Everett I

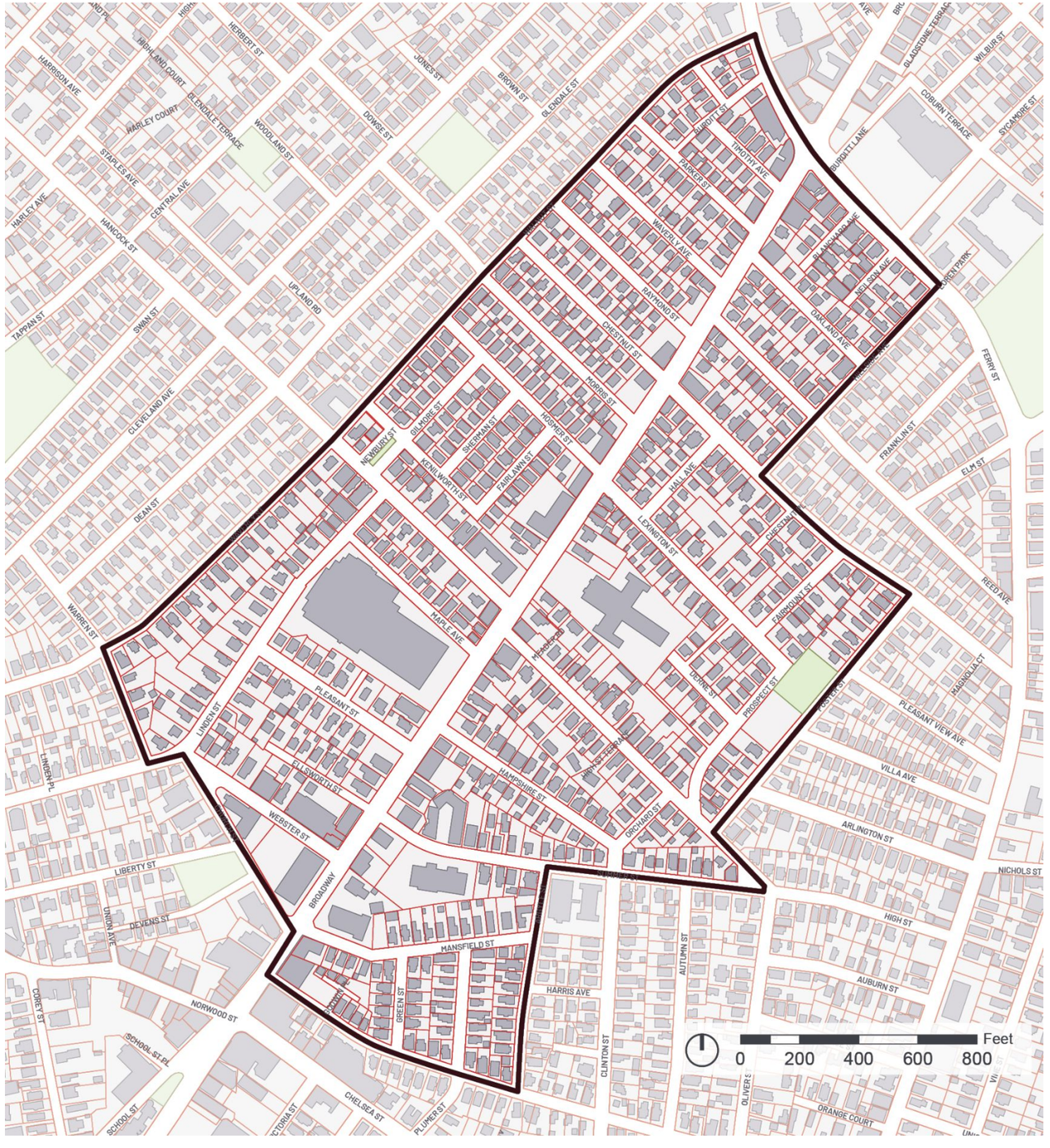
BSA Urban Design Workshop
June 21, 2022

Agenda

1. Purpose/Goals
2. Study Area Parcel Analysis
3. Cost & Revenue Analysis
4. Design Approaches

Purpose/Goals

- Identify opportunities to increase residential density
- Encourage development that is context-sensitive
- Understand the financial tradeoffs for high-quality site design and urban design priorities

