

COMMUNITY-ORIENTED RESIDENTIAL DEVELOPMENT  
OF AN URBAN NEIGHBORHOOD SITE

Feasibility Analysis and Prospectus

by

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Ronald Thomas Hafer

Submitted to the Department of Urban Studies and Planning  
in partial fulfilment of the requirements of the Degree  
Master in Science in Real Estate Development at the  
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ABSTRACT

What is unique about the community-based approach to urban residential real estate development? Can "community needs" be the central consideration in determining the feasibility of such a project? Can a coalition of neighborhood agencies sponsor a site specific community planning process which seeks to keep affordable housing where there are rapidly increasing market forces? These are the theoretical questions in this thesis.

The more practical questions addressed are ones which relate to a feasibility analysis of a potential urban residential real estate development when conducted from the standpoint of the community approach mentioned in the paragraph above. The client for the analysis is a community planning group.

The site is one located next to the Southwest Corridor in Boston. It is part of a neighborhood real estate market which is rapidly becoming unaffordable for the current residents, many of whom have been residents throughout the corridor's construction phase.

The writer is a student in the Master's program of the M.I.T. Center for Real Estate Development. He is also the Executive Director-on-leave of one of the sponsoring community agencies, the one with experience in housing renovation and development.

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COMMUNITY-ORIENTED RESIDENTIAL DEVELOPMENT  
OF AN URBAN NEIGHBORHOOD SITE:  
Feasibility Analysis and Prospectus

## Chapter I: Introduction

### I. The Broader Setting

In the past twenty years, a new form of real estate development has been emerging, a form which is community-oriented and for which one name is "community-based development." Several basic characteristics of this form are divergent from those of the traditional industry. For example, "community based" practitioners frequently view "meeting human needs" as their basic purpose, a "bottom line" that cannot ignore dollars, but which is not measured in dollars in the manner of the traditional developer. Further, the sources for sites are frequently lower income neighborhoods, both urban and rural, sources frequently by-passed by developers who look to the central city core or the suburban ring for attractive development sites. Also, the main development vehicle, the Community Development Corporation, is organized under "non-profit" portions of corporate law.

During the past five years, "community-based development" has established itself as a long term phenomenon. It has withstood the vicissitudes of public policy changes at the federal level and emerged as a source increasingly turned to at the state and local levels of activity. It is viewed as worthy of support because of the potentially greater benefits

it offers in meeting public policies relating to development/redevelopment. For example, in Massachusetts, public law recognizes the need to utilize CDCs in several ways, public agencies have been established to service CDCs (City of Boston, "Community Development Plan, FY 1985," n.p.), and both the current Governor of the Commonwealth of Massachusetts and the current Mayor of Boston have developed policies which rely upon the use of CDCs.

This is not to say that the categories of questions which need to be asked in an effective feasibility analysis differ significantly between the community-based perspective and the traditional one. The categories are similar. They include market analysis, site analysis, financial analysis, best use analysis, site control and legal constraint analysis, as well as issues relating to site control, government approval, and community support. In fact, the data in the feasibility analysis may look quite similar. It is the manner in which the questions are asked, the process through which they are asked, which can be different and which can produce a significantly different feasibility analysis.

The typical developer may well head his/her list with the questions: (1) What is the financial differential between costs and market returns, i.e. what is the likely profit to be generated? (2) Is there sufficient strength in the surrounding market to support this? The community developer is likely to ask: (1) What are the leading perceived

community needs which can be best met at this site and how do these relate to public purposes and practices? and (2) How can this project lend strength to the surrounding marketplace? Put another way, a major thesis to be examined in this paper is to test a view of community development in which the typical traditional development is developer benefit driven, while the typical community development is community benefit driven. Each sees much the same issues but in a reversed order of importance and priority. Hence, a Chart of "Development Priorities From Two Perspectives" such as the one following in this text will list the same topics, but provide a near reverse order of priority.. This, of course, is not necessarily an order of process, but rather a set of priorities which operate within a development packaging process, one which is likely to jump back and forth between elements.

Is this a valid approach to a feasibility analysis? Can it serve as the basis for community based development? How does one start developing a "blue print" for such an approach? These are the theoretical questions at the heart of this thesis.

To keep these questions in perspective, several key understandings should be noted. First, it should be noted that government is simply "community" one step removed. Hence, this process assumes a strong interaction between the immediate neighborhood and the local government, both around

questions of "community goals" and determining the "common good" and around questions of specific roles and contributions of resources.

Further, the purpose of this document is not to examine the growth of the community-based development "movement" from a general historical perspective or sociological perspective. Rather, it is to test the perspective and process discussed above from "inside" a process which is examining a specific site. In other words, the author is a "participant observer" who initiated the process and is playing a major role in guiding that process. He has also written from the perspective of that process in preparing the feasibility analysis/prospectus which is the major part of this thesis. This will include a look at the issues still to be faced if this project is to be successful.

Finally, the market is strong enough in the particular situation to suggest that the project will have significant traditional competition. In fact, some observers of the community development scene would say that the approach posed here is valid and workable in the context of a neighborhood with a "soft market," but not one in which there is a relatively strong market. This project will test whether the set of priorities listed above will also work under strong market conditions, and if so, under which. Therefore, we will wish to see what can be learned from this one example that



will be useful to the broader worlds of both community development and real estate development as a whole.

CHART: DEVELOPMENT PRIORITIES FROM TWO PERSPECTIVES

<p>TRADITIONAL DEVELOPER PRIORITIES</p>	<p>(1) The User Market: Identifying, Defining, Analizing</p> <p>(2) The Site: Analyzing Use Options and Market Potentials</p> <p>(3) Site Control: Securing</p> <p>(4) Preliminary Architectural Plans: Preparing and Costing Out</p> <p>(5) Capital and Financing Determining Availability and Cost</p> <p>(6) Government Approvals: Obtaining</p> <p>(7) Community Purposes: Determining and Meeting</p>	<p>(7)</p> <p>(6)</p> <p>(5)</p> <p>(4)</p> <p>(3)</p> <p>(2)</p> <p>(1)</p> <p>COMMUNITY DEVELOPER PRIORITIES</p>
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## II. The Specific Approach

While the principal occupation of the author since September of 1984 has been that of student at the MIT Center for Real Estate Development, an additional role has been that of Director-On-Leave of the Community Housing Development Corporation which plays a central role in providing the data for this document. For this reason, there is the possibility that the development project at the heart of this project may actually be carried out. Of course, there also are numerous factors which could lead to the project not happening, many of which are related to, but not inherent in, the development approach being taken. For example, the situation does represent two logical, but significant, new steps for both the development corporation and for the author. First, development for the organization up to this point has consisted of renovation projects and recently the "infill" of manufactured housing in vacant lots, projects which present very limited choices within an architectural program. (Urban Edge, "UPDATE AND ANNUAL REPORT, 1984," p.1.) This project represents a development of sufficient size and complexity to present significant choices in site planning and developing an "architectural program." Second, the nature of the project allows, almost encourages, a greater amount of local resident participation in the planning process than have previous projects in which the genuine choices were quite limited.

The situation also contains numerous variables which are only partially controllable and numerous potential barriers to reaching the construction stage. The key potential barriers relate to gaining site control of a number of abutting land parcels. The most critical of these are those which are publicly owned, and hence combine site control with "developer status." In this case we are talking principally of 70,302 square feet owned by the Massachusetts Bay Transportation Authority (Massachusetts Bay Transportation Authority, "Southwest Corridor Development Plan," p. 6), 7799 square feet owned outright by the city of Boston, and 19,294 square feet still privately owned, but with heavy back tax encumbrances (City of Boston, Department of Assessing, n.d. n.p.). Less critical, but also necessary if the project potential is to be maximized, is site acquisition of 10,417 square feet of privately owned parcels with taxes relatively current, which will "take a piece out of the site" if not acquired, but, in the opinion of the author, will offer the best chance of being acquired at a reasonable price only when the speculative expectations of the present owners have been diminished. These issues will be examined more in the course of the paper. Because of these issues, two central chapters will be written in the form of a feasibility analysis/prospectus prepared principally for what the author considers to be the key decision maker, the city of Boston. (For a more detailed analysis of the reasoning behind this

view, along with a description of the principle decision makers involved, see Appendix V.)

It should also be noted that the process of seeking a design concensus, a critical part of the community process, is serving as the subject matter for a larger thesis due in the next semester and being written by the Real Estate/Architectural joint degree candidate who is collaborating with the author of this thesis.

CHAPTER II: FEASIBILITY ANALYSIS AND PROSPECTUS: A  
COMMUNITY-BASED URBAN NEIGHBORHOOD DEVELOPMENT

I. The Context

In the late 1960's and early 1970's, the Commonwealth of Massachusetts undertook significant land acquisition through the Roxbury and Jamaica Plain sections of Boston. The acquisition occurred in anticipation of a multi-billion dollar transportation construction known as the Southwest Corridor Project. Rail and transit were to be combined with an interstate Highway.

The original plan for highway construction has long been annuled. Construction under the amended plan for rail construction is now nearing completion. As a result, certain excess parcels of land, designated since 1978 to be resold for specified development purposes, will soon be offered through a Request for Proposals process. Parcels 65, 65a, 66, and 66b are particularly important because they represent the only parcels designated for new housing construction in the portion of the corridor abutting the Hyde Square and Egleston Square neighborhoods of Jamaica Plain (Southwest Corridor Project of the Massachusetts Bay Transportation Authority, "Southwest Corridor Parcel Book," n.p.), opportunity for these neighborhoods to regain a portion of the housing units they lost during the acquisition, planning, and construction phases

of the corridor.

However, these parcels have special community significance in other ways. One of these relates to some of the new community non-profit agencies which have spawned and matured during the twenty years since the highway plan of 1965 was announced. This "network" includes a major social service agency, four community health centers (medical clinics), a public housing tenant management corporation, a tenant advocacy organization and newspaper, a legal services institute, an educational/training organization for persons whose native language is Spanish, a "community farm" which emphasizes support for local gardening, a building materials co-operative, and two community development corporations. Perhaps the growth of this network of new non-traditional community agencies came about, in part, because of the unique changes and challenges the community faced. One of these would be the necessity of response to the physical devastation created by demolition, fire and disinvestment brought on by the knowledge of the highway plans. Another would be the need to respond to psychological strains. Such strains came first from the uncertainty and the waiting, then from the tearing of community social fabric through the acquisition and construction, and finally by the realization that housing market pressures might mean the period of "hanging on" will be followed by a period of being "forced out" (City of Boston, "Housing Trends in Egleston Square," n.p.).

Regardless of origins, those organizations are now part of the social and economic fabric which holds this neighborhood-in-transition together. Because three of these organizations play a central role in this project, and others play peripheral roles, another significant question is raised. Can such "alternative" community organizations play a significant role within a neighborhood experiencing an appreciating real estate market of the magnitude of that currently in Jamaica Plain?

It was because members of three of the organizations saw the need for mutual efforts relating to parcels 65, 65a, 66, and 66b that a unique planning process has been occurring since March of 1984. The process began with representatives of the Southwest Corridor Community Farm and Urban Edge Housing Corporation. Both had interests in the immediate neighborhood. For the Farm it was the fact that most of their core territory, including their green house and many of their best garden plots, are literally located on parcel 66. Corridor Farm occupancy of this land has always been legally tenuous, limited to temporary leases or tenancy at will (Acebedo and Roth, n.p.). However, the Farm use of this site has grown over a period of eight years into a stable and positive association of activities, ones centered on the land, and ones drawing together a diverse group of neighborhood residents for private gardening and collective activities. For Urban Edge, it was an eleven year history of having been



deeply involved in saving housing stock and encouraging community interest in the area. The organization had purchased and renovated some sixty-seven units of abandoned housing within a four block radius of the corridor property. Those units in multi-family structures are held by community sponsored entities. One to three family houses have been resold to moderate income families. Urban Edge had also assisted other families to purchase homes through its own unconventional style of real estate brokering. Five years ago, the agency made a policy commitment to continue to service the neighborhood as many of its poorer families struggled to not be displaced by escalating real estate costs (Urban Edge, "ANNUAL REPORT - INFORME ANUAL 1982," p.6).

The third agency is the Oficina Hispana, a local Hispanic Community Service agency which emphasizes training programs that include construction skills. The Oficina's office abuts the corridor, directly on the other side from the farm, and services many residents in the neighborhood immediately surrounding the parcels (Oficina Hispana, n.p.). In May, the agencies joined with other residents to see if they could develop a "community joint venture" to bring together their divergent and common concerns. For some residents, the primary interest was in gaining permanent control of some vacant land which has been used for local recreation. In the months of May, June, and July there were one large neighborhood meeting, five openly publicized "working group"

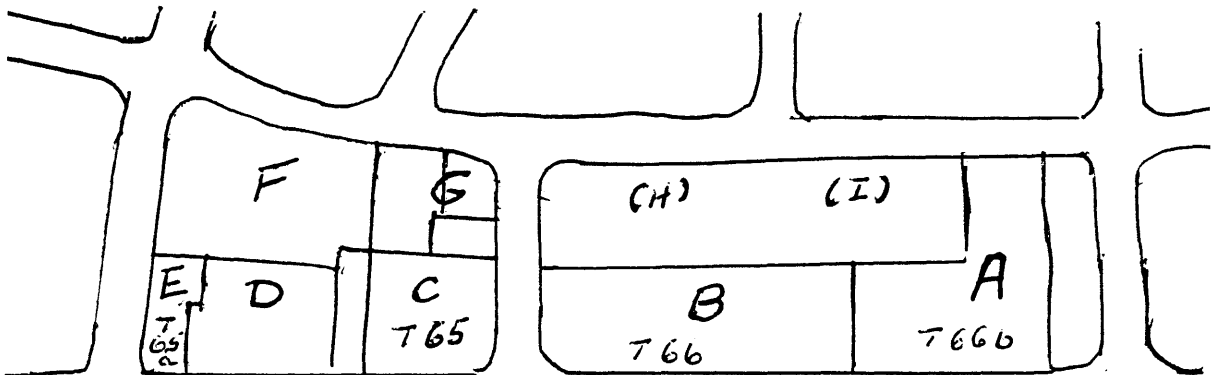
meetings, and numerous small and informal planning sessions of various groupings of people. Organizational staffing for this activity has come from staff of the Community Farm, the Oficina, and three persons representing Urban Edge. Two of the latter are the technical staff, one who is the returning Director of Urban Edge and is responsible for assembling this prospectus/feasibility analysis, the other who has been enlisted for the architectural role of seeking to obtain a consensus design (Peter Roth, the MIT student mentioned in the last paragraph of the first chapter). Every one has a significant review role.

