

55,334

Amount Remaining for Debt

\$

48,117

Cash Flow

\$

7,217

Sources + Uses

Sources:

Perm. Debt

LTV constrained

\$

671,914

LIHTC Equity

9% LIHTC

\$

4,245,378

Deferred Developer Fee

Min. 25%

\$

150,000

\$

5,067,292

Uses:

Acquisition

Transfer to Non-profit

\$

1

Direct Construction: New Units

\$299,266/unit

\$

3,411,046

Direct Construction: Rehab Exist.

Rehab Existing units

\$

-

Soft Costs

\$

765,011

Financing Costs

\$

195,760

Reserves

\$

85,258

Developer Fee

\$

600,000

\$

5,057,076

100% Market Rate

Pleasant Street

Unit Program Proposed

2 Bedroom Units

15

3 Bedroom Units

15

30

SF - 2 Bedroom units

1300

19,500

SF - 3 Bedroom units

1500

22,500

Circulation

-

TOTAL S.F.

42,000

Rent target:

# Units:

2 Bedroom (Market)

15

\$

2,900

Rent/s.f.

\$

2.23

3 Bedroom (Market)

\$

3,500

Rent/s.f.

2.33

Financing Assumptions

Interest Rate

5.5%

Amortization

30 Years

Max Loan-to-Value

80%

Valuation cap rate

7.0%

Debt Service Coverage req.

1.20

Annual rental inflation factor

1.03

# of years to completion

3

Est. Property Value

\$

13,616,879

Total Development Cost/per unit

\$

386,372

Subsidy Required (non-public)

\$

1

Proforma Summary

Rental Income

3 yrs inflated

\$

1,258,822

Ave. rent/units

New units

\$

3,497

Other income (laundry)

\$

Less Vacancy

7%

\$

(80,640)

Gross Residential Income

\$

1,178,182

Operating Expenses (Op Ex, PUPY)

\$

7,500

Net Operating Income

\$

953,182

Amount Remaining for Debt

\$

794,318

Cash Flow

\$

158,864

Sources + Uses

Sources:

Perm. Debt

LTV constrained

\$

10,893,503

LIHTC Equity

9% LIHTC

\$

Deferred Developer Fee

Min. 25%

\$

-

\$

10,893,503

Uses:

Acquisition

Assumes no acq. Cost

\$

Direct Construction: New Units

\$278,775/unit

\$

8,363,681

Direct Construction: Rehab Exist.

Rehab Existing units

\$

Soft Costs

\$

1,159,531

Financing Costs

\$

430,131

Reserves

\$

520,159

Developer Fee

\$

420,000

\$

10,893,502

Totals/Averages

47

39

86

42,400

46,500

(4,140)

94,760