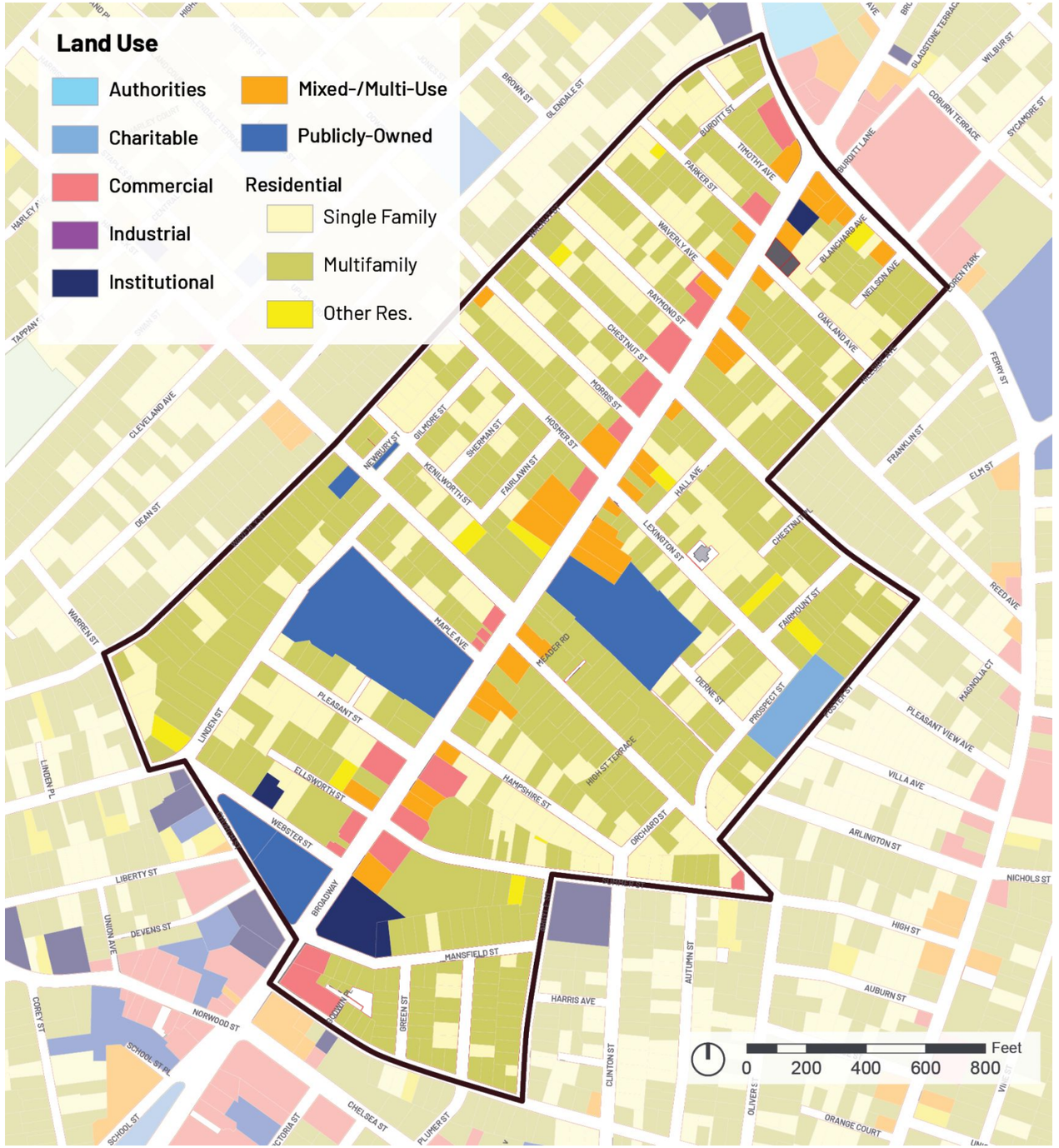


Sources: MassGIS, City of Everett

Parcel Analysis

Land Use

- Land uses along Broadway are quite diverse
- The largest parcels are publicly-owned or owned by institutional users
- Commercial-only parcels could represent an opportunity to further diversify use with redevelopment by adding residential above commercial uses.

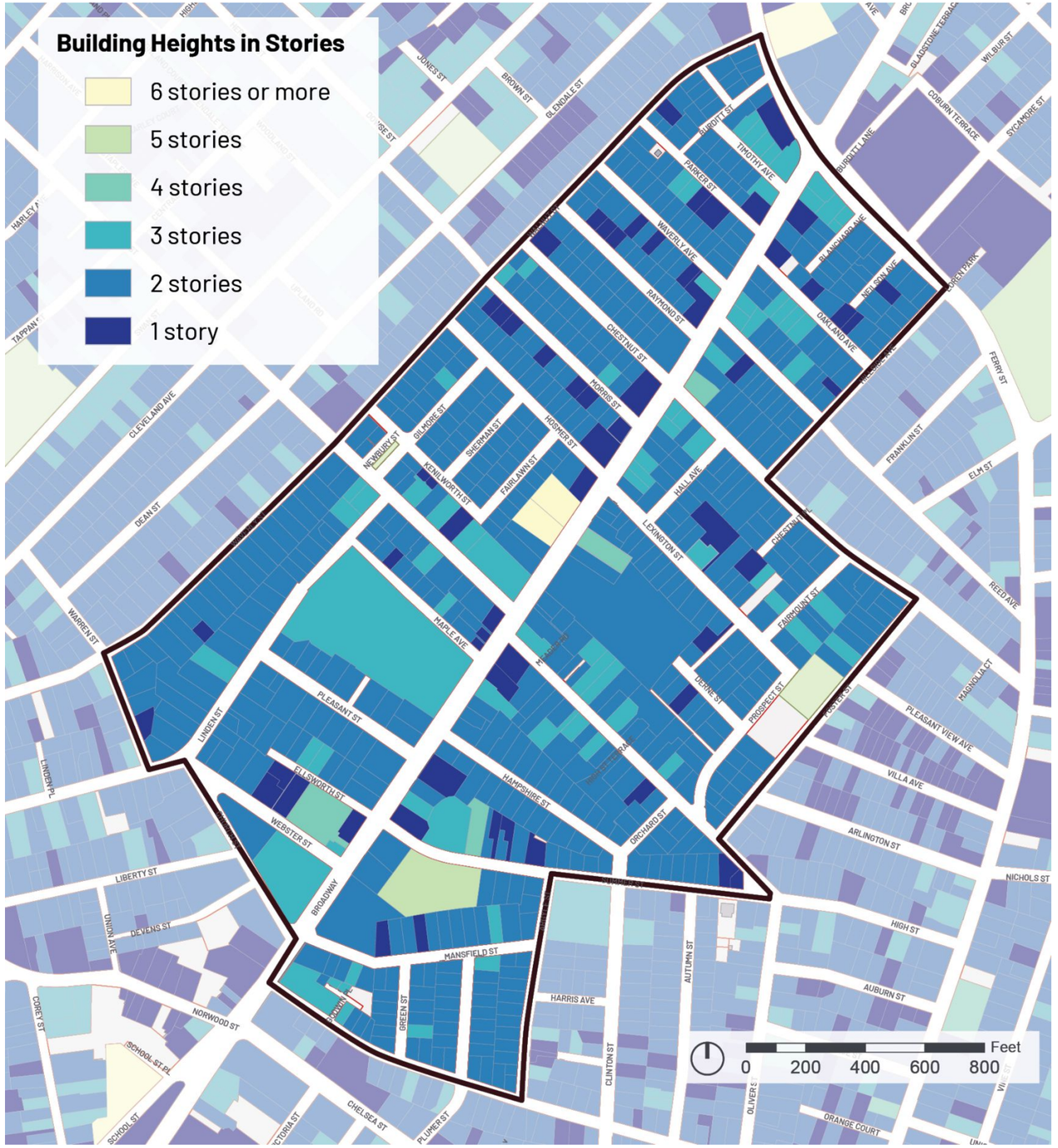


Sources: MassGIS, City of Everett

Parcel Analysis

Building Heights

- Number of built stories indicates both the existing physical character of district and the potential for added density.
- Parcels with a smaller number of stories may be good candidates for redevelopment and densification.
- 2-story buildings are by far the most common – 3+ stories also common.
- Recent construction is taller – 4 or more stories – which follows local development economics trends that call for 3-4x increases in density to justify redevelopment