The analysis and prospectus presented here is that of the author. However, it represents as well as possible the currently available information and the author's sense of what is currently an emerging concensus position on the critical questions, including those of design.

CHART: DATA RELATING TO SITE PARCELS

Map Letter	MBTA Par-	Other Owner	# of lots	Square Feet	Other Uses	Special Characteristics
A	66B	no	3.5	23,912	no	abuts warehouse
B	66	no	6.5	25,000	Gardens	Core of SWCC Farm flat
C	65	1 lot city	5.0	16,795	no	
D	no	Priv	4.0	10,417		outside control possible
E	65a-	no	3.0	5,169	no	Irregular
F	65a-	priv tax delinq	4.5	16,858		play field
G	no	city,	3.5	10,200	no	
TOTALS			30.0	108,351		

MAP: PARCELS WITHIN THE NORTHERN JAMAICA PLAIN SOUTHWEST CORRIDOR POTENTIAL RESIDENTIAL DEVELOPMENT SITE



## II. Site Analysis

The site under consideration needs to be viewed from two perspectives, (1) political/legal, and (2) geographical. Legally, there are six private owners, two public owners, and one non-profit community owner, Urban Edge. (Not being counted here are two types of abutting property: (1) vacant land such as the two parcels owned by a local private party who has separate plans and the two small publicly owned parcels abutting his property (2) parcels with structures such as several with three family houses used as traditional dwellings, and three with a house and two garages used for an office, residences, and storage by the Southwest Corridor Community Farm. All of the above abut the site on its periphery, except one three family house.)

It is an essential element of this prospectus that meaningful development is feasible with just the publicly owned parcels and the one owned by Urban Edge. Acquisition of the privately owned parcels, if accomplished at reasonable prices, will, of course, enhance the development. (Privately owned land breaks down into two larger groups of parcels. One group has three private owners and parcels with serious tax arrearages. The other group has three owners and parcels with little tax arrearage.) In effect, there is a collection of seven mini-packages, each which can stand alone, if necessary. Each can provide small scale residential or open

space development, and each can be combined with others to give a more effective scale to the development.

The project potential area is a minimum of 78,640 square feet and a maximum of 108,351 square feet, exclusive of the two privately owned and two small publicly owned parcels for which the separate private plans mentioned earlier are being made, and exclusive of the 11,600 square feet of privately owned abutting properties which the Community Farm would like to make a permanent part of their operation. These mini-packages are summarized in a sketch map ("Parcels within the Northern Jamaica Plain Southwest Corridor Potential Residential Development Site") and chart ("Data Relating to Site Parcels"), both on a preceding page. (Also, a more detailed map is included in the appendix.)

Geographically, the site can best be understood as the valley edge of Stoney Brook. A century ago, the brook was placed underground so that a railroad embankment could be built through the valley. Today, the same route is being used for construction of the new Southwest Corridor transit/Amtrak depressed railway system. Map sections A through E were once valley floor. They are flat, former house lots which are good for gardens as well as new housing construction. Sections F and G are on land which begins the rise away from the valley floor. It has irregular terrain and is less suited topographically for ball playing than sections A to E. However, its proximity to surrounding houses has led it into

neighborhood recreational use. It is the subject of a neighborhood "claim" for permanent recreational use.

The northern edge of map section A (MBTA lot 66b) has at least two special features. One is the abutting office products distribution building which runs from Chestnut Avenue to Lamartine Street. Another is the "three decker" nature of the abutting housing on Chestnut Avenue. These two features suggest the architectural appropriateness of three story construction at this end of the site. The Chestnut Avenue section of 66b is currently occupied by a recently planted orchard. The Community Farm Board of Directors has indicated a willingness to move the orchard to corridor land across Lamartine Street in the "Linear Park" which now abuts the new transportation corridor. (Use of that section for housing has generally been accepted by all members of the planning group. Also generally accepted has been leaving the two small gardens fenced and used by the two long term homeowners whose backyards abut the gardens.) A final feature of both Section A and Section B is the stone retaining wall which separates the middle-of-the-block portions from the currently used private houses on the up hill (Chestnut Avenue) side of the sections. While no construction is planned up against this wall, it will need to be inspected as part of the detailed architectural planning to come later.

Two Thousand Five Hundred (2500) square feet of MBTA Parcel 66b, plus all of Parcel 66 comprise Section B on the

map. This area comprises the farm greenhouse and areas under active cultivation. Soil tests have repeatedly confirmed the quality of this land for growing. The southern portion abuts the house owned by a farm member which for several years has served as both the farm office and residence for the farm Director, as well as for another family.

Section C (MBTA parcel 65 + one city owned lot) comprises a flat corner quarter (Northeast Corner) of the next city block south from the farm area. The western boundary of Section C includes the one standing house on this block, a three decker in apparently good condition.

Section D should be combined with Section E to complete the southeast corner quarter. Because acquisition of this section may prove difficult or impossible at a reasonable price, it is considered separately. Sections D and E are the lowest in elevation of any of the sections. The negative elements of this feature are accentuated by the fact that both streets abutting the sections have been placed on a rise as they approach the corner. This has been done to bring the streets up to the level of the humped overpass of the transit corridor which occurs at Mozart Street. From the viewpoint of the center of the section, a person must look up to both streets.

By looking at the map, it is easy to see the difficulty of appropriately placing housing units on the irregular and small shape of Section E should no other parcels abutting to the

north be acquired. This is particularly true due to the below grade access to the street. However, both the MBTA plan and the analysis done for this paper do find it possible to place two to four units on the parcel standing alone.

Section F is largely privately owned land which is in serious tax delinquency. Community sentiment also calls for a play area in this corner (southwest) of the block. Topographically, it is "gently rolling. 2805 square feet from MBTA parcel 65a is added on the Mozart Street side, and 2472 square feet are subtracted on the Chestnut Avenue side.

Section G, the final quarter (northwest) of the second block, is L shaped due to the one privately owned triple decker house mentioned earlier. The corner lot was purchased earlier at a city auction by Urban Edge, the community development corporation involved in this project. Other ownership involves two city owned lots and, if possible, half a city tax title lot closest to the ballfield. This area does extend somewhat into the informal play area now used. As a whole, this section is almost level and the highest section in the site. Housing is the use planned for this section. This assumes that farm plans for a tot lot on one portion will be replaced with acceptable smaller tot lots elsewhere.

Two other abutting sections, are not a part of the current plan but could become more directly related at some point. The first "outside section" is comprised of the three Chestnut Avenue parcels in the southwest corner of the Section



A & B block. This, of course, includes the "farm house/office" owned by a member of the farm. (In certain future discussions, this parcel will be referred to as "Section H".) It also includes the two garages currently used free of charge by the farm for storage, but owned by a Jamaica Plain small businessman who has not to date indicated to the Director of the Farm any interest in selling. (In certain future discussions, these two parcels together will be referred to as "Section I".) The second "outside section" is the four parcels facing Lamartine Street immediately south of the designated site, those between Mozart Street and Wyman Street. This section is comprised of two privately owned parcels totaling 9,838 square feet plus two publicly owned parcels totaling 3,123 square feet. Since the present owner has indicated he is arranging a private development of a number of housing units on that land, it is not part of the present plan.

There should also be one other "agenda item" mentioned in connection with site considerations. Members of the neighborhood planning group have noted that it would be desirable to include a number of vacant lots in the planning, if not the development process. These lots are scattered through the present housing which surrounds the site, and number six different sites, with sizes ranging from 8,435 square feet to 3,824 square feet. All are within a block of the site. Some are sized appropriately to accept a one or two

family house; some are too small. Some have abutters interested in having gardens there, some tot lots, some parking, some housing; some have abutters with unknown preferences. However, everyone in the process has agreed that giving attention to these lots should be secondary to the main development.

### III. Highest and Best Use: A community perspective

The discussions occurring under the rubric of the community planning "working group" has some similarities to typical discussions between potential participants in a joint venture. While each member recognizes he/she is entering into a total plan for the total good, most favor one of four positions, (1) pro-farm (maintain the current community farm area for gardening purposes; maximize other space for community gardens), (2) pro-recreation (maintain a "ballfield" type of use in section F at the intersection of Mozart Street and Chestnut Avenue; encourage "tot lot" uses in other areas), and (3) pro-housing (maximize the amount of land given to housing development; maximize moderate income homeownership; watch questions such as density.) and, (4) pro-balance. (Some members identify with all three needs nearly equally. These people have emerged as the "builders of consensus.") Most important, it should be noted that because almost everyone has held an interest in consensus to a greater or lesser degree, a consensus has been emerging on an "architectural/development program" looking like this (Acebedo and Roth, n.p.):

(1) The current farm "core," which includes the greenhouse, all the gardens immediately relating to the greenhouse, and certain privately owned parcels which include the house with the farm office and Director's home and a storage garage, should stay. Ownership, maintenance, and

further development will be in the hands of the Southwest Corridor Community Farm Board of Directors. Further gardens may be placed in the corridor park immediately across Lamartine Street. This space cannot be included in housing uses.

(2) Space will be allocated for a ballfield/recreation area in the southwest corner of the block which includes parcel 65. The northern boundary will be approximately the center of the #60-#62 Chestnut Avenue parcel, south of the current fence. Should all of the land in the block be acquired, two or three totlots will be built at appropriate locations. Should the city not be able to foreclose the properties on which the ballfield is located, and sell them to a community owner such as the community farm, the total group will make its best efforts to persuade the city to take other measures such as tight enforcement of zoning or, preferably, eminent domain for purposes of park creation, to insure its continued use as a recreation area.

(3) Space will be allowed for a loading dock alongside the office products building located at the northern edge of parcel 66b. This includes a driveway deep enough to allow trailer trucks to be unloaded off the street.

(4) All other land which can be acquired from the Transportation Authority, the City, or from private parties will be purchased by Urban Edge, utilized for the construction of new housing, and sold for permanent ownership to individual

owner occupants.

(5) Up to twenty five percent of the units may be second units in two-family duplexes if their rental can be arranged in a way to allow families of lower income (income significantly below that necessary to purchase the new homes) to rent and be secure against displacement from the units. A minimum of twelve and a half percent is expected both to assure some inclusion of lower income families and to assure an adequate number of housing units, given the open space needs of the plan.

(6) Preferably, all ownership units will be developed in a way which enables them to be purchased by families who meet the federal guidelines for moderate income. However, twenty five percent to be sold at market rate is acceptable.

(7) Based upon a tour of several recent urban homeownership new construction sites, some form of two-story townhouse, each with its own entrance, small yard and nearby parking space is the preferred housing style. However, it may be appropriate for the duplexes to be three story.

(8) Attaching townhouses is probably necessary, but limiting the number in one row, varying set-back distances, and utilizing other means of keeping an "individualistic" sense to the houses is important.

(9) Unelaborate, but adequate, landscape design and landscaping should be part of the construction program.

(10) At least two additional concerns should be met by the

"joint venture" team, even though they are not explicitly part of the central project: (a) advocacy for "speed bumps" and other innovations which can slow down traffic on Lamartine Street, making it more of a residential street and less of an arterial street, (b) investigating adjacent or near-adjacent vacant lots and seeking to work with the abutters to develop either playgrounds or "infill housing."

Behind the above program, and at the heart of the community discussions and the "working group" planning sessions, has been an unlabeled "bottom line" for those who currently live near the area and for those who will live in the new homes. The perspectives and definitions may differ somewhat, but the collective goal has been a better community "quality of life."

A summary of the program concerns which need to be brought into a compromise consensus is given in the attached charts, entitled, "Site Analysis by Parcels."

SITE ANALYSIS BY PARCELS: CHART I

Plan I--Pro-Communnity Gardening

Map Let- ter ---	MBTA Par- cel ---	Other Owner -----	# of lots -----	Square Feet -----	1 Max Hse Unts -----	2 Min Hse Unts -----	Other Uses -----	Special Charact- eristics -----
A	66B	no	3.5	23,912	8	8	Farm Event	abuts warehouse
B	66	no	6.5	25,000	0	0	Gar- dens	Core of SWCC Farm
C	65	1 lot city	5.0	16,795	12	12	no	flat
D	no	Priv lots	4.0	10,417	12	0	outside control quite possible	
E	65a-	no	3	5,169	4	2		Irregular
F	65a- ---	priv tax delinq	4.5	16,858	0	0	play field	now used this way
G	no	City, U.E.	3.5	10,200	8	6	no	Irregular
H	no	Farm Member	1.0	4,800	0	0	continue office & house	farm
I	no	priv owner	2.0	6,800	0	0	farm storage	now 2 garages
TOTALS			33.	119,951	44	28		

1. Assumes only publicly owned and non-profit owned land can be procured at reasonable price.

2. Assumes all land can be procured.

SITE ANALYSIS BY PARCELS; CHART II

Plan II--Pro-Community Recreation

Map Let- ter	MBTA Par- cel	Other Owner	# of lots	Square Feet	1 Max Hse Unts	2 Min Hse Unts	Other Uses	Special Charact- eristics
A	66B	no	3.5	23,912	16	16	no	abuts warehouse
B	66	no	6.5	25,000	0	0	Gar- dens	Core of SWCC Farm
C	65	1 lot city	5.0	16,795	12	12	no	flat
D	no	Priv lots	4.0	10,417	12	0	outside control quite possible	
E	65a-	no	3	5,169	0	0	no	Irregular
F	65a- ---	priv tax delinq	4.5	16,858	0	0	play field	
G	no	City, U.E.	3.5	10,200	4	2	no	
H	no	Farm Member	1.0	4,800	0	0	continue farm office & house	
I	no	priv	2.0	6,800	0	0	farm storage	now 2 garages
TOTALS			33.	119,951	44	30		



SITE ANALYSIS BY PARCELS; CHART III

Plan III--Pro-Community Housing

Map Let- ter ---	MBTA Par- cel ---	Other Owner -----	# of lots ----	Square Feet -----	Max Hse Unts -----	Min Hse Unts -----	Other Uses -----	Special Charact- eristics -----
					1	2		
A	66B	no	3.5	23,912	16	16	no	abuts warehouse
B	66	no	6.5	25,000	4	4	Gar- dens	Core of SWCC Farm
C	65	1 lot city	5.0	16,795	12	12	no	flat
D	no	Priv lots	4.0	10,417	12	0	outside control quite possible	
E	65a-	no	3.0	5,169	4	2	no	Irregular
F	65a- ---	priv tax delinq	4.5	16,858	2	2	play field	now used this way
G	no	City, U.E.	3.5	10,200	8	8	no	Irregular
H	no	Farm Member	1.0	4,800	0	0	continue farm office & house	
I	no	priv owner	2.0	6,800	0	0	farm storage garages	now 2
TOTALS			33.	119,951	58	44		

SITE ANALYSIS BY PARCELS; CHART IV

Plan IV--Pro-Community Concensus

Map Let- ter ---	MBTA Par- cel ---	Other Owner -----	# of lots ----	Square Feet -----	1		Other Uses -----	Special Charact- eristics -----
					Max Hse Unts -----	Min Hse Unts -----		
A	66B	no	3.5	23,912	16	16	no	abuts warehouse
B	66	no	6.5	25,000	0	0	Gar- dens	Core of SWCC Farm
C	65	1 lot city	5.0	16,795	12	12	no	flat
D	no	Priv lots	4.0	10,417	12	0		outside control quite possible
E	65a-	no	3	5,169	4	2		Irregular
F	65a- ---	priv tax delinq	4.5	16,858	0	0	play field	now used this way
G	no	City, U.E.	3.5	10,200	8	6	no	Irregular
H	no	Farm Member	1.0	4,800	2	2		continue farm office & house
I	no	priv owner	2.0	6,800	0	0	farm	now 2 storage garages
TOTALS			33.	119,951	52	36		

1. Assumes only publicly owned and non-profit owned land can be procured at reasonable price
2. Assumes all land can be procured

SITE ANALYSIS BY PARCELS: CHART V

-----  
Summary: Site Analysis By Parcels  
-----

	1	2
	Max	Min
	Hse	Hse
	Unts	Unts
	-----	-----
Plan I--Pro-Community Gardening	44	28
Plan II--Pro-Community Recreation	44	30
Plan III--Pro-Community Housing	58	44
Plan IV--Pro-Community Concensus	52	36

#### IV. Design, Site and Construction Options

Attached in Appendix A are the two most recent design versions. One is for the minimal acceptable site assembly package, all land owned by the Transportation Authority and all land currently owned by the City. It includes thirty six housing units, nine of which are rental units linked with an ownership unit, and two "tot lots." The other is for the maximal site assembly package up to Mozart Street, adding all privately owned land, and providing forty eight units, twelve being rental units linked with an ownership unit, and three "tot lots."

