



Environmental, Planning, and Engineering Consultants

34 South Broadway
Suite 300
White Plains, NY 10601
tel: 914 949-7336
fax: 914 949-7559
www.akrf.com

Memorandum

To: Village of Mamaroneck Board of Trustees
From: AKRF, Inc.
Date: November 5, 2021
Re: Affordable Housing Strategies
cc: Dan Sarnoff

We understand that the Village of Mamaroneck is interested in reviewing its land use policies and zoning to further facilitate the creation of affordable housing. The following memorandum provides a range of options and strategies for further discussion and evaluation.

ZONING STRATEGIES

The following zoning strategies address affordable housing both directly and indirectly. For example, increasing density bonuses for affordable housing is one way to directly address affordable housing. An indirect method is to increase the availability of housing stock through other means (e.g. allow accessory dwelling units as-of-right), as well as decrease the cost of multi-family construction (e.g. reduce minimum parking requirements). A summary of these strategies and articles that further explore these approaches is presented below.

ACCESSORY DWELLING UNITS (ADUS)

An indirect method to increase the availability of housing stock is to facilitate the creation of accessory apartments, which by their nature are more affordable. They can also make homeownership more affordable as they provide a reliable income stream to a property owner residing in one of the units.

The Village could consider permitting accessory apartments as-of-right subject to a building permit in all zoning districts. The Village Code could still include design and health and safety requirements (e.g. size, access, occupancy), but as an as-of-right use it would only require building department approval. This simplified process would make it easier to construct ADUs.

“MISSING MIDDLE” HOUSING

“Missing Middle” housing is the transitional housing between the denser village core and more suburban single-family housing. It is a walkable, neighborhood scale, two to three story housing. It could include housing typologies such as townhomes, duplexes, triplexes, and quads. These housing typologies—which are typically smaller and more affordable than a single-family home—can meet the needs of downsizing seniors looking to stay within the community, as well as first-time home buyers. The Village could review its zoning code to see where these housing typologies could be further integrated into the community.

TRANSIT ORIENTED DEVELOPMENT (TOD)

The Village recently adopted TOD overlay zoning, which provides greater flexibility in parking requirements and density. Increased density near train stations reduces car dependency, which has both environmental and economical savings. Residents who can walk or take public transit to work can reduce their cost of living. The Village could audit the implementation of the TOD overlay zoning district to see if adjustments could be made to further promote the development of affordable housing units (e.g. through density bonuses) within the TOD overlay zoning district, and review whether or not the overlay district should be expanded.

It is important to note that many of the properties within the TOD overlay district flooded during Ida. Future development within this area should be designed to be resilient to climate change, minimize risk to life and property, and integrate green practices to mitigate stormwater and flooding impacts.

MINIMUM PARKING REQUIREMENTS

Minimum parking requirements significantly increase the cost of constructing new affordable housing. Reducing minimum parking requirements minimizes the cost of a development, decreases the amount of impervious surface (a stormwater benefit), and reduces a resident's cost of living. The Village has a walkable center and access to the train station and bus transportation. The Village could consider reducing parking requirements for affordable housing within these walkable and transit accessible areas.

PUBLIC PRIVATE PARTNERSHIPS (P3)

The Village could solicit a private development partner to construct new affordable housing on Village owned property. Such an arrangement could include a long-term lease of land to the private entity in return for the provision of a set amount of affordable housing for a specific period of time. It could also include the provision of community uses areas such as community space, parking, and a playground or park space. Nearby examples include the redevelopment of Winbrook Public Housing Project in White Plains. In this example, the White Plains Housing Authority selected a private development partner through a competitive bidding process to redevelop the property as a mixed-income Brookfield Commons (<https://westfaironline.com/118732/phase-two-of-winbrook-public-housing-rebuild-in-white-plains-underway/>). In the Brookfield Commons example, the White Plains Housing Authority will retain the underlying land. Attached is a recent RFP example from the City of Stamford, CT. In this example, the City proposes the sale of the property for a mixed-income project.