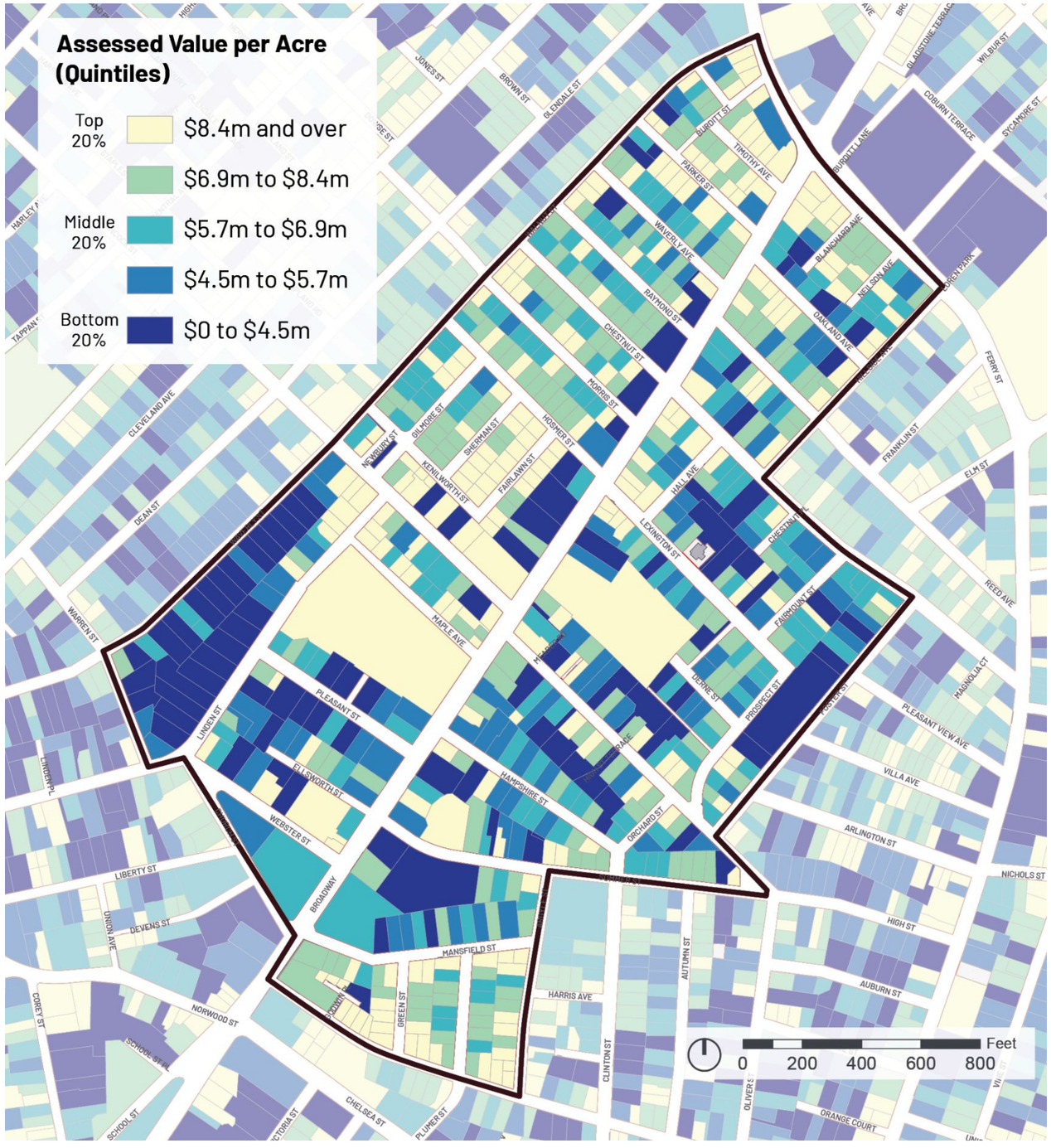


Sources: MassGIS, City of Everett

Parcel Analysis

Assessed Value per Acre

- Low assessed values (AVs) per acre can indicate existing uses are not highest-and-best, or densities are too low.
- AVs per acre are surprisingly low along the corridor and in certain pockets of the surrounding neighborhood.
- These parcels could be good candidates for either reinvestment – renovation/ expansion – or full redevelopment.
- Smaller parcels may be able to accommodate ADUs or small additions, while larger parcels may be suitable for redevelopment.

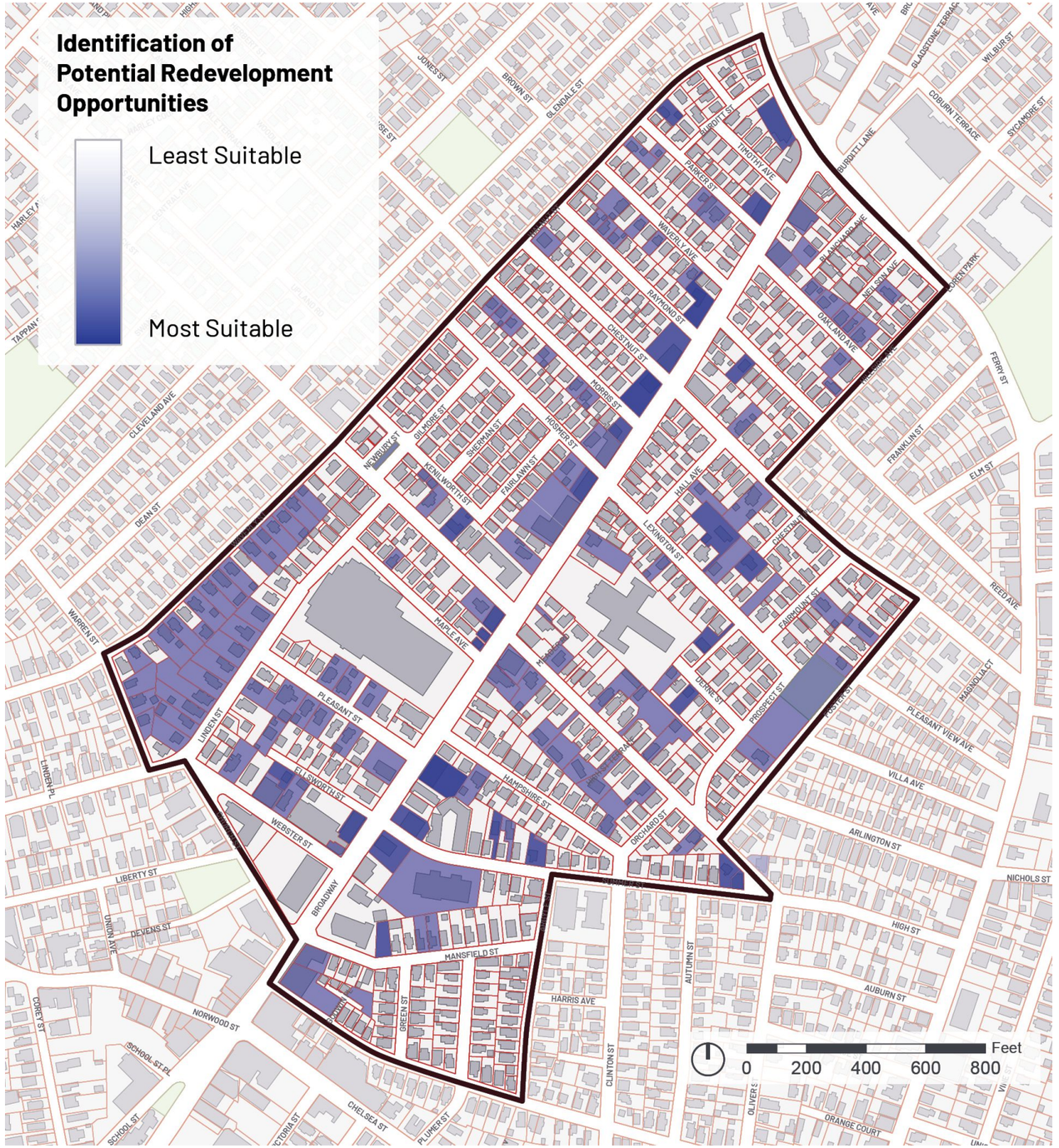


Sources: MassGIS, City of Everett

Parcel Analysis

Key Takeaways

- There are several small to mid-size properties along Broadway some side streets that are good candidates for redevelopment because:
  - — *Replacement of existing uses would not displace residents*
  - — *They have relatively low assessed values compared to citywide values*
  - — *Existing structures are below predominant densities and heights*
- The City and local institutions may be able to encourage new, denser uses on parcels they control.
- Smaller parcels may be able to accommodate ADUs or small additions, while larger parcels may be suitable for redevelopment.