Should the three story duplex idea need to be dropped, the unit count will drop four to six units in the smaller option, and six to eight in the larger. Should it be possible to include the nearby and privately owned parcels facing Lamartine Street and extending to Wyman Street, the unit count would increase by up to six units. Separate private development of those units is currently planned. Should some, but not all, of the privately owned parcels be acquired, contingent plans will be developed. It should also be noted that the unit numbers for those parcels owned by the Transportation Authority are slightly lower than those suggested in the preliminary guidelines of that agency.

Site layout is being planned so that, interior to the

blocks, there is some common land connecting units to play and garden areas and to each other. Also, the large trees in the center of the MBTA parcel 65 block are saved. Maintenance of that land which is common should be addressed, with the responsibility resting with either the Corridor Farm or with abutting homeowners.

Construction cost estimates are based upon the revised experience of Urban Edge under its New Construction Initiatives program with the City (See "Form 3 Development Pro Forma" in Appendix IV-C). The actual design preferred by residents on their tour is that of the Cherry Street mini-development done by Homeowners Rehab in Cambridge. The design was one of mixing 2,3, and 4 bedroom lay-outs, most so that the narrow portion of the structure faced the street. Front depths were varied so that an individual exterior identity was given each unit, even though several units were attached together. Small, individual front yards went with individual entrances and parking spaces right in front of each unit. An examination of their costs (while not in a matching format) reveals a close similarity to those of Urban Edge when adjusted for inflation (Homeowners Rehab, Inc., n.p.).

While the Cherry Street model was the basis for the original site plans, it is expected that a custom plan will be developed. Also, while both the Homeowner's Rehab and Urban Edge prototypes are largely manufactured off site, there will

be an effort to see if the costs can be realistically met or bettered by competent local stick-built contractors.

## V. Legal Constraint Analysis

The majority of the site has "M-1" zoning (i.e. "Light Industrial"). The rest is divided between "L-5" (Local Retail and Services) and "R-8" (Apartments and Three Family Structures) (City of Boston, "Zoning, map 9." Hence, the designations easily include the uses proposed. There is a potential problem for the over-all approach to development being taken with these zoning designations. Because these designations, particularly the "M-1" and "L-5", are so inclusive, they offer encouragement to the private owners of the parcels to think that there are more lucrative uses of their land than moderate priced housing. This, in turn, makes acquisition at a reasonable price more difficult for those parcels still in private ownership. Further exploration of the legal options relating to this consideration is needed.

Zoning variances will still be needed due to some problems with set-back, side, and back distance requirements. However, since the over-all density will be within both the zoning code and the MBTA preliminary "preferred use description," receiving a variance to allow a "cluster approach" should not be a problem.

One form of legal hinderance which might occur can probably be mitigated by early action. The title received from city foreclosed property is not always clear and irreversible and complete title searches by attorneys for a purchaser are

frequently not undertaken until late in an acquisition process. Moving this process up and enlisting early city assistance in clearing title is strongly advised.



## VI Market Analysis

There are, in fact, two markets within Jamaica Plain, as within many of today's Boston neighborhoods. One is the market where demand for sound housing is constrained by the ability to pay by present residents, i.e. the "affordable market" or the "subsidized market." The second is the market where demand for living space is constrained by the supply and the willingness to pay by any and all parties, i.e. the "open market."

### A. The "Open Market"

The "open market" for the Lamartine/Chestnut/Hoffman area, as well as the Hyde Square and Egleston Square neighborhoods between which it lies, has been under intensive appreciation during the past three years. A recent analysis of real estate sales in the Egleston Square neighborhood conducted by the Housing Division of the Neighborhood Development and Employment Agency illustrates the situation. They found an over-all increase in average sale price of houses of 42% per year during the past two years. In the two sub-neighborhoods they looked at which immediately abut the site being discussed here, areas they labeled "Egleston North" and "School Street," those figures were 15% and 37%. (City of Boston, "Housing Trends in Egleston Square," n.p.) A similar analysis conducted by the author of this document for the

immediately abutting areas not considered in those studies, found a per year sale price increase of 28%. However, at least one seasoned broker of homes in this area feels that these years represent the "crest" of the appreciation wave which started in 1978 in the southwestern portions of Jamaica Plain and has been making its way northeastward since. (Leary, n.p.) Hence, a continuing appreciation rate of 15% per year for the period of development of this project is more reasonable.

The average sale price for one, two, and three family houses in 1984, the last full year, was \$58,500 (The Transfer Directory, 1982-1984). This figure can most reasonably be used for two family structures, so that will be done here. Prices slightly higher should be used for three family structures, and prices slightly lower for single family structures.

It must also be noted that these are prices for existing housing. The broker just mentioned also estimates that the typical home sold would be quite livable, but would not be comparable in condition to new construction without repair/modernization costing \$20,000 per first unit and \$15,000 per each additional unit. A property so renovated would then have a value which would roughly exceed that of a new townhouse by \$15,000 due to its greater charm and greater number of square feet.

To get to a projected market value of the houses in this

project, the final step is to add two years of projected appreciation to the above 1984 calculations, necessary for a year and a half development period and six month construction period. This would place the market sale price of a newly constructed two family house in a moderately priced 1987 development at \$112,500. With advantageous financing, this would mean a purchaser with total pre-purchase family income in excess of \$49,000 per year, that is households with combined incomes in the \$50,000+ range.

#### B. The "Affordable Market"

The 1980 median income for the Egleston Square neighborhood, according to the NDEA research reported earlier, is \$10,048. Even a ten percent increase per year for the past five years (and hence for 1985) places that income at \$16,200. This is barely half of the current (1985) median income in the Boston metropolitan area for a family of four of (\$32,300) and less than half for a family of six (\$37,500). Even if given a 20% increase over the next two years, this will represent only one third of the income needed to make market purchases of new housing in 1987. Clearly, "open market" housing will not be "affordable housing" to the vast majority of potential buyers from the surrounding neighborhood. The marketing experience of the city NDEA programs for new and renovated homes does show a strong demand for home purchase by families in the federally defined limit for moderate income. That limit is

80% of metropolitan median or currently \$25,850 for a family of four, and \$29,100, for a family of six. These latter are the families targeted by the city block grant programs. Hence, families with incomes in the mid twenties per year represent a ready market for homes targeted for "moderate income families." Therefore families of three to six persons, with income of \$20,000 to \$29,000 depending upon family size represent a numerous and eager primary "affordable housing market." Also, four person families with income up to \$32,300 and six person families with income up to \$37,500 are classified as "middle income" by the city/HUD guidelines for use of Community Development Block Grant money, and are some times eligible for a percentage of such homes. Families of three to six and incomes of \$26,000 to \$37,500 represent a strong secondary "affordable housing market."

Operating pro formas for one of the model houses, the Urban Edge quadraplex, are included in the Appendix. They provide the back-up material for the above income/purchase price data.

II. SUMMARY OF DATA FROM SENSITIVITY ANALYSIS

Option	Unit Numbers				Total	Pri-	Minimum Subsidy Dollars		
	Mar-	Mod-	Low-	To-	#	Ac-	Per	Per	Total
	ket	erat	In-	tal	of	qui-	Low/	Unit	
		In-	come		sa-	si-	Mod		
		come	Rent		les	tion	Unit		
A	0	28	4	32	28	\$ 0	\$17,998	\$17,998	\$575,931
B	0	24	8	32	24	\$ 0	\$22,529	\$22,529	\$720,931
BB	8	20	4	32	28	\$ 0	\$13,372	\$10,029	\$320,931
C	8	16	8	32	24	\$ 0	\$19,414	\$14,560	\$465,931
D	0	40	4	44	40	\$60K	\$16,531	\$16,531	\$737,531
E	11	29	4	44	40	\$60K	\$ 9,440	\$ 7,080	\$311,531
F	0	33	11	44	33	\$60K	\$22,183	\$22,183	\$976,031
G	11	22	11	44	33	\$60K	\$16,319	\$12,239	\$538,531

\* Assumes one rental unit with Section 707 State Subsidies will go with each owner occupied unit in each duplex. Therefore, this number also equals # of families with income below the subsidized purchase income line, and equals the number of duplex ownerships.

CHART: POTENTIAL SOURCES OF SUBSIDY for URBAN NEIGHBORHOOD  
RESIDENTIAL NEW CONSTRUCTION: LOW/MODERATE INCOME FAMILY EMPHASIS

Boston Summer, 1985

In order to shorten the descriptive material given in the chart  
the following classifications are created here:

Point of Intervention: I. Development Proforma Budget  
II. Operating Income/Expense Statement

Means of Intervention: (Revenue Side)  
A. Payments to Reduce Net Interest Costs  
B. Tax Shelter Induced Contributions  
C. Public Purpose Induced Contributions  
D. Payments to Supplement Rent Payments

(Expense Side)  
E. Reductions in Interest Rate Charges  
F. Increased Tax Deductions to Homeowners  
G. Write-down to Cost of Land

Form of Intervention: 1. Grant  
2. Loan with Deferred or Reduced Repayment

Final Recipient of Intervention: R. Renter  
D. Owner Occupant  
D/R. Owner Occupant and/or Renter

PROGRAM	DOLLAR SOURCE	FORM	FOR WHOM	% L/M	DOLLAR LIMITS	OTHER LIMITS	OTHER COMMENTS
-----							
NDEA of BOSTON							
-----							
NEW CONSTR INITIAT	Fed CDBG	I C/G 1	D/R	75	\$15-25K pr unit \$200K+ pr Proj		Meant for smaller projects--works better with all owner-occupied units
MAP/TAP	Fed CDBG	I G 1	D/R	75+-	\$25-52K pr Proj		Important "front-end" personnel costs
LEND	Fed CDBG	I, II E 1	D/R	51	Loan w flex term		Up to 50% of proj costs Practical limit-- Acquisit & Other up front" costs
BUILD	Fed CDBG	I, IIa E 1	D/R	51	Loan w flex term		Total Const. Mortg. 100% letters of Cred req; Less Flex, same prac limit as LEND

-----  
 EOCD of  
 MASS.  
 -----

SHARP State I, II E 2 R 25 Loan w flex down to 5% int Diff betw market & actual inter rates repayable/rent only

707 State II D 1 R 100 Good for individ rental units, any size bldg.

TA & SPECIAL STATE & PROJECTS CEDAC I G 1 O/R Flex Small Add to MAP/TAP

-----  
 INDEPENDENT  
 AGENCIES  
 of MASS  
 -----

MHFA Bonds I, II E 1 O,R 2 pts +- below market Const & Perm finan/ owner occup perm morts w banks

CDFC Bonds, State I G 2 O/R Somewhat Flexible Source of Equity, Paid back at below market interest

MASS LAND BANK Bonds I, II E 2 O/R

-----  
 PRIVATE  
 SOURCES  
 -----

LISC Grants I, II G 2 O/R Somewhat Flexible Source of Equity; Paid back at below market interest

ENTERPRIS FOUNDATION Grants I G 2 R 100 Flexible Also possible source of guarantees

OTHER FOUNDATIONS Contribs I G 1 O/R \$25K+- Usually Special Purposes

## VII FINANCIAL ANALYSIS

### A. Bringing Balance to a Revenue/Expense Pro Forma: Subsidies

Due, in part, to imbalances in our economic system, few families today purchase homes without some form of subsidy. For those in higher income tax brackets, the main form of subsidy is the extensive savings in taxes paid, particularly in the early years of a mortgage, by deductions taken for mortgage interest. For those in lower tax brackets, including most persons currently living in the urban neighborhood being addressed here, such subsidies are small, or non-existent. If the sale or rental planned here is to meet the community goal of being affordable to current residents, and it is to meet the city and federal goal of being affordable to moderate income families in general, then additional subsidies to that of tax deductions must be found.

With the contraction of the level of federal commitment to such subsidies, subsidies are fewer and smaller. However, they still do exist to some degree in most urban areas. Since the case example to which this paper is addressed occurs in such an area, and since project feasibility rests upon such subsidies, a catalogue of currently available subsidy sources has been compiled and placed in an accompanying two page chart entitled, "Potential Sources of Subsidy for Urban Neighborhood Residential New Construction with a Low/Moderate Income Family



Emphasis." While subsidies take on many forms with many formulas, they all come down to one of two approaches: (1) one time additions to the revenues or subtractions to the expenses of a "pure market" development pro forma, or (2) yearly additions/subtractions to the operating budget, adjusted by a formula tied to other factors in the operating financial picture. In either "1" or "2" the object is to provide a balanced financial statement without either sacrificing the long term stability of the project or over-compensating the parties involved.