REFERENCES

Been, Vicki, et al. *Supply Skepticism: Housing Supply and Affordability*. (https://furmancenter.org/files/Supply_Skepticism_-_Final.pdf)

Crump, Sarah, et al. *Fixing Greater Boston's housing crisis starts with legalizing apartments near transit*. (<https://www.brookings.edu/research/fixing-greater-bostons-housing-crisis-starts-with-legalizing-apartments-near-transit/>)

Ellickson, Robert. *Zoning and the Cost of Housing: Evidence from Silicon Valley, Greater New Haven, and Greater Austin*. (https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3472145)

Parolek, Dan. *Missing Middle Housing: Thinking Big and Building Small to respond to Today's Housing Crisis*. (<https://missingmiddlehousing.com/>)

Regional Plan Association. *Be my Neighbor: Untapped Housing Solutions: ADUs and Conversions*. (<https://rpa.org/work/reports/be-my-neighbor>)

Spivak, Jeffrey. *People Over Parking*. (<https://www.planning.org/planning/2018/oct/peopleoverparking/>)

Development Opportunity
Multifamily/Mixed-Use Development
35 Crescent Street (former Glenbrook Community Center)
Stamford, CT

OVERVIEW

To encourage the development of market-rate and workforce housing, the City of Stamford is offering an opportunity convert a historic City-owned structure to a multifamily or mixed-use building. The property, 35 Crescent Street, is located in the heart of the Glenbrook neighborhood in Stamford and is less than 300'



from the Glenbrook station on the New Canaan line of Metro North. The City is seeking an experienced developer through this Request for Proposals (RFP) and will enter into exclusive negotiations with the selected developer during which time the developer will pursue land use approvals and negotiate a Land Disposition Agreement (LDA) to be approved by the Planning Board, Board of Finance and Board of Representatives. The City believes 35 Crescent Street is an ideal location for a Transit-Oriented Development mixing market-rate and workforce housing.

PROPERTY DESCRIPTION

35 Crescent Street was previously used as the Glenbrook Community Center and was originally constructed as the Glenbrook School in the early 1900's. It is listed in the City assessor's records as a two-story building with 16,415 square feet of living space (which includes 3,360 square feet of finished basement space) and 4,500 square feet

of unfinished basement space on .96 acres.

DEVELOPMENT POTENTIAL AND ZONING ANALYSIS

The site is zoned V-C, Village Commercial, which allows for a wide variety of residential, retail and commercial uses. The potential development of the site under V-C is as follows:

	V-C ²	V-C Historic Preservation ³
Units ¹	63	79
Max Bldg. Height	4 stories	5 stories

1. Additional 10,500 non-residential space permitted along Arterial Streets such as Crescent St (13,125 by Special Permit pursuant to Section 7.3.C, Historic Preservation)
2. 1.25 residential FAR, all Below-Market Rate (BMR) units on site, 1,000 sq. ft. per unit
3. Special Permit required per Section 7.3.C. - based on the proposed regulations

As the existing building is well under the permitted FAR, proposals will be accepted that expand the existing building, presumably in the rear. The City will reject any proposal that does not conform to the existing zoning or proposes to rezone the parcel.

ENVIRONMENTAL

The property will be sold "as-is" by quitclaim deed. No claims or representations are being made as to the condition of the property relative to the environmental quality of the land or improvements. Proposers may review any and all files related to environmental conditions on this parcel. Any environmental reports provided by the City as part of this RFP are for informational purposes only.

RFP SUBMITTAL REQUIREMENTS

1. Offering price
2. Number and mix of units
3. Number and mix of Below-Market Rate (BMR) units. A minimum number of BMR units must be provided as specified in the V-C zone. All BMR units shall be provided on-site.
4. Preliminary site plan indicating parking, grading, driveways, fences and walls, landscaping and signage.
5. Proposals must retain the exterior of the existing building and proposals should show proposed exterior changes.
6. Preliminary schematic floor plans indicating unit size and type, community space and any common amenity or utility spaces. Individual unit layouts are not required.
7. Estimated project budget
8. Proposed project timeline
9. Proposer letter of introduction, names of persons on the project team and list of completed projects. Corporate or limited partnership bidders are to disclose all principal officers and owners.
10. Proof of financial capability to purchase the property and complete the development.
11. Proposals must include a community space of at least 1,000 square feet total, including one unisex bathroom, subject to Section 6 of the Stamford zoning, "DESIGN STANDARDS FOR PUBLICLY ACCESSIBLE AMENITY SPACE."