Residential Construction Cost & Revenue Factors

Market-Rate Apartment	Local Construction Costs/sf High	Local Construction Costs/sf Low	Local Const Cost w/ Abnormal Shortages High	Local Const Cost w/ Abnormal Shortages Low
Stories 1-6	$310	$236	$329	$250
Stories 7-10	$321	$244	$340	$259
Stories 10-15	$329	$250	$349	$265
Stories 15-20	$337	$256	$358	$272
Stories 20-30	$355	$269	$376	$286
Area Market-Rate Rents (New Construction, 2 BR)	$3,600	$2,600		
Affordable Rents (80% AMI/50% AMI, Family of 4)	$2,796	$1,753		

Sources: CoreLogic, Marshall & Swift Valuation Service (MVS), May 2022

Residential Construction Cost & Revenue Factors

- Mid-scale residential: 12 units @ 1,400 gross square feet unit = 2 bedroom unit)
  - *16,800 sf building*
  - *3-story building*
  - *No on-site parking*
  - *An average level of finish (nice, but not luxury) – $260/sf construction costs*
  - *10 market-rate apartments – renting at $3,000/month*
  - *2 apartments affordable at @ 80% AMI – renting at $2,796/month*

Construction Cost: 16,800 sf * $260/sf = **$4.37 million**

Annual Revenues: (10 units * $3,000/mo/unit * 12 months) + (2 units * $2,796/mo/unit * 12 months) = **$426,456**

- Even ignoring operating expenses, debt, etc., cost recovery period is more than 10 years

Site Design Cost Factors

	Local Construction Cost/sf		Local Construction Cost/sf with Abnormal Shortages	
Priorities	**High**	**Low**	**High**	**Low**
Aboveground Structured Parking	$167	$117	$177	$124
Underground Structured Parking	$210	$210	$222	$222
Basement Parking	$102	$67	$108	$71
Surface Parking (per space)	$5,065	$4,139	$5,369	$4,387
Landscape - Green	$19	$14	$20	$15
Landscape - Hardscaping	$89	$36	$95	$38
Active Ground Floor (high Floor-to-floor, intensive MEP, good/excellent fit-out)	$693	$234	$734	$248
Private Amenity Space (Interior)	$381	$298	$404	$316
Private Amenity Space (Exterior)	$134	$55	$142	$58
Green New Construction Upfront Cost Premium	15%	2%		
Net-Zero New Construction Upfront Cost Premium	19%	2%		

Sources: CoreLogic, Marshall & Swift Valuation Service (MVS), May 2022

Site Design Cost Factors

- The developer of that 12-unit residential building is required to provide:
  - *9 basement parking spaces at 345 sf/space (no room on site for surface parking)*
  - *1,000 sf of public green space*
  - *500 sf of public hardscape*
  - *1 additional affordable unit to replace 1 market-rate unit*
- **Change in Construction Cost:** 9 spaces * $30,000/space + 1000 sf of green * $18/sf + 500 sf of hardscape * $17/sf = +**$296,500**
- **Change in Revenue:** $2,796/mo * 12 months - $3,000/mo * 12 months = **-$2,448**
- New cost recovery period is more than 11 years

Affordability Approaches

Land Banks

- Quasi-governmental county/municipal authorities established to manage an inventory of land
- Typically focused on underused, abandoned, or foreclosed properties
- Land bank can more flexibly manage and dispose of properties under its control than traditional governmental agencies
- Requires large upfront investment to purchase properties if foreclosure is not primary tool for acquisition
- Precedent: **Genesee County (MI) Land Bank**

Affordability Approaches

Community Land Trusts

- Non-profit organizations that own the land under an inventory of buildings
- Operate under a shared equity ownership model – each member (household) can purchase their home (but not the land on which it sits) from the trust and resell it at a capped price
- This model lowers the barriers to homebuying, and allows residents to build equity while keeping the unit affordable for a future buyer

- Precedent: **Boston Chinatown Community Land Trust**

Organizing for community control **為社區管控而組織**

Infill strategy: Community Street with the Broadway Beat

- Enable density increase beyond existing FAR 1.5 (residential) and FAR 2.0 (commercial) conditional upon achieving these standards:
  - *Affordable housing – at least 2 @ 80%AMI per 12 units*
  - *Enhance pedestrian environment & Broadway character with ped-friendly active or residential frontage, more/better street trees*
  - *More pervious area, planted/tree canopy area, and (for residential) useable outdoor space, for residential quality of life, resilience, buffers*

Infill strategy: Community Street with the Broadway Beat

- Respect lower density Dwelling Zone context while applying higher-density, less car-dependent development pattern
  - *Compact setbacks for daylight, air & green buffer at zone boundary*
  - *Stepped height transition consistent with existing design guidelines*
  - *Low parking ratio, 0.5/unit or less*
- Redevelopment scale compatible with Broadway's traditional mixed commercial & residential development pattern
  - *Express 50' horizontal module*