In seeking to create a "package of subsidies" adequate to bring the necessary feasibility, a number of assumptions can be posited from historical precedent. These include: (1) indirect subsidies (subtractions from the expense side, which generally do not show up in a simple income/expense statement) which are more likely to be allotted via a predetermined formula without concern for the other elements in the pro forma, (2) direct subsidies (additions to the income side of the statement, which generally do show up in an income/expense statement) which are more likely to be subject to negotiation. That occurs because: (a) Each subsidy source will want to examine the entire package to be satisfied that there are not excess total subsidies. (b) Each source will want to see other sources sharing in the costs. Most sources will want to feel that the limits of other sources have been exhausted. (c) Commitments by sources will come in stages. No source

will want to be totally committed until it has total confidence that feasibility will be achieved. (Again, see the accompanying chart entitled, "Potential Sources of Subsidy for Urban Neighborhood Residential New Construction with a Low/Moderate Income Family Emphasis" for data regarding specific subsidy sources.)

#### B. Indirect Subsidies

Indirect subsidies are generally available to either profit or non-profit developer, for either "below market" or so-called "market-rate" housing, although some forms may be restricted. The forms being sought for this project include: (1) the income tax advantages to owners over renters (both federal and state income taxes) (2) monthly rent subsidy payments on behalf of lower income tenants (in this case state 707 payments), (3) interest reduction of construction loans through one or more of several sources (BUILD, LEND, CDFC, LISC, etc.), (4) interest reduction of permanent loans to buyers through MHFA, (5) write-down of land prices by public agencies.

#### C. Direct Subsidies

Meeting the program goals developed by the community "joint venture process" and achieving successful development of this project will require, among several things, a sound analysis of the dimensions within which financial investment,

loans, and direct subsidies must be packaged. Those dimensions are set, in effect, by the limits of two continuums. The first continuum relates to benefits to people unable to afford market-rate housing. It is represented on one end by Option BB (as described in the accompanying chart entitled, "Summary of Data From Sensitivity Analysis.") which offers minimum benefits under the guidelines (twelve and one half percent low income rental apartments made possible by state section 707 rent assistance payments, sixty two and a half percent moderate income buyers, and twenty-five percent market rate units). This 32 unit option requires \$320,931 in direct subsidies (plus the indirect subsidies mentioned earlier). The Direct Subsidies amount to \$10,029 per constructed unit, \$13,372 per low/moderate income unit.

The other end of the continuum is represented by Option B which provides maximum benefits under the guidelines (twenty-five percent duplexes with low income 707 assisted renters, seventy-five percent ownership by moderate income families). This representative 32 unit option requires \$720,931 direct subsidies plus the indirect subsidies mentioned above, and amounts to \$22,529 per unit, all subsidized.

The second continuum is that relating to site acquisition. It is represented at the thirty-two unit end of the scale by the two examples mentioned above, presenting a subsidy range of \$320,931 to \$720,000. It is represented at the 44 unit level by Options E and F in the attached chart

entitled, "Summary of Data from Sensitivity Analysis". If one assumes a cost of \$60,000 for all acquisition of privately owned land (the 10,417 square feet without serious tax delinquency and any of the delinquent parcels necessary to be purchased) the subsidy amounts fall within a range of \$311,531 ( Option E) to \$976,031 (Option F) and include twelve more constructed units. At the \$976,031 subsidy end of the scale (maximizing the number of low/moderate income units) there is a gain of twelve such units with an increase in the direct subsidy cost of \$255,100, or \$21,258 per unit. This figure is close to the average for the various options in the sensitivity analysis. However, at the low end of the subsidy scale (i.e. the end with minimum duplex rental units and maximum market rate units), there is no additional subsidy cost for going to forty four units. And, there are 9 moderate income units gained.

A third continuum which could also be considered is that relating to the number of lower income rental units made available. Providing a number of such units within the context of a mixed income development such as this is frequently considered a highly desirable societal goal. An examination of the accompanying chart, "Summary of Data from Sensitivity Analysis," reveals the cost. In the thirty two unit situation, shifting four units from owner occupied moderate income units to renter occupied units costs \$145,000 in subsidy dollars, or \$36,250 per unit in direct costs.

Shifting from four to eleven under the forty four unit options costs 227,000 or \$32,000 per unit in direct costs. Both of these involve additional indirect costs to the state through the 707 subsidies. They also include both indirect savings to the moderate income owner of the duplex in which the rental unit is located, both in reduced out-of-pocket monthly costs and increased income tax deductions in the the early years of ownership.

#### D. Base Pro Formas

We began this financial analysis by going immediately to the "bottom line" for below market rate housing development, the level of subsidy, or "negative profit" which needs to be made up in order to have feasibility. This was followed by an examination of the means of acquiring the subsidy. However, those figures are only as good as the "pro forma" estimates of revenues and expenses which produce the figures.

Two examples of the pro formas used for this paper are attached. They show one example of the costs and necessary subsidy levels to bring about feasibility within both the minimum benefit for affordable housing allowed under the program, and one example under the maximum allowed. Also, one example is at the "minimum acquisition" level of 32 units of housing, and the other is at the "maximum acquisition" level of 44 units. In the Appendix are the additional computer runs with changes in the key variables: (a) Number of two family

structures, (b) Number of market rate sales, and (c) Price of land acquisition from private parties. Those runs are summarized in the chart at the beginning of this section, "Summary of Data From Sensitivity Analysis." It should be stressed that these are only representative options, designed to bring out the dimensions of the issues involved and clarify the potential trade-offs in costs vs. benefits.

## WORKSHEET: PRO-FORMA DEVELOPMENT COSTS SAMPLE

(Option F)

Note: "xx" means # is 11 X Per 4 Units Total  
keyed individually -----

## EXHIBIT 1: PREPARATION COST ESTIMATE

## I. PRE-DESIGNATION PHASE

## A. Land Acquisition

1. Options	\$0	\$0
2. Agreements	\$1,000	\$11,000
3. Purchases	\$10,000 xx	\$10,000
Total	\$11,000	\$21,000

## B. Planning and Approvals

1. In House Staff	\$1,000	\$11,000
2. Consultant Staff	\$500 xx	\$4,000
3. Overhead	\$500	\$5,500
4. Nonrefundable Fees	\$0	\$0
5. Fee Advances	\$0	\$0
6. Other	\$0	\$0
Total	\$2,000	\$20,500

TOTAL	\$13,000	\$41,500
-------	----------	----------

## II. PRE-DEVELOPMENT PHASE

## A. Land Acquisition

1. Options	\$0	\$0
2. Agreements	\$500	\$5,500
3. Purchases (+#2)	\$2,000	\$22,000
4. Taxes, etc.	\$500	\$5,500
5. Other Costs	\$0	\$0
Total	\$3,000	\$33,000

## B. Planning and Approvals

1. In House Staff	\$1,000	\$11,000
2. Consultant Staff	\$500 xx	\$4,000
3. Overhead	\$500	\$5,500
4. Fee Advances	\$1,000	\$11,000
5 Other	\$1,000	\$11,000
Total	\$4,000	\$42,500

TOTAL	\$7,000	\$75,500
-------	---------	----------

EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

SAMPLE

Page 2

DEVELOPMENT COSTS

A. Land Acquisition

1. Public Owned	\$500 xx	\$16,000
2. Private Owned	\$5,000 xx	\$60,000
3. Other	\$0 xx	\$0
Total	<u>\$5,500</u>	<u>\$76,000</u>

B. Site Preparation

1. Utilities	\$8,062	\$88,682
2. Survey, Eng, Fees	\$4,020	\$44,220
3. All Other	\$31,988	\$351,868
Total	<u>\$44,070</u>	<u>\$484,770</u>

C. Construction

1. Off Site	\$132,221	\$1,454,431
2. On Site	\$55,994	\$615,936
Total	<u>\$188,215</u>	<u>\$2,070,367</u>

D. Related Costs

1. Legal & Acct	\$1,870	\$20,570
2. Proj. Mang (fr I&II)	\$4,000	\$44,000
3. Const. Mang	\$4,000	\$44,000
4. Const. Finance	\$6,000	\$66,000
5. Tax & Insur	\$900	\$9,900
6. Marketing	\$3,500	\$38,500
7. Security	\$2,090	\$22,990
8. Sponsor Fees	\$5,000	\$55,000
9. Sponsor Costs	\$11,500	\$126,500
Total	<u>\$38,860</u>	<u>\$427,460</u>

E. Contingency (Tot-C1x.05)

\$7,221	\$79,433
---------	----------

TOTAL DEVELOPMENT COST

<u>\$283,866</u>	<u>\$3,062,031</u>
------------------	--------------------



DEVELOPMENT INCOME	SAMPLE		Page 3
AA. Sales of Units	#	per sale	total
	---	-----	-----
1. Moderate Income			
a. 1 bedrm units	5	\$45,000	\$225,000
b. 2 bedrm units	5	\$52,000	\$260,000
c. 3 bedrm units	6	\$58,000	\$348,000
d. 4 bedrm units	6	\$69,500	\$417,000
e. w rental unit	11	\$76,000	\$836,000
2. Market Rate			
a. 1 bedrm units	0	\$73,000	\$0
b. 2 bedrm units	0	\$83,000	\$0
c. 3 bedrm units	0	\$93,000	\$0
d. 4 bedrm units	0	\$103,000	\$0
e. w rental unit	0	\$133,000	\$0
	--		
Total	33		----- \$2,086,000
BB. Shortfall w/o Subsidies (unit \$22,183 )			\$976,031
CC. Potential Subsidies			
1. Boston MAP/TAP		\$50,000	
2. Massachusetts "Special Projects"		\$25,000	
3. Interest savings on construction and "front end" loans (\$57 per \$1,000 loan from BUILD, LISC, CDFC, etc.) (Ln D4x5/13)		\$25,000	
4. Boston "New Initiatives" and similar programs (\$15Kx# units)		\$666,000	
Notes: Subsidies direct to families: (a) MHFA purchase mortgages, 2% of interest +/-, Mass. 707 payment of difference between total rent and 30% of income for rental families in the two family structures.			
Total			\$766,000
DD. Subsidy Loss Margin			(\$210,031)

SAMPLE ASSUMPTIONS Regarding Basis of Estimates: Page 4

- (1) Figures are based upon actual experience of the sponsoring Community Development Corporation with the construction of quadruplex residences mostly manufactured off site. Experience was in 1984-5, adjusted and projected for 1985-86.
- (2) Since sale prices and moderate income (80% of SMSA median) prices are based on same years, any increases in costs due to delays in bringing project to fruition are assumed to be balanced by sale price increases.
- (3) Since there was some generalized learning curve involved in the above experience, it is assumed that the savings there will balance the increased costs of providing a townhouse approach to new construction as opposed to the quadruplex which is somewhat less expensive, especially in foundation costs.
- (4) It is quite possible that the primary means of construction will be stick built rather than manufactured. A mix between the two approaches will also be considered. Neither will be utilized unless comparable costs can be confirmed.
- (5) There is no adequate experience upon which to base estimates of the cost of privately held land in the Southwest Corridor situation. The base figures assume some units will be built on such land and that the cost will be \$5,000 per unit. In fact, particular parcels will likely be either totally one type of land or the other, and the plan is geared to avoid private owners all together if either prices are too high or feasibility will not allow purchases at lower prices.
- (6) Due to economies of scale in the planning area, it is assumed that a project over 32 units will produce savings in the "project management" line item. These are figured at the rate of \$1000 per unit over 32.
- (7) "xx" after a base figures indicates that the pro forma is keyed to individual considerations rather than the standard unit multiplier.
- (8) Due to the landscaping needs of the over-all site, an additional \$2,000.00 per unit has been included in "on site" construction costs.
- (9) Due to anticipated increases in construction costs each year beyond the base year, 10% increases per year for two years planning/development time have been added to the "site preparation" section under "other," and to the "construction" section under "on site."

## VII. CONCLUSIONS

The proposed project presents a unique opportunity to create a balanced living environment which blends an old neighborhood with a newly created one, and blends economic diversity with cultural diversity. Part of the opportunity rests in the sense of achievement which can come from realizing the results of the neighborhood planning process.

The success of this project will also depend partly upon maintaining flexibility among the variables looked at in the "sensitivity analysis." This is critical both in (a) determining and preparing for "best case/worse case" scenerios, and (b) weighing the costs vs benefits of decisions which present themselves regarding items such as purchase of land and subsidy levels. Therefore, from the financial point of view, several clear recommendations emerge:

(1) Assuming that an important goal is to provide a balance of lower income families via the 707 renter-in-an-owner-occupant-house route, the cost for each rental unit is still high (an additional \$21,000 to \$32,000 per unit over the cost for the unit to be moderate income owner occupied). This phenomenon is due to the limited additional purchase cost which a buyer can afford when purchasing a two family house. There may well be no alternatives. However, with a goal so important and costs which are coming out so consistently high,

further exploration of income/ownership arrangements which are less expensive in subsidies, but still meet this goal, should occur.

(2) If the privately owned non-tax delinquent land can be purchased for a combined price in the vicinity of \$60,000, as projected, it will benefit the project or be neutral to the project under every scenario. Under a 32 unit and 44 unit "maximum of affordable housing" options comparison (i.e. A and D), \$162,500 additional subsidy produces 12 additional moderate income units. Under a "25% market rate" options comparison (i.e BB and E), there are nine additional moderate income units at no additional direct subsidy costs.

(3) If the \$60,000 assumption for private acquisition turns out to be significantly low, then the 46 unit projection may need to be dropped.

(4) The "sensitivity analysis" of pro formas suggests that the financial savings incurred by including 25% market rate units cuts the subsidy needs more than one hundred percent. Given the shortage of subsidy funds locally, regionally, and nationally, this suggests that the social goal of maximizing the number of decent "below market rate" units regionally might collide with that of doing so locally. Should this turn out to be true, it gives special reason to weigh carefully the social goal of maximizing the number of "below market rate" units against the social goal of a "mixed income balance." This, of course, should be doubly true if

there are "caps" on available subsidies below the projections for "totally affordable" units in the development.

(5) An analysis should also be conducted to see the affects of utilizing "middle income" units as opposed to "market rate units." The definition of "middle income" used here is that developed for the use of CDBG funded Boston projects, i.e. "below the Metropolitan Area Median Income (currently \$32,300 for a family of four).

The success of the project also depends heavily upon the city and state identifying a commonality of interest with the neighborhood process which has occurred. Areas in which this can occur include:

(1) Articulate publicly their advocacy for "affordable housing." This includes making zoning decisions which minimize expectation of gross appreciation of land in the southwest corridor in general and the Lamartine Chestnut Hoffman area in particular. This also means showing an adaptability to the strategy advocated here which is to minimize land speculaion by being prepared to go ahead with as little or as much of the land as can be acquired without upwardly skewing the costs per unit for all the housing that is built. At the same time, it means supporting early acquisition of land which can be made available, and especially expediting the completion of the land foreclosure processes on those parcels for which it is already far along.