Proposals are encouraged from both for-profit and non-profit developers.

Evaluation Criteria - Proposals received will be evaluated based on the following:

1. Completeness and quality of proposal
2. Quality and feasibility of proposed project
3. Experience of the development team in completing similar projects in a timely manner
4. Evidence of financial capability
5. Additional consideration will be given to proposals including a daycare facility (for-profit or non-profit) as part of the development.
6. Price. Price will be calculated as a combination of cash remuneration to the City plus a cash equivalency for proposed BMR units. BMR units will be valued as follows:

25% AMI: \$350 per square foot (measured as net square footage per BMR unit)

30% AMI: \$273 per square foot

35% AMI: \$250 per square foot

40% AMI: \$227 per square foot

45% AMI: \$201 per square foot

50% AMI: \$175 per square foot

60% AMI: \$122 per square foot

65% AMI: \$105 per square foot

80% AMI: \$70 per square foot

OTHER INSTRUCTIONS

1. No proposals will be accepted from any person or entity that is in arrears or is in default to the City of Stamford upon any debt, tax, or contract.
2. Additions or deletions to this Request for Proposals will be made known to all proposers via written addenda. The City will not be responsible for any oral instructions.
3. The City reserves the exclusive right to reject any and all proposals.
4. This RFP will not create a binding obligation on the part of the City to sell the property until a Purchase and Sale Agreement has been executed.
5. No proposal will be accepted after the time and date specified in the RFP.

CONDITIONS OF SALE

1. The property will be sold “as-is” by quitclaim deed.
2. The City will pay no broker’s fee, commission, or other compensation to any party claiming to represent any proposer.
3. All permissions, permits or grants necessary for the sale and development of the property is at the selected proposer’s cost and responsibility.
4. All costs associated with responding to this RFP are the responsibility of the proposers.
5. All proposals will be considered subject to zoning approvals and no sale will be concluded prior to zoning approvals.

SCHEDULE

- Issuance of RFP: **Friday, February 12, 2021**
- Pre-Proposal Briefing via Zoom: **Thursday, February 18, 2021 @ 10:30 a.m. as follows:**

<https://us02web.zoom.us/j/86552241822>

Meeting ID: 865 5224 1822

Passcode: 138249

ONE TAP MOBILE

+13017158592,,86552241822# US (Washington DC)

+13126266799,,86552241822# US (Chicago)

DIAL BY LOCATION

+1 646 558 8656 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

Meeting ID: 865 5224 1822

Passcode: 138249

FIND YOUR LOCAL NUMBER: <https://us02web.zoom.us/j/kdVGIFiaOW>

- Site Tour: **Monday, February 22, 2021 @ 10:00 a.m.** and **Friday, February 26, 2021 @ 12:00 p.m.**
- Deadline to submit inquiries: **Thursday, March 25, 2021**
- Acceptance of Initial Proposals: **Thursday April 8, 2021 @ 4:00 p.m.**
- Interview with selected proposers [if appropriate]: **Week of May 10, 2021**
- Review and Negotiation of Initial Proposals: **Week of May 17, 2021**
- Acceptance of Final Proposals: **Thursday, June 3, 2021**
- Selection of Developer: **Thursday, June 17, 2021**
- Period of Exclusive Negotiations, Agreement, and Approvals: **Wednesday, February 3, 2022**

QUESTIONS

Please submit all questions to David Woods, Deputy Director of Planning, (203) 977-4718, dwoods@stamfordct.gov.

TOURS

Tours of the property on: **February 22, 2021 @10:00 a.m.** and **February 26, 2021 @ 12:00 p.m.**

SUBMISSION

In addition to submitting via ProcureWare as required, proposers shall provide five (5) printed copies of their RFP response. **YOUR PROPOSAL MUST BE SUBMITTED BEFORE THE DUE DATE / TIME VIA PROCUREWARE TO BE CONSIDERED.** The hard copies should be received at the address below as close as possible to the deadline:

City of Stamford
Attn: Purchasing Dept.
RFP # 828
888 Washington Blvd.
Stamford, CT 06901