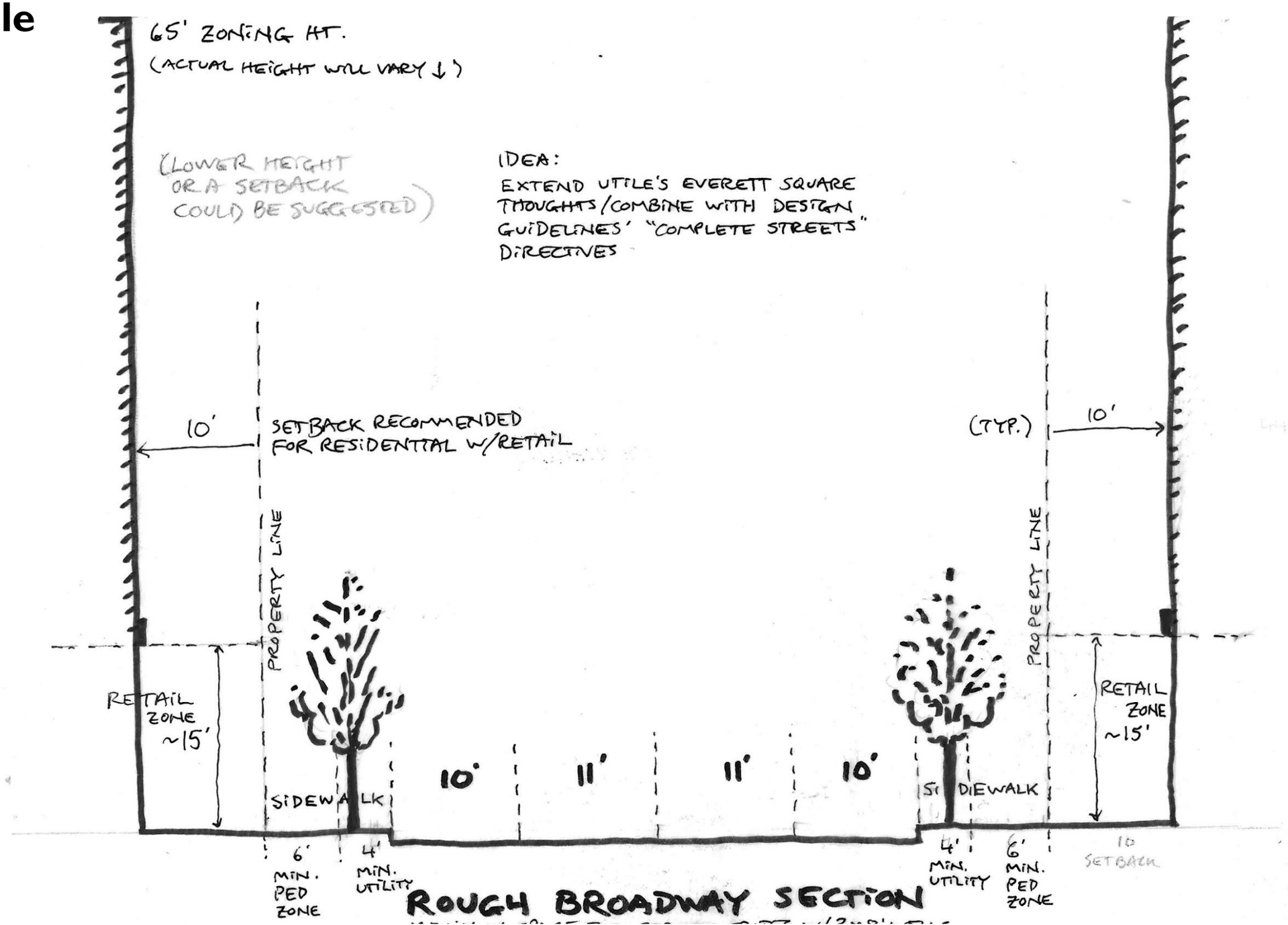
AVERAGE PARCEL WIDTHS NOW RANGE BETWEEN 60' – 74', BUT PURE RESIDENTIAL PARCELS ARE ABOUT ±50' WIDE.

THE BROADWAY 'BEAT'

BROADWAY IS AN EVOLVING STREET, WITH A MIX OF RESIDENTIAL, COMMERCIAL, AND HYBRID USES. LARGER PROJECTS SHOULD BREAK UP THEIR MASSING TO REFLECT A SENSE OF THE HISTORIC PARCELIZATION AND SCALE... ARCHITECTURAL DETAIL ASIDE.

More generous sidewalks for people and trees

- Encourage periodic broadenings of sidewalk to create more, better space for trees
- Residential uses already subject to 10’ setback; commercial uses not
- Continuously deeper setback not necessary or desirable, as parcels are shallow (60’-100’)



Broadway infill example 1
Single 50’ parcel

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Single 50’ parcel

Broadway infill example 1
Single 50' parcel

Broadway infill example 2
Single & paired 50’ parcels

Broadway infill example 2
Single & paired 50’ parcels

Broadway infill example 2
Single & paired 50' parcels

Broadway infill example 3
Multiple 50’ parcels

SPACES WHERE POSSIBLE

- SET BACK AT FRONT + REAR
- DIFFERENTIATE MASSING AT FRONT TO BREAK UP SCALE
- STEPS UP TO 6-STORY BEYOND MITIGATES SCALE ALONG STREET

Broadway infill example 3
Multiple 50’ parcels

IMPROVE BWAY FRONTAGE W/PUBLIC-PRIVATE PARK IMPROVEMENTS

GREEN TERRACES

EXISTING 6-STORY UNDER CONSTRUCTION

MOVE SIGNAL BOX OFF PUBLIC SIDEWALK

SHARED DRIVEWAY TO ACCESS PARKING OR MAX 12’ WIDE GARAGE OPENING

ADD STREET TREES
RECESS GROUND FLOOR RETAIL ALLOW FOR OUTDOOR SEATING.

Old High School opportunities

Old High School opportunities

- New community center entrance, upper floor housing, improved neighborhood transition