(2) Advocate for the kind of state, city and MBTA

Requests for Development Proposals that recognize the long term value to the neighborhoods of developments which grow out of serious community planning, especially that which is neighborhood and site specific.

(3) Give priority to development which looks at the appropriate mixing of "open space" uses already ingrained in the neighborhood with new construction and renovation. Giving zoning variance consideration to plans which do meet these kind of goals by utilizing cluster and planned unit development concepts when appropriate.

(4) Provide adequate funding for this kind of project, particularly because homeownership subsidy does not come in as many forms or as large amounts as does rental.

Finally, the neighborhood and the neighborhood organizations need to continue and broaden their planning - development process during the latter months of 1985. Particular areas include:

(1) Resolve issues of parking, street speed, and integration/separation of recreation and living areas in and around the new housing units.

(2) Firm up plans for long term ownership and management of common areas within the site.

(3) Affirm in writing the "consensus principles," given here or affirm new ones.

(4) Develop more details for the principles.

(5) Increase direct messages to key city and state

officials.

(6) Increase communications and enlistment of residents not yet involved in the process.

In summary, this project shows every sign of being feasible if the following conditions are met:

(1) City and State officials collectively commit to a minimum of \$320,000 and a maximum of \$721,0000 of Direct Subsidy plus the indirect subsidies of four units of 707 rental subsidy, reduced interest construction and permanent financing, and sale of land at the reduced rate of \$500 per housing unit to be constructed. There should further be a commitment to increase the above direct subsidy commitment to the \$540,000 - \$976,000 range and the 707 commitment to 11 units if property acquisition includes the private ownership units. (The project can go further toward the goals of maximizing affordable housing if governmental agencies commit the larger amount of direct subsidy.)

(2) City and state ("T") officials commit to supporting a type of Request for Proposals for the sale of the public land which supports the principles and goals given here.

(3) Neighborhood residents and groups commit to a set of consensus principles within the guidelines of this analysis and commit to actively support implementation.

Feasibility, of course, does not mean in itself that the project will be developed. The project must be given "designated developer status" by the owner of most of the

land, the MBTA. It is assumed, however, that persuading the MBTA of the importance and appropriateness of the principles listed above under "commonality of interest" will make a strong contender of the project.



### CHAPTER III: SOME CONCLUDING OBSERVATIONS

This paper began by talking about the perspective of community-based development and its chief practitioners, community development corporations. It suggested that the perspective came particularly from the goals being served and from the type of process to be used to determine concrete results from those goals. The work behind this thesis has been an experiment in using that perspective to prepare a document in which "Determining and Meeting Community Purposes" was the top priority and the central theme of the process. The resulting plan of development which resulted from this priority led into the next priority, "Obtaining Government Approvals." "Identifying the Most Financially Rewarding User Market" was done and was important for establishing the financial feasibility needs. However, it played a minor role in the development of the plan because it had minor significance after the community purposes were established and "Governmental Approval" and "Community Support" became the driving force of feasibility rather than "Market Potential."

The document which resulted will serve as an analysis of the feasibility of the real estate development project which is emerging from the community process. It will also serve as a kind of prospectus for selling that project to those who are essentially the investors--the public agencies

who control both the direct and indirect subsidy sources necessary to undertake the project in the form which has emerged.

The central tasks have been completed. A document has been prepared. Its source has been the type of community planning process which was suggested for testing in the first chapter of this paper.

The process is open, but focused and site specific. It is one which seeks to have the necessary community groups identify their interests and bring them to the negotiating table in an approach which seeks to build consensus. To date, that process is emerging with a development plan whose feasibility has been tested and recorded. That feasibility is based upon a "community needs" bottom line and a neighborhood/public agency partnership approach, as outlined in the opening chapter.

To date, some corrolary concepts are also proving feasible. One of these is the concept of a "joint venture" between three community based entities, all of whom have brought essential elements to the venture from the "community-based" perspective of development, even though only one of the agencies might be considered a legitimate partner in a traditional joint venture. The elements of experience and community interest brought to the venture by all three groups is, in fact, critical both to the plan which is emerging and to the successful carrying out of the eventual development.

Another corrolary concept suggests that, under certain conditions, affordable market development is feasible with a site for which there can likely be "market competition." Again, in this situation, the document points to realizable conditions which do make this very feasible, the most important of which is probably the nature of the planning process and the resulting venture partnership which has emerged.

Of course, the final test of validity for an approach to feasibility analysis is that which asks, "How well did it hold up under repeated implementation over a period of time?" That test must come in the future.

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APPENDIX I

Development Pro Formas: Sensitivity Runs

EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

Option A  
32 Units

DEVELOPMENT COSTS	8 x per 4 units = (Except irregular "xx" estimates)	total
<b>A. Land Acquisition</b>		
	----- (per unit)	-----
1. Public Owned	\$2,000 xx	\$16,000
2. Private Owned	\$20,000 xx	\$0
3. Other	\$0 xx	\$0
	-----	-----
Total	\$22,000	\$16,000
<b>B. Site Preparation</b>		
1. Utilities	\$8,062	\$64,496
2. Survey, Eng, Fees	\$4,020	\$32,160
3. All Other	\$31,988	\$255,904
	-----	-----
Total	\$44,070	\$352,560
<b>C. Construction</b>		
1. Off Site	\$132,221	\$1,057,768
2. On Site	\$55,994	\$447,954
	-----	-----
Total	\$188,215	\$1,505,722
<b>D. Related Costs</b>		
1. Legal & Acct	\$1,870	\$14,960
2. Proj. Mang (fr I&II)	\$4,000	\$32,000
3. Const. Mang	\$4,000	\$32,000
4. Const. Finance (325Kx.13x.7	\$6,000	\$48,000
5. Tax & Insur	\$900	\$7,200
6. Marketing	\$3,500	\$28,000
7. Security	\$2,090	\$16,720
8. Sponsor Fees	\$5,000	\$40,000
9. Sponsor Costs	\$11,500	\$92,000
	-----	-----
Total	\$38,860	\$310,880
E. Contingency (Tot-C1x.05)	\$8,046	\$64,370
	-----	-----
<b>TOTAL DEVELOPMENT COST</b>	<b>\$301,191</b>	<b>\$2,233,531</b>

DEVELOPMENT INCOME

Option A page 2

AA. Sales of Units

	#	per sale	total
1. Moderate Income	--	-----	-----
a. 1 bedrm units	6	\$45,000	\$270,000
b. 2 bedrm units	6	\$52,000	\$312,000
c. 3 bedrm units	6	\$58,000	\$348,000
d. 4 bedrm units	6	\$69,500	\$417,000
e. w rental unit	4	\$76,000	\$304,000

2. Market Rate

a. 1 bedrm units	0	\$73,000	--
b. 2 bedrm units	0	\$83,000	--
c. 3 bedrm units	0	\$93,000	--
d. 4 bedrm units	0	\$113,000	--
e. w rental unit	0	\$133,000	--

Total	28		\$1,651,000
-------	----	--	-------------

BB. Shortfall w/o Subsidies (unit \$18,204 )      \$582,531



EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

Option B  
32 Units

DEVELOPMENT COSTS	B x per 4 units (Except irregular "xx" estimates)	Total
<b>A. Land Acquisition</b>		
1. Public Owned	\$500 xx	\$16,000
2. Private Owned	\$5,000 xx	\$0
3. Other	\$0 xx	\$0
Total	\$5,500	\$16,000
<b>B. Site Preparation</b>		
1. Utilities	\$8,062	\$64,496
2. Survey, Eng, Fees	\$4,020	\$32,160
3. All Other	\$31,988	\$255,904
Total	\$44,070	\$352,560
<b>C. Construction</b>		
1. Off Site	\$132,221	\$1,057,768
2. On Site	\$55,994	\$447,954
Total	\$188,215	\$1,505,722
<b>D. Related Costs</b>		
1. Legal & Acct	\$1,870	\$14,960
2. Proj. Mang (fr I&II)	\$4,000	\$32,000
3. Const. Mang	\$4,000	\$32,000
4. Const. Finance (325Kx.13x.7	\$6,000	\$48,000
5. Tax & Insur	\$900	\$7,200
6. Marketing	\$3,500	\$28,000
7. Security	\$2,090	\$16,720
8. Sponsor Fees	\$5,000	\$40,000
9. Sponsor Costs	\$11,500	\$92,000
Total	\$38,860	\$310,880
E. Contingency (Tot-C1x.05)	\$7,221	\$57,770
<b>TOTAL DEVELOPMENT COST</b>	<b>\$283,866</b>	<b>\$2,226,931</b>

DEVELOPMENT INCOME

AA. Sales of Units

	#	per sale	total
1. Moderate Income	--	-----	-----
a. 1 bedrm units	4	\$45,000	\$180,000
b. 2 bedrm units	4	\$52,000	\$208,000
c. 3 bedrm units	4	\$58,000	\$232,000
d. 4 bedrm units	4	\$69,500	\$278,000
e. w rental unit	8	\$76,000	\$608,000

2. Market Rate

a. 1 bedrm units	0	\$73,000	--
b. 2 bedrm units	0	\$83,000	--
c. 3 bedrm units	0	\$93,000	--
d. 4 bedrm units	0	\$103,000	--
e. w rental unit	0	\$133,000	--

Total	24		\$1,506,000
-------	----	--	-------------

BB. Shortfall w/o Subsidies (unit \$22,529 )      \$720,931

EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

Option BB  
32 Units

DEVELOPMENT COSTS	8 x per 4 units = Total (Except irregular "xx" estimates)	
<b>A. Land Acquisition</b>		
	-----	-----
1. Public Owned	\$500 xx	\$16,000
2. Private Owned	\$5,000 xx	\$0
3. Other	\$0 xx	\$0
	-----	-----
Total	\$5,500	\$16,000
<b>B. Site Preparation</b>		
1. Utilities	\$8,062	\$64,496
2. Survey, Eng, Fees	\$4,020	\$32,160
3. All Other	\$31,988	\$255,904
	-----	-----
Total	\$44,070	\$352,560
<b>C. Construction</b>		
1. Off Site	\$132,221	\$1,057,768
2. On Site	\$55,994	\$447,954
	-----	-----
Total	\$188,215	\$1,505,722
<b>D. Related Costs</b>		
1. Legal & Acct	\$1,870	\$14,960
2. Proj. Mang (fr I&II)	\$4,000	\$32,000
3. Const. Mang	\$4,000	\$32,000
4. Const. Finance (325Kx.13x.7	\$6,000	\$48,000
5. Tax & Insur	\$900	\$7,200
6. Marketing	\$3,500	\$28,000
7. Security	\$2,090	\$16,720
8. Sponsor Fees	\$5,000	\$40,000
9. Sponsor Costs	\$11,500	\$92,000
	-----	-----
Total	\$38,860	\$310,880
<b>E. Contingency (Tot-C1x.05)</b>	\$7,221	\$57,770
	-----	-----
<b>TOTAL DEVELOPMENT COST</b>	<b>\$283,866</b>	<b>\$2,226,931</b>

DEVELOPMENT INCOME			
	#	per sale	total
AA. Sales of Units	--	-----	-----
1. Moderate Income			
a. 1 bedrm units	4	\$45,000	\$180,000
b. 2 bedrm units	4	\$52,000	\$208,000
c. 3 bedrm units	4	\$58,000	\$232,000
d. 4 bedrm units	4	\$69,500	\$278,000
e. w rental unit	4	\$76,000	\$304,000
2. Market Rate			
a. 1 bedrm units	2	\$73,000	\$146,000
b. 2 bedrm units	2	\$83,000	\$166,000
c. 3 bedrm units	2	\$93,000	\$186,000
d. 4 bedrm units	2	\$103,000	\$206,000
e. w rental unit	0	\$133,000	\$0
	--		
Total	28		\$1,906,000
BB. Shortfall w/o Subsidies (unit \$10,029 )			\$320,931

EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

Option c  
32 Units

DEVELOPMENT COSTS      8 x per 4 units = Total  
(Except irregular "xx" estimates)

A. Land Acquisition

	(per unit)	
1. Public Owned	\$500 xx	\$16,000
2. Private Owned	\$5,000 xx	\$0
3. Other	\$0 xx	\$0
Total	<u>\$5,500</u>	<u>\$16,000</u>

B. Site Preparation

1. Utilities	\$8,062	\$64,496
2. Survey, Eng, Fees	\$4,020	\$32,160
3. All Other	\$31,988	\$255,904
Total	<u>\$44,070</u>	<u>\$352,560</u>

C. Construction

1. Off Site	\$132,221	\$1,057,768
2. On Site	\$55,994	\$447,954
Total	<u>\$188,215</u>	<u>\$1,505,722</u>

D. Related Costs

1. Legal & Acct	\$1,870	\$14,960
2. Proj. Mang (fr I&II)	\$4,000	\$32,000
3. Const. Mang	\$4,000	\$32,000
4. Const. Finance (325Kx.13x.7	\$6,000	\$48,000
5. Tax & Insur	\$900	\$7,200
6. Marketing	\$3,500	\$28,000
7. Security	\$2,090	\$16,720
8. Sponsor Fees	\$5,000	\$40,000
9. Sponsor Costs	\$11,500	\$92,000
Total	<u>\$38,860</u>	<u>\$310,880</u>

E. Contingency (Tot-C1x.05)      \$7,221      \$57,770

TOTAL DEVELOPMENT COST      \$283,866      \$2,226,931

DEVELOPMENT INCOME		Option C Page 2	
AA. Sales of Units	#	per sale	total
	--	-----	-----
1. Moderate Income			
a. 1 bedrm units	2	\$45,000	\$90,000
b. 2 bedrm units	2	\$52,000	\$104,000
c. 3 bedrm units	2	\$58,000	\$116,000
d. 4 bedrm units	2	\$69,500	\$139,000
e. w rental unit	8	\$76,000	\$608,000
2. Market Rate			
a. 1 bedrm units	2	\$73,000	\$146,000
b. 2 bedrm units	2	\$83,000	\$166,000
c. 3 bedrm units	2	\$93,000	\$186,000
d. 4 bedrm units	2	\$103,000	\$206,000
e. w rental unit	0	\$133,000	\$0
	--		
Total	24		\$1,761,000
BB. Shortfall w/o Subsidies (unit \$14,560 )			\$465,931

EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

Option D  
44 Units

DEVELOPMENT COSTS	11 x per 4 units = Total (Except irregular "xx" estimates)	
<b>A. Land Acquisition</b>		
	----- (per unit)	-----
1. Public Owned	\$500 xx	\$16,000
2. Private Owned	\$5,000 xx	\$60,000
3. Other	\$0 xx	\$0
	-----	-----
Total	\$5,500	\$76,000
<b>B. Site Preparation</b>		
1. Utilities	\$8,062	\$88,682
2. Survey, Eng, Fees	\$4,020	\$44,220
3. All Other	\$31,988	\$351,868
	-----	-----
Total	\$44,070	\$484,770
<b>C. Construction</b>		
1. Off Site	\$132,221	\$1,454,431
2. On Site	\$55,994	\$615,936
	-----	-----
Total	\$188,215	\$2,070,367
<b>D. Related Costs</b>		
1. Legal & Acct	\$1,870	\$20,570
2. Proj. Mang (fr I&II)	\$4,000	\$44,000
3. Const. Mang	\$4,000	\$44,000
4. Const. Finance (325Kx.13x.7	\$6,000	\$66,000
5. Tax & Insur	\$900	\$9,900
6. Marketing	\$3,500	\$38,500
7. Security	\$2,090	\$22,990
8. Sponsor Fees	\$5,000	\$55,000
9. Sponsor Costs	\$11,500	\$126,500
	-----	-----
Total	\$38,860	\$427,460
E. Contingency (Tot-C1x.05)	\$7,221	\$79,433
	-----	-----
<b>TOTAL DEVELOPMENT COST</b>	<b>\$283,866</b>	<b>\$3,062,031</b>

DEVELOPMENT INCOME		Option D	Page 2
	#	per sale	total
AA. Sales of Units	--	-----	-----
1. Moderate Income			
a. 1 bedrm units	9	\$45,000	\$405,000
b. 2 bedrm units	9	\$52,000	\$468,000
c. 3 bedrm units	9	\$58,000	\$522,000
d. 4 bedrm units	9	\$69,500	\$625,500
e. w rental unit	4	\$76,000	\$304,000
2. Market Rate			
a. 1 bedrm units	0	\$73,000	\$0
b. 2 bedrm units	0	\$83,000	\$0
c. 3 bedrm units	0	\$93,000	\$0
d. 4 bedrm units	0	\$103,000	\$0
e. w rental unit	0	\$133,000	\$0
	--		
Total	40		\$2,324,500
BB. Shortfall w/o Subsidies (unit \$16,762 )			\$737,531



EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

Option E  
44 Units

DEVELOPMENT COSTS	11 x per 4 units = Total (Except irregular "xx" estimates)	
<b>A. Land Acquisition</b>		
1. Public Owned	\$500 xx	\$16,000
2. Private Owned	\$5,000 xx	\$60,000
3. Other	\$0 xx	\$0
<b>Total</b>	<b>\$5,500</b>	<b>\$76,000</b>
<b>B. Site Preparation</b>		
1. Utilities	\$8,062	\$88,682
2. Survey, Eng, Fees	\$4,020	\$44,220
3. All Other	\$31,988	\$351,868
<b>Total</b>	<b>\$44,070</b>	<b>\$484,770</b>
<b>C. Construction</b>		
1. Off Site	\$132,221	\$1,454,431
2. On Site	\$55,994	\$615,936
<b>Total</b>	<b>\$188,215</b>	<b>\$2,070,367</b>
<b>D. Related Costs</b>		
1. Legal & Acct	\$1,870	\$20,570
2. Proj. Mang (fr I&II)	\$4,000	\$44,000
3. Const. Mang	\$4,000	\$44,000
4. Const. Finance (325Kx.13x.7)	\$6,000	\$66,000
5. Tax & Insur	\$900	\$9,900
6. Marketing	\$3,500	\$38,500
7. Security	\$2,090	\$22,990
8. Sponsor Fees	\$5,000	\$55,000
9. Sponsor Costs	\$11,500	\$126,500
<b>Total</b>	<b>\$38,860</b>	<b>\$427,460</b>
<b>E. Contingency (Tot-C1x.05)</b>	<b>\$7,221</b>	<b>\$79,433</b>
<b>TOTAL DEVELOPMENT COST</b>	<b>\$283,866</b>	<b>\$3,062,031</b>

## DEVELOPMENT INCOME

Option E Page 2

	#	per sale	total
AA. Sales of Units	--	-----	-----
1. Moderate Income			
a. 1 bedrm units	7	\$45,000	\$315,000
b. 2 bedrm units	7	\$52,000	\$364,000
c. 3 bedrm units	7	\$58,000	\$406,000
d. 4 bedrm units	7	\$69,500	\$486,500
e. w rental unit	1	\$76,000	\$76,000
2. Market Rate			
a. 1 bedrm units	2	\$73,000	\$146,000
b. 2 bedrm units	2	\$83,000	\$166,000
c. 3 bedrm units	2	\$93,000	\$186,000
d. 4 bedrm units	2	\$103,000	\$206,000
e. w rental unit	3	\$133,000	\$399,000
	--		
Total	40		\$2,750,500
BB. Shortfall w/o Subsidies (unit \$7,080 )			\$311,531

EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

Option F  
44 Units

DEVELOPMENT COSTS	11 x per 4 units =	Total
	(Except irregular "xx" estimates)	
<b>A. Land Acquisition</b>		
1. Public Owned	\$500 xx	\$16,000
2. Private Owned	\$5,000 xx	\$60,000
3. Other	\$0 xx	\$0
Total	\$5,500	\$76,000
<b>B. Site Preparation</b>		
1. Utilities	\$8,062	\$88,682
2. Survey, Eng, Fees	\$4,020	\$44,220
3. All Other	\$31,988	\$351,868
Total	\$44,070	\$484,770
<b>C. Construction</b>		
1. Off Site	\$132,221	\$1,454,431
2. On Site	\$55,994	\$615,936
Total	\$188,215	\$2,070,367
<b>D. Related Costs</b>		
1. Legal & Acct	\$1,870	\$20,570
2. Proj. Mang (fr I&II)	\$4,000	\$44,000
3. Const. Mang	\$4,000	\$44,000
4. Const. Finance (325Kx.13x.7	\$6,000	\$66,000
5. Tax & Insur	\$900	\$9,900
6. Marketing	\$3,500	\$38,500
7. Security	\$2,090	\$22,990
8. Sponsor Fees	\$5,000	\$55,000
9. Sponsor Costs	\$11,500	\$126,500
Total	\$38,860	\$427,460
E. Contingency (Tot-C1x.05)	\$7,221	\$79,433
<b>TOTAL DEVELOPMENT COST</b>	<b>\$283,866</b>	<b>\$3,062,031</b>

## DEVELOPMENT INCOME

Option F Page 2

	#	per sale	total
AA. Sales of Units	--	-----	-----
1. Moderate Income			
a. 1 bedrm units	8	\$45,000	\$360,000
b. 2 bedrm units	8	\$52,000	\$416,000
c. 3 bedrm units	8	\$58,000	\$464,000
d. 4 bedrm units	9	\$69,500	\$625,500
e. w rental unit	11	\$76,000	\$836,000
2. Market Rate			
a. 1 bedrm units	0	\$73,000	\$0
b. 2 bedrm units	0	\$83,000	\$0
c. 3 bedrm units	0	\$93,000	\$0
d. 4 bedrm units	0	\$103,000	\$0
e. w rental unit	0	\$133,000	\$0
	--		
Total	44		\$2,701,500
BB. Shortfall w/o Subsidies (unit \$8,194 )			\$360,531

EXHIBIT 2: DEVELOPMENT PRO FORMA  
(Includes Phases I & II)

Option B  
44 Units

DEVELOPMENT COSTS	11 x per 4 units =	Total
	(Except irregular "xx" estimates)	
<b>A. Land Acquisition</b>		
1. Public Owned	\$500 xx	\$16,000
2. Private Owned	\$5,000 xx	\$60,000
3. Other	\$0 xx	\$0
	-----	-----
Total	\$5,500	\$76,000
<b>B. Site Preparation</b>		
1. Utilities	\$8,062	\$88,682
2. Survey, Eng, Fees	\$4,020	\$44,220
3. All Other	\$31,988	\$351,868
	-----	-----
Total	\$44,070	\$484,770
<b>C. Construction</b>		
1. Off Site	\$132,221	\$1,454,431
2. On Site	\$55,994	\$615,936
	-----	-----
Total	\$188,215	\$2,070,367
<b>D. Related Costs</b>		
1. Legal & Acct	\$1,870	\$20,570
2. Proj. Mang (fr I&II)	\$4,000	\$44,000
3. Const. Mang	\$4,000	\$44,000
4. Const. Finance (325Kx.13x.7	\$6,000	\$66,000
5. Tax & Insur	\$900	\$9,900
6. Marketing	\$3,500	\$38,500
7. Security	\$2,090	\$22,990
8. Sponsor Fees	\$5,000	\$55,000
9. Sponsor Costs	\$11,500	\$126,500
	-----	-----
Total	\$38,860	\$427,460
<b>E. Contingency (Tot-C1x.05)</b>	\$7,221	\$79,433
	-----	-----
<b>TOTAL DEVELOPMENT COST</b>	<b>\$283,866</b>	<b>\$3,062,031</b>

## DEVELOPMENT INCOME

Option 6 Page 2

## AA. Sales of Units

	#	per sale	total
	--	-----	-----
1. Moderate Income			
a. 1 bedrm units	3	\$45,000	\$135,000
b. 2 bedrm units	3	\$52,000	\$156,000
c. 3 bedrm units	3	\$58,000	\$174,000
d. 4 bedrm units	5	\$69,500	\$347,500
e. w rental unit	8	\$76,000	\$608,000
2. Market Rate			
a. 1 bedrm units	2	\$73,000	\$146,000
b. 2 bedrm units	2	\$83,000	\$166,000
c. 3 bedrm units	2	\$93,000	\$186,000
d. 4 bedrm units	2	\$103,000	\$206,000
e. w rental unit	3	\$133,000	\$399,000
	--		
Total	33		\$2,523,500