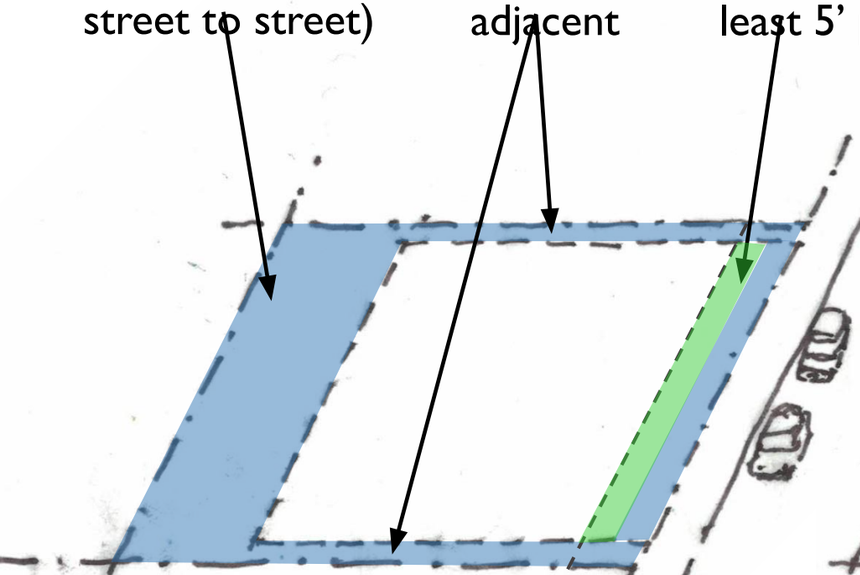
Zoning:
Current policy & patterns

- Setbacks at residential only

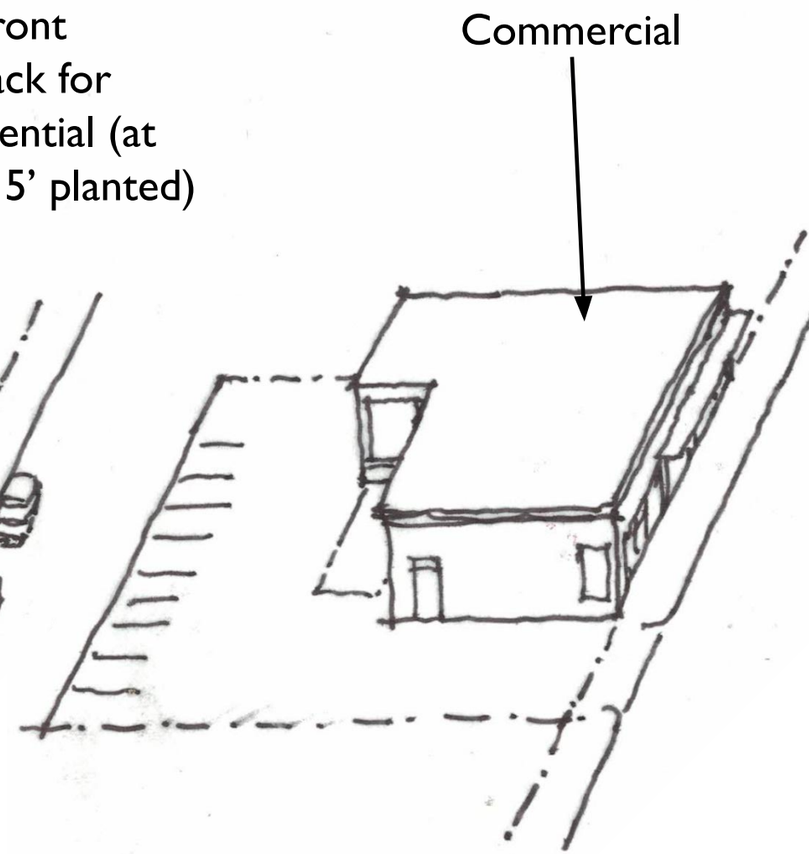
25’ rear setback for residential use (10’ if parcel runs street to street)

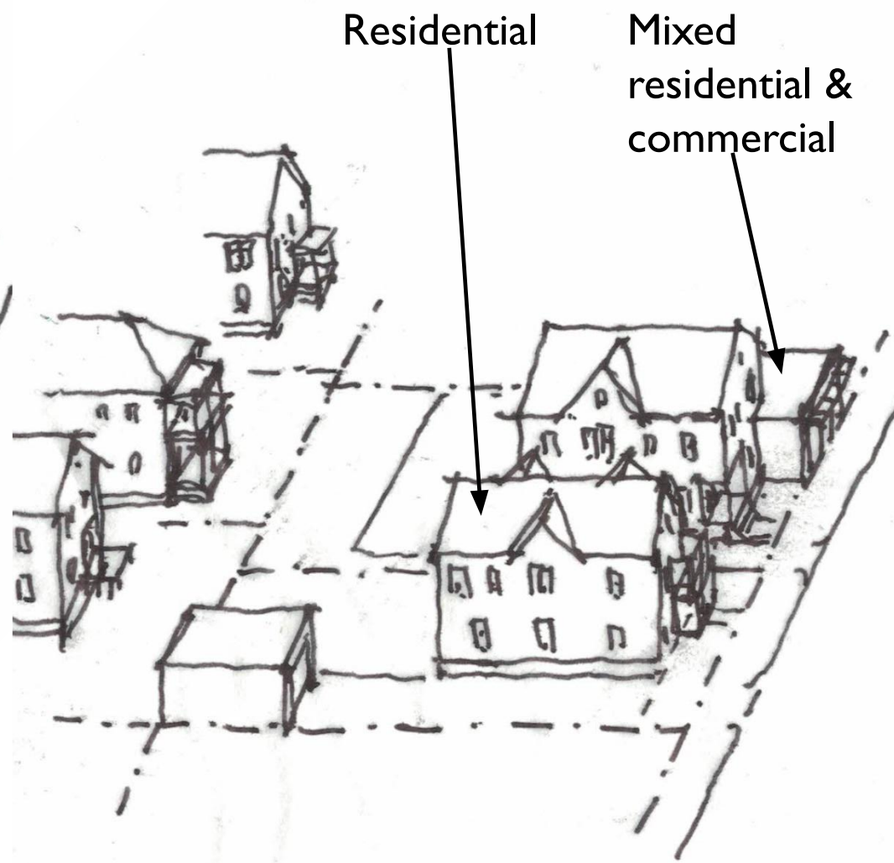
4’-7’ side setback if residential adjacent

10’ front setback for residential (at least 5’ planted)



No setback requirements for commercial





Zoning:
Proposed policy

- Reduced rear setback, added commercial setback, minimum pervious area

10’ rear setback for residential

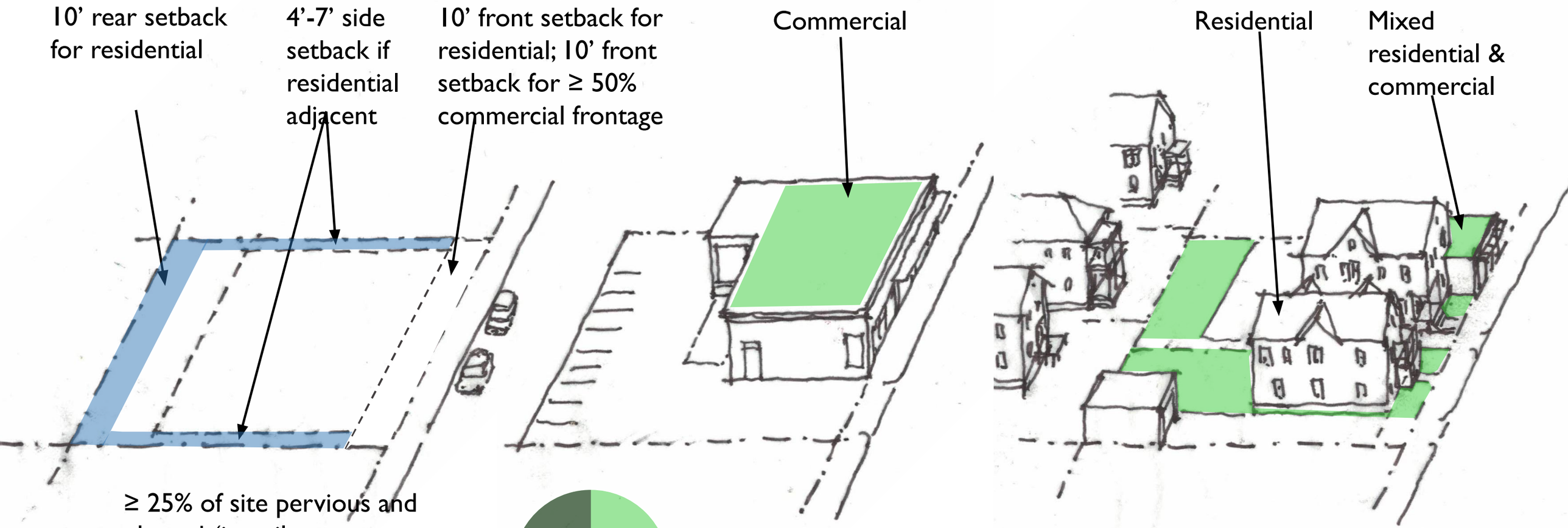
4’-7’ side setback if residential adjacent

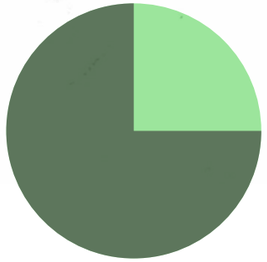
10’ front setback for residential; 10’ front setback for ≥ 50% commercial frontage

Commercial

Residential

Mixed residential & commercial

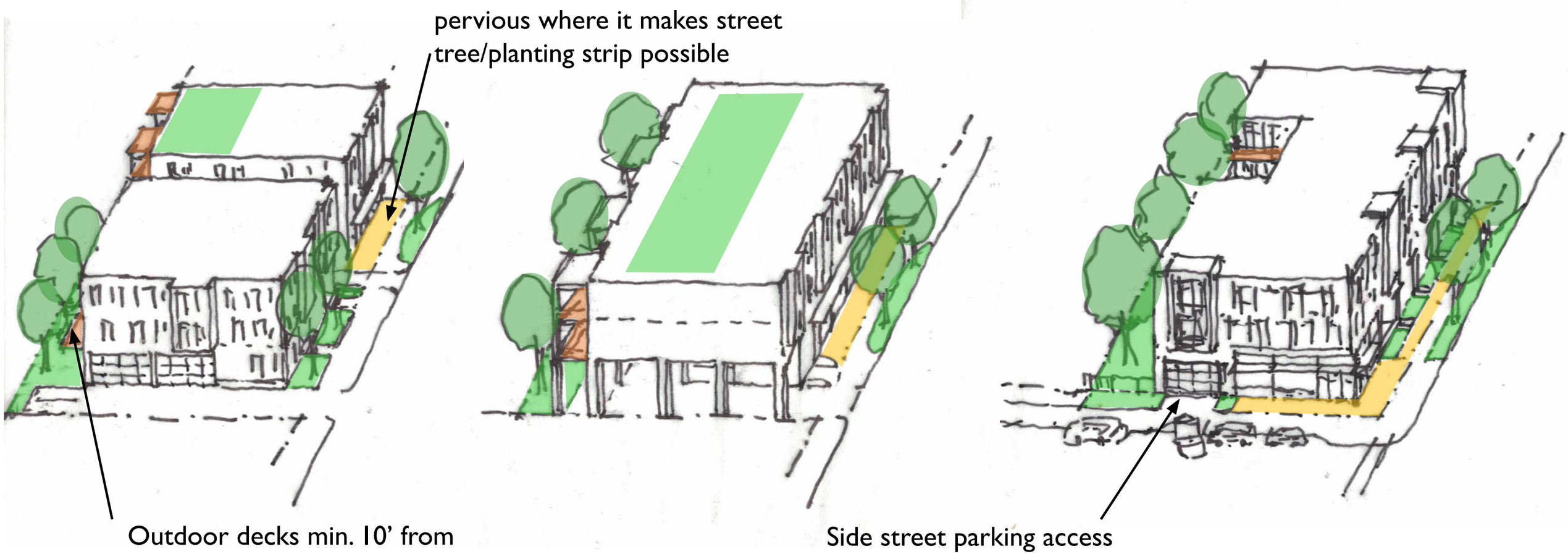




≥ 25% of site pervious and planted (in-soil, tree canopy and/or green roof). May drop to 20% if reduced amount replaced @2:1 with useable deck/porch/balcony space