BB. Shortfall w/o Subsidies (unit \$12,239 )      \$538,531

APPENDIX II

Past Use Map: Chestnut/Hoffman Area

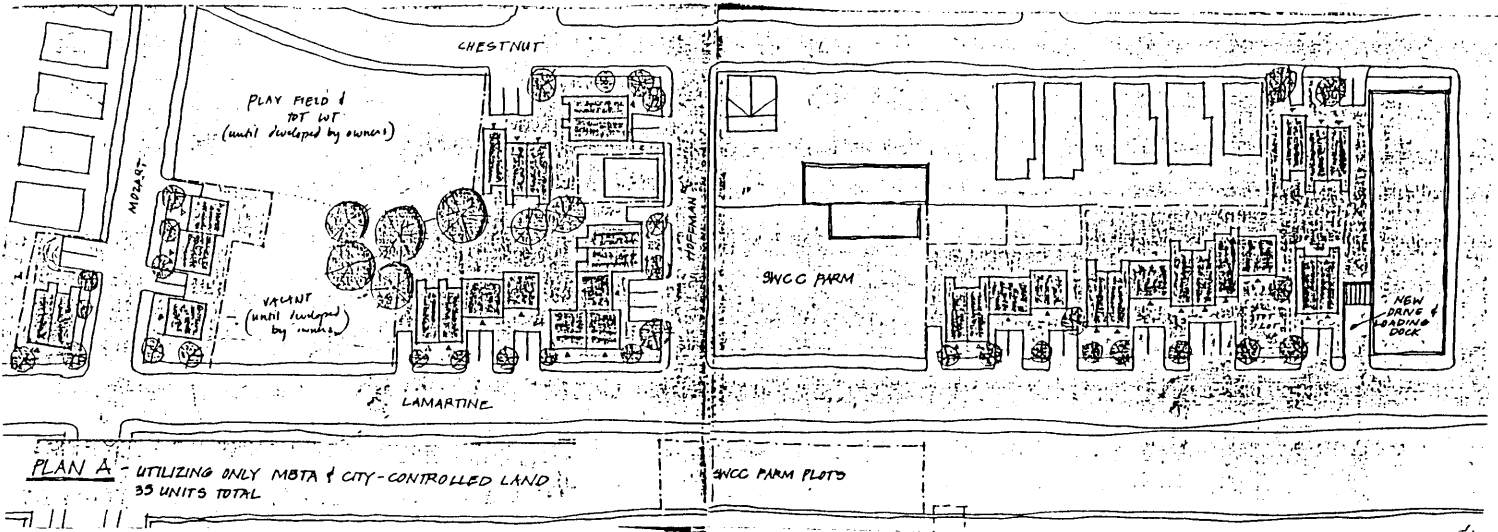
Past Use Map: Chestnut/Hoffman Area



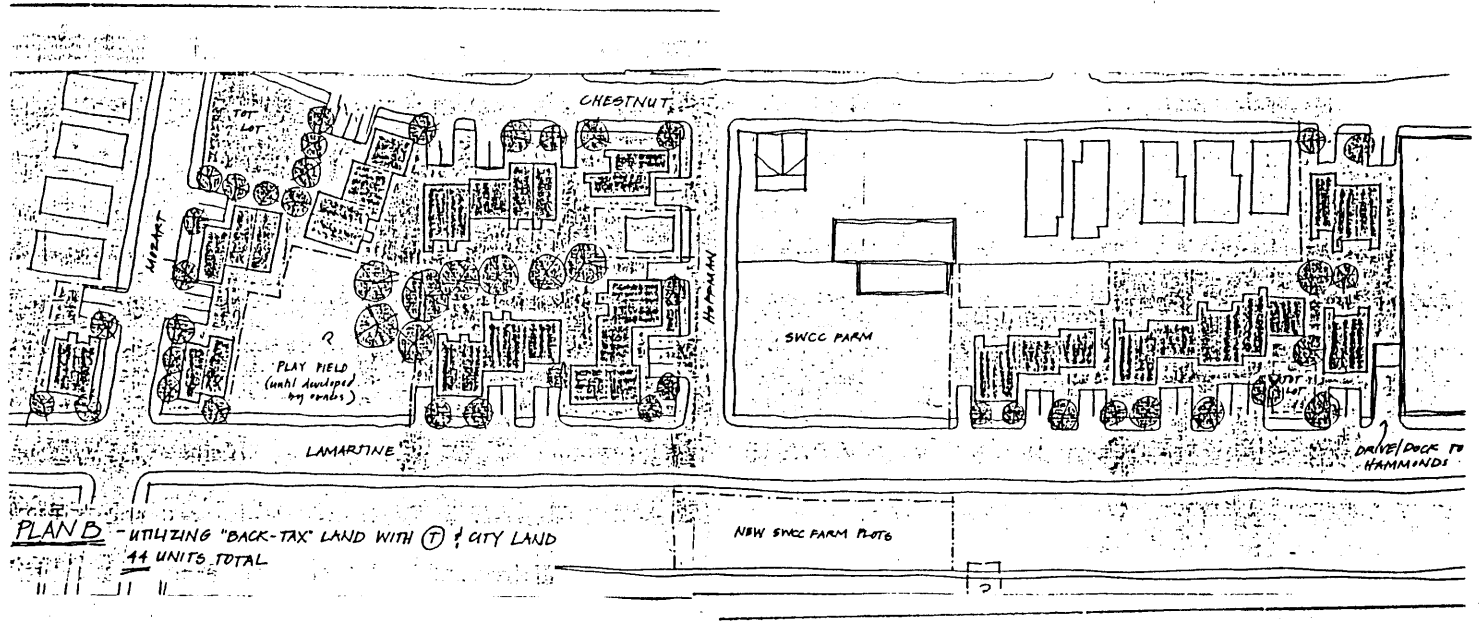


APPENDIX III  
Preliminary Site Plans

Site Plan Option A

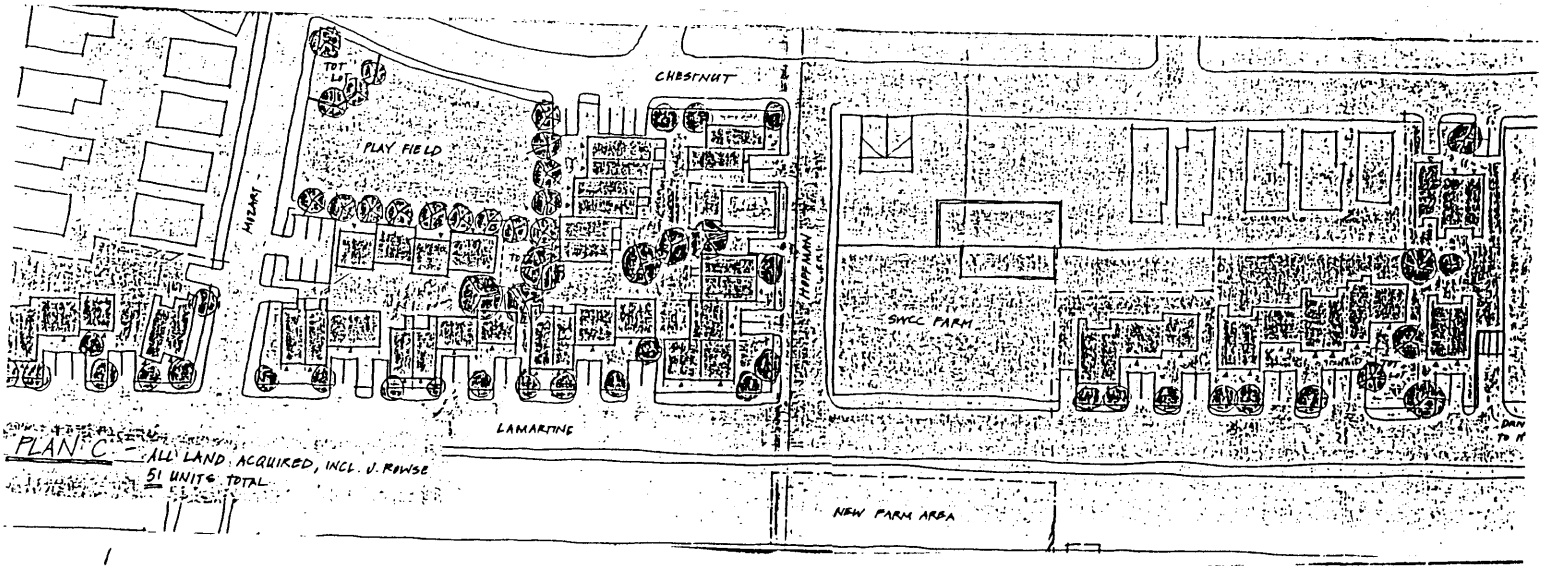


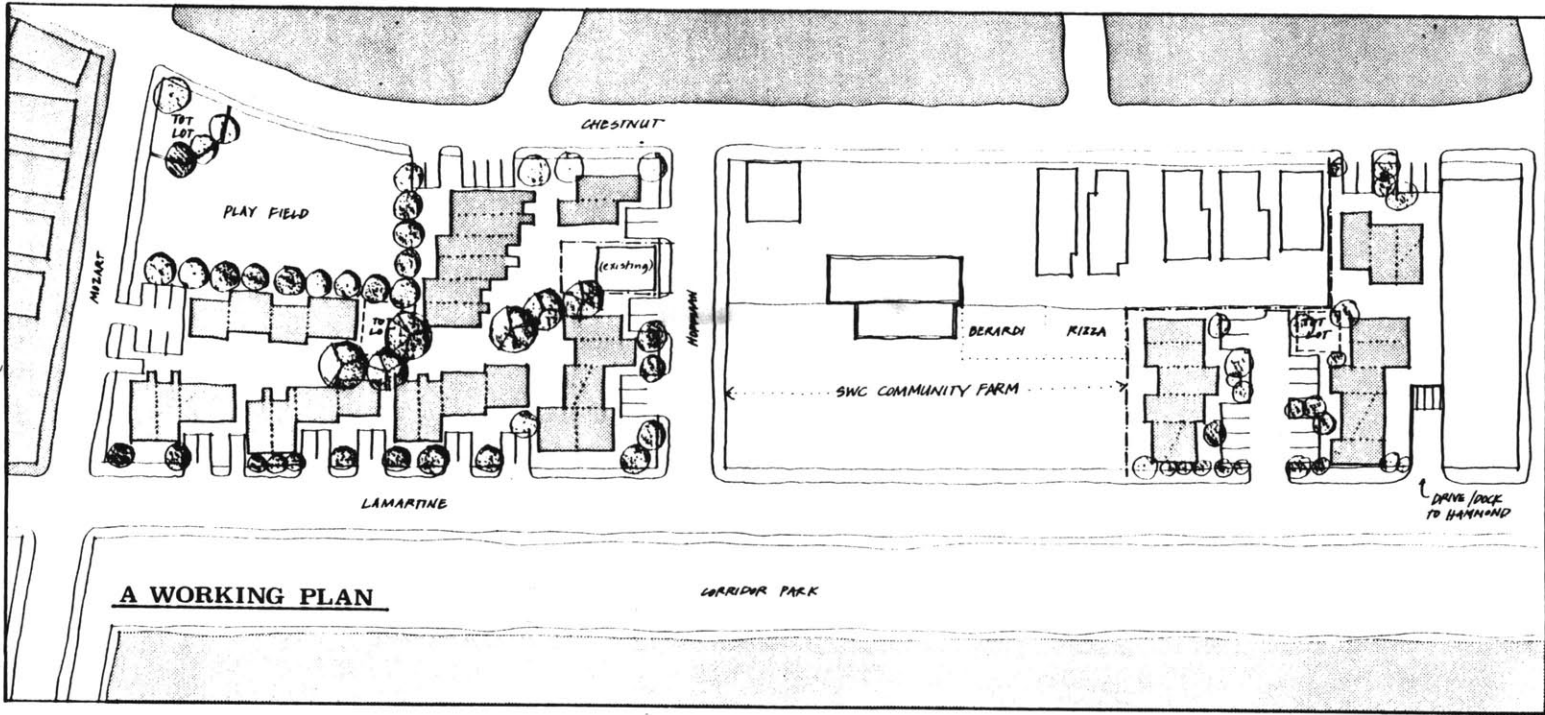
Site Plan Option B



**PLAN B** - UTILIZING "BACK-TAX" LAND WITH ① CITY LAND  
44 UNITS TOTAL

Site Plan Option C





Site Plan: Working Plan

APPENDIX IV  
Prototype Models

Front View: Prototype Model

PRE-ASSEMBLED NEW HOUSES SOON  
TO BE AVAILABLE.

MUY PRONTO ESTARAN  
DISPONIBLES CASAS NUEVAS  
PRE-FABRICADAS.



( VIEW OF TWO FAMILY HOUSE )

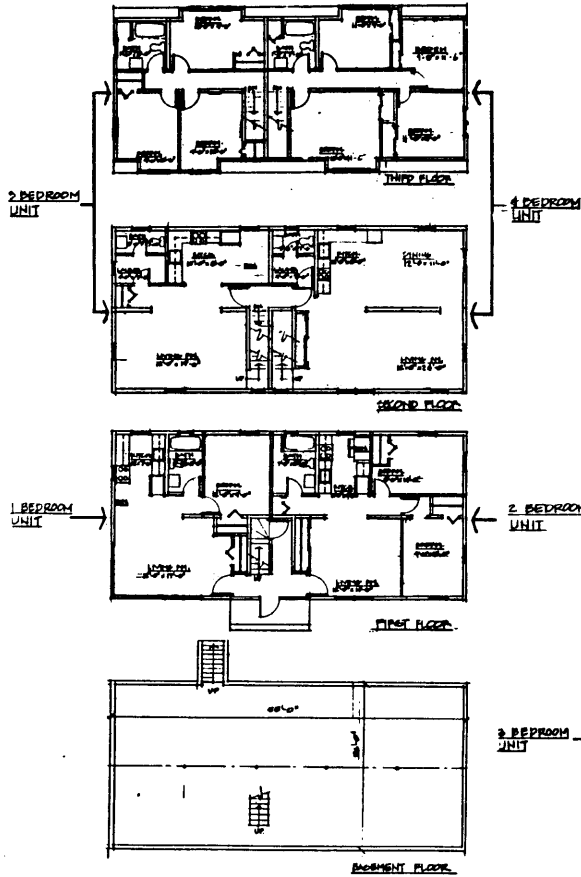
URBAN EDGE IS NOW ACCEPTING  
APPLICATIONS FOR EIGHT CONDO  
UNITS AND FOUR 2 FAMILY HOUSES  
TO BE BUILT IN JAMAICA PLAIN  
AND ROSLINDALE.

URBAN EDGE ESTÁ ACEPTANDO  
AHORA SOLICITUDES PARA 8  
UNIDADES DE CONDOMINIOS Y 4  
CASAS DE DOS FAMILIAS PARA  
SER CONSTRUIDAS EN JAMAICA  
PLAIN Y ROSLINDALE.

*urban edge*

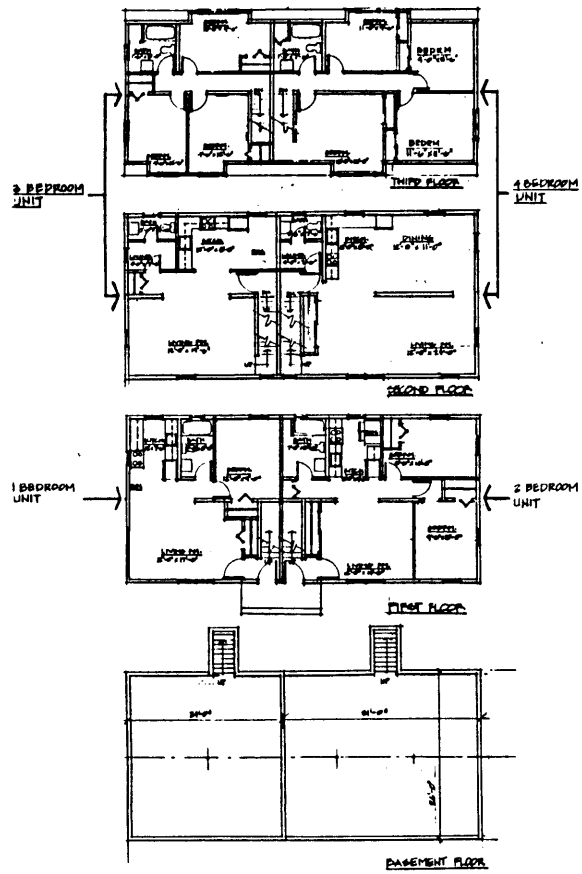
620 CENTRE STREET, JAMAICA PLAIN, MA 02130, TEL: 524-1393

# Prototype Floor Plans



MANUFACTURED  
HOUSES  
URBAN EDGE INC.

CONDOMINIUM BUILDING  
PRELIMINARY FLOOR PLANS  
SUBJECT TO REVISION



MANUFACTURED  
HOUSES  
URBAN EDGE INC.

THE FAMILY BLDG.  
PRELIMINARY FLOOR PLANS  
SUBJECT TO REVISION



Prototype Buyer Pro Forma 1: Reduced Cost Unit

AFFORDABILITY

The housing related costs which result from the prices of the condo units and the two family houses are well within the reach of home buyers of moderate income.

The projected sale prices for both sites are as follows:

CONDOMINIUMS

1 BR. \$27,500., 2 BR. \$33,500.  
3 BR. \$39,500., 4 BR. \$45,500.

TWO FAMILY HOUSES

One and three bedroom combination: \$ 62,500.00  
Two and four bedroom combination: \$ 68,000.00

Listed on the following pages are our estimates of the initial cash required for purchase and monthly housing cost.

M.H.F.A. Financed at 10.65% Interest rate (if available).

CONDOMINIUM/CONDOMINIOS:

	1 BR/Dorm	2 BR/Dorm	3 BR/Dorm	4 BR/Dorm
Purchase Price/ Precio de Compra	\$27,500	\$33,500	\$39,500	\$45,500
Mortgage Amount/ Hipoteca	26,125	31,825	37,525	43,225
Down payment-5%/ Pronto Pago-5%	1,375	1,675	1,975	2,275
Closing Costs/ Costos de Cierre	1,800	1,900	2,000	2,100
Cash for purchase/ Gastos de Compra	\$3,175	\$3,575	\$3,975	\$4,375

COSTEABILIDAD

Los costos relacionados a la vivienda que son resultado de los precios de las unidades de condominio y de las casas de dos familias están bien dentro del alcance económico de compradores de casas de ingresos moderados.

Los precios proyectados de ventas para ambos sitios son como siguen:

CONDOMINIOS:

CASA DE DOS FAMILIAS

Combinación de uno y tres dormitorios:  
Combinación de dos y cuatro dormitorios:

Enlistados en las paginas siguientes están nuestros estimados del dinero inicial en efectivo requerido para la compra y los costos mensuales de la vivienda.

M.H.F.A. Financiamiento al 10.65% de interés (si está disponible).