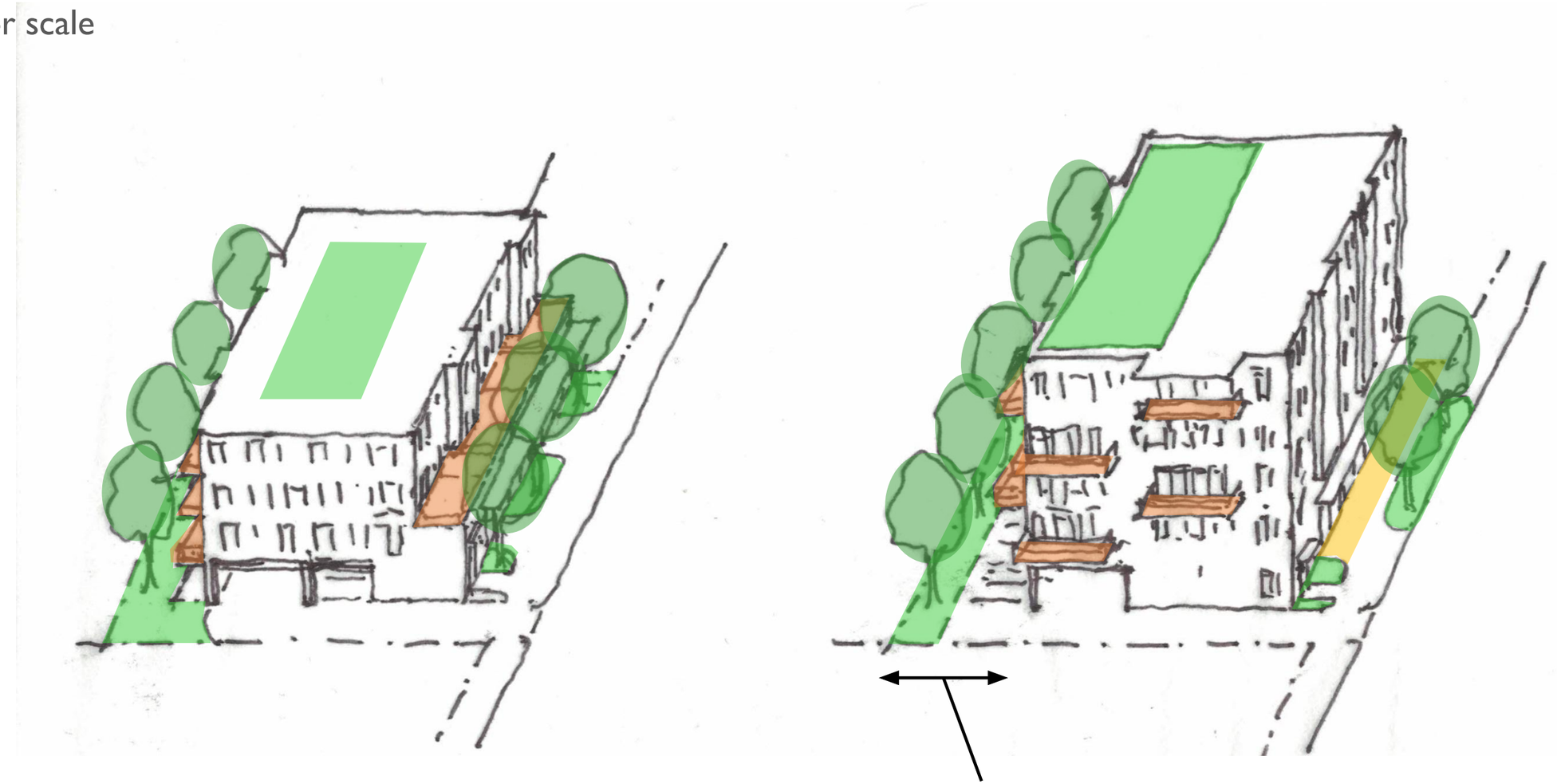
Zoning: 1-3 story possibilities

- Walk-up scale



Zoning: 4-5 story possibilities

- Elevator scale



Buildings exceeding 45’ height
set back 20’ from Dwelling Zone

Zoning: 5-6 story possibilities

- Elevator scale

Side street parking access preferred where possible

Zoning/guideline update summary: Community Street, Broadway Beat

Element	Current requirement	Suggested requirement or guideline
Density	Max. FAR 1.5 residential, 2.0 commercial.	**Enable up to FAR 3.0** for residential and/or commercial contingent on affordable housing and design standards below.
Façade rhythm	None.	**"Broadway Beat"** Vertical definition break (3" min. depth change, material, color) **at least every 50.'**
Front yard (setback)	0' at commercial, 10' at residential.	**10' at commercial also for at least 50% of frontage** to enable street trees, dining, wider walking passage, etc.
Rear yard (setback)	Block-long lots: 0' for commercial, 10' for residential. Other lots 25.'	**10' for any residential use** as long as ≥ 25% site is pervious/planted (see below). Below-grade parking may extend to property line if 10' planted area provided above.
Pervious/planted site area	None.	**At least 25%.** In-ground and green roof plantings contribute. Front setback & sidewalk easement enabling street tree also contributes. May reduce as low as 20% if useable **deck/ balcony/porch area** is provided @ 2X the reduced area.
Massing transitions adjoining Dwelling zone	Max. 20' rise above max. height of Dwelling zone (3 stories, 45') before stepback of "appropriate distance."	**Min. 20' setback adjoining Dwelling zone.** Unenclosed decks/porches/balconies may extend up to 10' into this area. Min. 28' setback for massing more than 20' above max. height of Dwelling zone.

Everett I

- Extra

Draft development policy principles: All of Everett

- **Everything is connected** to everything else. **Show how.**
- Planners take a **holistic stance** in their review
- **Social Justice / Equity: No pushing (out) allowed.** Max affordability set at levels equivalent to existing economic profile of residents, with variation
- **Allow some scale in industrial conversion areas,** to balance costs of brownfield cleanup, infrastructure, etc. – but also proactively link grants, etc.

Draft design & process recommendations: “Upgrade” Business/Residential Zones

- Tweak Design Regulations to allow **match to characteristics of lot scale, depth,** etc. to context while **tempering imperatives** (‘shalls’)
- **Minimal or no parking encouraged;** TMA offers alternatives, including ZipCar equivalents, bicycles, etc.
- Work to set up any needed **shuttle routes to connect to other transportation modes,** to back TMA
- **Sell to/work with community - Develop a ‘vision’** for the evolution of Broadway; include sections, plans, and sketches to illustrate variable scenarios
- Engage Planning staff to look at all projects triggering Planning Board review or TMA, **PRIOR to any action,** to enforce Everett vision
- In lieu of (but preferably augmenting) above, set up an **independent review commission** comprised of non-political professionals in Architecture, UD, Planning, Landscape Architecture, and Development
- Consider the **massing holistically; avoid boxes, step down** to residential context, case-by-case review
- Require a **contextual analysis to justify the development approach**

Draft design & process recommendations: "Preserve" Neighborhood Zones

- **ADUs** within **existing or slightly modified** structure
- **ADUs** as **separate** (usually smaller) structures within existing lots
- **No additional on-site parking**
- **Grant/loan assistance** for homeowners
- OVERLAY which protects the scale of the whole by **disincenting or disallowing aggregation of lots or demolition** of contributing fabric for redevelopment
- **Preserve long-term affordability of existing units** through potential Land Trust or other strategies
- Design **guidelines for new construction**
- Context-based case-by-case review

TDM Ordinance

1 Step 1 Does the ordinance apply to my development?

The ordinance defines four thresholds for applicability. If your development project meets one or more of these, it is subject to the ordinance's requirements.

DEVELOPMENT INTENSITY

If the development has at least as much intensity as any one of these four components, it passes this threshold. One is all that is required—not all four.

LAND USE TYPE	THRESHOLD INTENSITY
Residential uses other than single-family detached dwellings	**10 units**
Hotel Rooms	**10 units**
School Classrooms	**10 rooms**
Commercial square footage, which may include office, retail, or restaurants	**10,000 gross square feet**

AT LEAST 500 DAILY TRIP ENDS

500+

Even if a development does not surpass any of the four intensity triggers defined in the Development Intensity threshold, any development generating at least 500 daily trip ends (with a trip end being either a trip originating on the site or a trip destined for the site) will be subject to the TDM ordinance requirements. All development applications will now need to provide a trip generation analysis so that this is always assessed as a potential threshold.

CONSTRAINED SITE ACCESS

Development sites with a notably constrained pattern of access, as determined by the Planning Director or a designee from staff, will be subject to the ordinance requirements. The purpose of this is to manage the congestion and other transportation impacts that might result from having to use a single entry point for a large development, a single constrained road, or a type of street not designed for the traffic volumes expected to result from the development.

PARKING OVER OR UNDER ZONING

P

Projects that propose to add less parking than what is required in Section 17 of the City of Everett Zoning Ordinance OR more parking than this minimum requirement will be subject to the TDM ordinance. In other words, a development project may provide parking to meet the minimum requirements exactly and it is not subject to the TDM ordinance, but any other amount of parking, whether above or below that minimum-requirement amount, means the development is subject to the ordinance.

	TDM Option	Base Level	Partner Level	Permitted Level	Permitted/ Associate Level
Consulting and Technical Assistance	Custom Survey Analysis		x	x	x
	Initial Shuttle Planning			x	x
	Site Specific Zipcode Analysis/Mobility Report		x	x	x
	Survey Distribution	x	x	x	x
	TDM Site Plan Assessment and Implementation			x	x
Marketing	Customized Marketing Materials			x	
	Customized Marketing Plan		x	x	
	Marketing Materials (Standard)	x	x	x	x
	On site Marketing Events		x	x	
TDM Services	Blue Bike Subsidy Program		x	x	
	Carpool/Vanpool Subsidy Program		x	x	
	Carshare Subsidy Program		x	x	
	Emergency Ride Home		x	x	
	MBTA Subsidy Program		x	x	
	Personalized Trip Planning		x	x	
	Private Ride Matching Platform/Network			x	
	Ride matching/Trip Planning	x	x	x	x
	Trip Logging Incentive Program		x	x	
	Vanpool Formation Assistance		x	x	
Support and Recognition	Annual Member Meeting	x	x	x	x
	Member Recognition	x	x	x	x
	News and Educational Resources	x	x	x	x
	TMA Board Seat		x	x	
	Transportation Coordinator Network Events		x	x	
	Transportation Coordinator Training		x	x	
	Trip Reduction/Program Usage Reporting		x	x	