Prototype Buyer Pro Forma 2: Reduced Cost Unit

10

CONDOMINIUMS (continued)

	1 BR/Dorm	2 BR/Dorm	3 BR/Dorm	4 BR/Dorm
<b>Monthly Carrying Costs/Mensualidad</b>				
<b>Monthly Basic/Básico Mensual</b>				
Principal & Int./	284	346	408	470
Principal e Int.				
R.E. Taxes/	39	48	57	65
Impuestos				
Mortg. Ins. Prem./	6	8	10	12
Pre. Seg. Hipoteca				
<b>Total Basic/Básico</b>	<b>329</b>	<b>402</b>	<b>475</b>	<b>547</b>
<b>Monthly Condo./Condo. Mensual</b>				
Joint Insurance/	25	28	31	34
Seguro Conjunto				
Joint Repairs/	15	20	25	30
Reparaciones Conjuntas				
Joint Maint./Mgmt.	20	25	30	35
Mant./Adm. Conjunta				
<b>Total Condo./Total</b>	<b>60</b>	<b>73</b>	<b>86</b>	<b>99</b>
<b>Other Ind./Otro Ind.</b>				
Insurance on Unit/	16	19	22	25
Seguro sobre la Unidad				
Heating Cost/	35	45	50	55
Costos de Calefacción				
Water/Sewer	9	13	19	25
Agua/Alcantarillado				
Rep/Maint.	10	12	14	16
Rep./Mant.				
<b>Total Others/Otros</b>	<b>70</b>	<b>89</b>	<b>105</b>	<b>121</b>
<b>Total All Cost/Costo Total:</b>	<b>459</b>	<b>564</b>	<b>666</b>	<b>767</b>

## Prototype Buyer Pro Forma 3: Reduced Cost Unit

11

2 FAM. HOUSES/CASAS de 2 FAM.:		
	1 & 3 BR Combination Combinaciones de: 1 & 3 Dorm.	2 & 4 Combination 2 & 4 Dorm.
Initial Costs/Costos Iniciales:		
Purchase Price/ Precio de Compra	\$62,500	\$68,000
Mortgage Amount/ Hipoteca	59,375	64,600
Downpayment/ Pago de Pronto	3,125	3,400
Closing Costs/ Costos de Cierre	2,500	2,500
Cash needed for purchase/ Efectivo necesario para compra:	\$5,625	\$5,800
Monthly Carrying Costs/Mensualidad		
Monthly Basic/Básico Mensual		
Principal & Interest/ Principal e Intereses	\$754	\$820
Mrtg. Ins. Prem./ Pago de Seg. de Hipoteca	14	14
R.E. Taxes/Impuestos	89	97
Insurance/Seguro	50	50
Total Basic/Básico Total	\$907	\$983
Common Expenses/Gastos Comunes:		
Water/Sewer Agua/Alcantarillado	\$50	\$50
Electricity/Electricidad	15	15
Maintenance/Mantenimiento	40	40
Total Common Expenses/ Total Gastos Regulares:	\$105	\$105
Total All Monthly Costs/ Total de Gastos Mensuales:	\$1,012	\$1,088
Estimated Income from Rental Unit/ Ingreso Estimado de la Unidad de Alquiler	\$300-600	\$400-700

## Prototype Buyer Pro Forma 4: Reduced Cost Unit

12

### Basic Requirements of the Program:

These new housing units will be sold to Boston residents who are buying a home for the first time. Also, the buyer's household income must not exceed the limit listed on the following schedules. Please note that at least 75% of the units will be sold to buyers whose incomes fall under Column A with the remainder 25% sold to buyers with incomes under Column B.

### Requisitos básicos del programa:

Estas nuevas unidades de viviendas serán vendidas a residentes de Boston que estén comprando casa por primera vez. Además los ingresos familiares del comprador no pueden exceder el límite señalado en las indicaciones siguientes. Por favor, fíjese que por lo menos el 75% de las unidades serán vendidas a compradores cuyos ingresos caigan dentro de la Columna A y el 25% restante será vendido a compradores de la Columna B.

Household Size Tamaño Familiar	Approx. Income Limits Límite Aproximado de Ingresos	
	A	B
1	\$18,100	\$22,600
2	\$20,700	\$25,800
3	\$23,250	\$29,100
4	\$25,850	\$32,300
5	\$27,450	\$34,900
6	\$29,100	\$37,500
7	\$30,700	\$40,100
8	\$32,300	\$42,600

# Prototype Model Development Pro Forma

## ACQUISITION AND SITE PREPARATION COSTS

DEVELOPMENT PRO FORMA (MACTURED UNITS)	ROUND II PER SITES:			Totals
	HPK SITE 1	GPk SITE 2	BOYL SITE 3	
Acquisition				
Engineering and Soil Boring *	466	500		800
Demo/Removal of Exist. Found.	240	120	120	480
Clearance & Removal of Debris	0	0	0	0
Excavation of Foundation	2500	1468	1393	5361
Construction of Foundation	3000	1500	1500	6000
Back Fill	25000	12000	12000	49000
Rough Grading	2000	1000	1000	4000
Finish Grading	2000	1200	1200	4900
Driveway & Walks (Curb Cuts)	1000	1000	1000	3000
Retaining Walls (if Applicable)	11036	5475	4800	21311
Landscaping & Tempo/Perm. Fencing	0	0	0	0
Survey and Title **	9800	1000	1000	11800
Utilities (Gas, W/S, Drain, Elect. Tren.)	6800	3400	3400	13600
Roadways (If Applicable)	16125	8062	8062	32249
Permit Fees	8800	500	500	9800
<b>Total Acquisition &amp; Site Prep.</b>	<b>10,563</b>	<b>16,901</b>	<b>9,230</b>	<b>16,901</b>

## CONSTRUCTION

Unit Cost Delivered	254272	127136	127136	508544
Site Assembly	6250	3125	3125	12500
Finish Work	43000	21500	21500	86000
Contingency on Unit Cost (4%)	10171	5085	5085	20341
<b>TOTAL CONSTRUCTION COST</b>	<b>39,112</b>	<b>6,27,385</b>	<b>31,3693</b>	<b>156,846</b>

## RELATED COSTS

Legal and Title Fees *	4900	1650	2450	9000
Accounting	440	220	220	880
Project Management Costs *	8000	4000	4000	16000
Construction Management Costs *	8000	4000	4000	16000
Construction Financing (\$325000 at 13% 7 Months)	12000	6000	6000	24000
Real Estate Taxes During Constr.	0	0	0	0
Insurance	1800	900	900	3600
Marketing & Brokerage **	7000	3500	3500	14000
Security (Dog + Tempo Fence)	3780	2090	2090	7960
Other Specify (Consult., Arch.)	0	0	0	0
Sponsor Fees	10000	5000	5000	20000
Sponsor Costs	23000	11500	11500	46000

**Total Related Costs**      3,590    15,7,440    78920    38860    39660    157,440

**CONTINGENCY**      1,328    2,1,248    11024    5,111    5113    21248

( 5% of all except boxes)

**TOTAL DEVELOPMENT COST**      60,942    97,5076    495937    239542    239594    975076

Items referenced with (\*) will be used to pay back MAP. Items referenced with (\*\*) will be used to pay back TAP.

**TOTAL PROJECT PRO FORMAS**

APPENDIX V

Excerpts from:

"Identifying the Power Structure of a Community"

"Identifying the Power Structure of a Community," a paper written for MIT course 11.367 by Ronald Hafer: Excerpts

Spring Semester, 1984-85

## I. Type and Location of Development

The proposed development addressed here is small scale, predominately moderate income residential. It includes a special "mixed use" feature, inclusion of a "community farm" (gardens) use which has occupied one portion of the site for several years.

The site is linear in nature, facing the "Southwest Corridor," a new rail transportation facility nearing completion of construction through the Jamaica Plain section of Boston.

The site is two and a half blocks long, varying in depth from a half block to a block. Approximately half the site consists of land which held housing prior to the taking of land by the state for a highway that was not built. It's current owner is the Massachusetts Bay Transportation Authority. The other half is mostly in private ownership, some by parties friendly to the developer and a considerable amount by parties no longer paying taxes. One parcel on the edge has occupied housing; another is land upon which taxes are still being paid by outside parties. The latter can be omitted from the development if necessary.

## II. Context of the Community Power Structure

The dynamics of power relating to this community are quite diffuse. Authority stems from various legal entities. Numerous organizations and groups have some form of influence. For the particular project discussed here, legal authority is quite explicit, stemming from the Massachusetts Bay Transportation Authority on behalf of the Commonwealth of Massachusetts for most of the land involved. For some of the land for other approvals important to the project, legal authority comes from the City of Boston through its Department of Public Facilities, Department of Real Property, and Neighborhood Development and Employment Agency. Completion of site control depends heavily upon receiving "designated developer status" from the Massachusetts Bay Transportation Authority. Achievement of that status may well constitute de facto community approval as well (or, said another way, a form of community approval will be necessary to achieve that status).

The form of use proposed above is already favored by a significant number of the elements of the formal and informal power structure. Also, there is considerable support for the idea that the best means of achieving that goal is a non-profit community development corporation, of which the proposed developer is one. However, the approach of community development corporations and the forms of housing they tend to develop will also be perceived by many elements as against their interests. Hence, the path to community support is an involved one, and review of the dimensions of community power at this time is most appropriate.

### III. Particular Elements of the Power Structure

#### A. The formal authority group level includes:

1. The Director of the Massachusetts Bay Transportation Authority: Legal responsibility for disposition of the surplus corridor property rests with this person, James O'Leary with approvals necessary by certain other state boards and officials. Preparatory action for those decisions has apparently been vested to a considerable extent in the Director of the Southwest Corridor Project, Dan Ocassio. The "T" has publicly acknowledged on more than one occasion that they have a responsibility to first review a 1979 planning document designating use for development parcels and then dispose of the parcels via an RFP process consistent with the document. They have indicated they will utilize the "T" managed community input process known as "SATFS" (Station Area Tasks Forces) for that review.

The decision making waters were muddled recently when the Mayor of Boston announced that his Neighborhood Development and Employment Agency (NDEA) would be involved in the process. Some people interpreted this to mean the NDEA would run the process for the "T." Others thought it meant just that the NDEA would monitor on behalf of the city.

2. The Office of the Secretary of Transportation of the Commonwealth: This position has authority over the "T." Since the present occupant, Fred Salvucci, has a special interest in the corridor, he is likely to intervene at some point.

3. The Governor of the Commonwealth: Mikael Dukakis, the current Governor, of course has authority over the Secretary of Transportation. Since he has recently taken a personal interest in the urban housing crisis, a significant controversy over the use of the land might draw him into the decision.



4. The NDEA (Neighborhood Development and Employment Agency): This city agency, as mentioned earlier, will apparently act as the Mayor's representative. Like their counterpart at the state, EOCD, they will play a role with strong influence since each is a channel for the subsidies and grant monies which will be essential to make the project work.

5. The Mayor's Office, and Mayor Flynn himself, are likely to be involved at some point. They are currently directly accessible to many community groups.

6. City Councilor Maura Hennigan and State Representative Kevin Fitzgerald both have significant influence. The legislative bodies of which each is a member almost invariably support the district representative in matters such as these.

7. The Boston Zoning Board of Appeals will be the body dealing with the zoning variances which will be needed. However, given the public nature of the earlier decisions, approval is likely to be perfunctory by the time it reaches them.

8. The Public Facilities Commission if the likely conveyer of city owned land, and the Tax Title division of the city will have to make a decision to expedite foreclosure of those parcels in tax title. The property disposition process now emerging within the city government suggests that both may be responding more to direction by the Mayor's more than initially in his term of office.

#### B. The Community Influence Group Level:

This group will play a major role in the decision. They may even play the dominant role if most member groups coalesce together. Regardless, this level will be interacting, sometimes extensively, with the "authority group level."

In Jamaica Plain, these groups are numerous. My experience says that the degree of involvement will be proportionate to: (a) the amount of time available to "build up" to a given issue/event, (b) the perceived "self interest," including perceived "turf" being involved, (c) the amount of involvement perceived to be coming from other groups to whom there is an historic interest (positive or negative).

In relation to the site proposed here, all three of the above indices will weigh heavily since: (a) The corridor and the issue of replacing lost housing has been with some people for an excess of seventeen years, (b) The site is the largest corridor development site designated for housing in Jamaica Plain and is in a central, visible location, (c) The "turf" issue is especially strong with one group with many friends--the "Corridor Farm" has been located, as a tenant, on the site for many years.

The over-riding issue in this situation is minimizing--or not minimizing--the displacement of current low and moderate income families. Therefore, in the interest of brevity, I will list neighborhood groups by their view of this issue. Seen in this manner, the groups and organizations are:

1. Pragmatists Interested in Minimizing Displacement.

Note: Because there are three organizations in this category for whom this site has special relevance, they are here described in more detail:

a. The Southwest Corridor Community Farm: A group of mostly residents who have developed a greenhouse and garden plots on several of the "T" owned parcels. They hold a number of community events each year highlighting aspects of urban gardening. Use of the site is officially "temporary," but has become more unofficially permanent as time has gone on. At this time, the Board of the Farm is reportedly divided between those interested in minimizing displacement by building new housing if gardening and the greenhouse can be kept on part of the land and those who wish to fight the official "housing" disposition plan in order to keep the entire farm site. The former also remember the agreement ten years ago that the site would eventually be returned to housing.

b. The Oficina Hispana: The leading local agency servicing the Hispanic population of J.P. An agency primarily involved in training and education, but also a strong advocate for other needs of the local Hispanic population, especially housing. They are located directly across the corridor from the Farm.

c. Urban Edge, Inc. A ten year old community housing and real estate agency whose goals focus on trying to minimise displacement by maximizing housing development for those persons most likely to be displaced. The development agency of this paper.

2. Idealists interested in minimizing displacement.

3. Groups with other primary purposes who are sympathetic to the displacement issue.

4. Residents nearby (less than a block) from the proposed site. Most seem to feel that the farm has been a good neighbor. Some have an interest in more recreational space; some a strong need for new housing; all a concern/uncertainty around the future use of the land.

5. Those who feel "upgrading the neighborhood" can/should occur at the expense of current poorer residents.

IV.	A time Line of Periods in this Process	An Influence Matrix				
		Very Hi	Hi	Medium	Low	Very Low
	1 Pre-Guideline Review Decision	I,II A,F	IV,V B,E,G	VI E,H	--	--
	2 Pre-Process Clarification	IV,V A,B,F,	I,II B,E	IV	VI,D,G,H,E	
	3 Preparation of RFP Response	III,V A,F	IX,X B	E	D,G,H	B
	4 Proposal under Cobnsideration	--	A,B,F	I	E	D,G,H
	5 Pre-Initial	--	A,F	VIII	IX,X	--
	6 Construction	--	--	B,VIII	--	--