CONCORD SQUARE
PLANNING & DEVELOPMENT, INC.

Draft - 2

To: Wellesley Planning Board
From: Karen M. Cullen, AICP, Principal Planner
Date: March 19, 2010
Re: St. James The Great Reuse Study

Concord Square Planning & Development has completed three site plans for potential reuse of the property currently occupied by the St. James the Great Church on Route 9 in Wellesley, near the Natick town line. The three site plans reflect land uses that were chosen largely based on the input of the public forum held on February 11, 2010. Each takes into consideration the best use of the site for the given land use, given the site constraints and the various zoning regulations that are likely to be applied to redevelopment of the site. In two cases, existing zoning districts are utilized, and in the third a new district is recommended. This memo describes the site conditions, each of the three site plans, what needs to be done to allow implementation of each plan, and a brief discussion of financial considerations for each plan.

The site is 7.85 acres and lies between Morses Pond and Route 9, bordered to the west by Dale Street and to the east by the Wayne Office Park. The site is currently occupied by a 17,622 square foot church (2 levels), a 4,231 square foot rectory (2.25 stories), and a 2.51 acre parking lot. See Figure 1. There are three access points to Route 9: one at the eastern boundary, one in the center of the site, and one to Dale Street at the western boundary. Route 9 in this areas is a four lane divided road, and currently there is access from the westbound lanes only at the center access point; the other two entrances are only accessible from the eastbound lane (see Figure 2). There is no traffic signal at the central access point, and anecdotal indication is that it can be very difficult to cross the two lanes of eastbound traffic to enter the site. Redevelopment of this site will require MassHighway approval and there is a substantial potential for improvements to be required to be made to Route 9 to facilitate safe ingress and egress.

Given the traffic conditions on Route 9, Concord Square set aside a 30 foot buffer area along the Route 9 frontage for substantial landscaping and potentially a berm. To the west and south of the site lie single family residential neighborhoods, the one to the south is at the top of a 30 foot hill. The site has a number of development constraints, as illustrated in Figure 3 and summarized in Table 1.

Figure 1: Aerial view of the site, 2008 (Source: MassGIS)

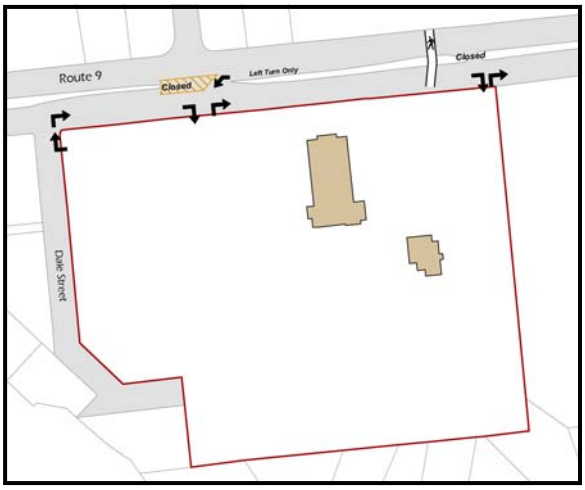

Figure 2: Access points from roadway system.

Constraint	Acres
Steep Slopes (up to 70%)	.28
Wetland	.29
Wetland Buffer	1.24
Route 9 Buffer	.46
Subtotal	2.27
Floodplain	1.87
Overlap Area	- .17
Total	3.97
Site	7.85
Percent of Site	50.6%

Table 1: Development Constraints

Figure 3: Development constraints (Sources: MassGIS, Wellesley, CSP&D).

The wetland lies at the foot of the hill and the wetland buffer is encroached by the existing paved parking lot. The western portion of the site is within the 1% Annual Chance flood zone (a.k.a. 100 year flood zone), and is almost entirely covered with the existing parking lot. The steep slopes, wetlands, wetland buffer, and Route 9 buffer, all of which are considered undevelopable, total 2.27 acres. The floodplain has significant restrictions but is not as restricted as these other areas. There is a .17 acre area where the wetland buffer and floodplain overlap. With a total of 3.97 acres undevelopable or significantly constrained, a total of 50.6% of the site has development constraints, as shown in Figure 3.

While the wetland buffer is considered to be undevelopable, there is potential for approval by the Wetlands Protection Committee to encroach this buffer, particularly in the area where the existing pavement already encroaches (see Figure 4). As mentioned above, the floodplain area has limited development potential - structures are prohibited but existing parking can be retained and open recreational fields can be located within the floodplain, as long as their construction does not alter the flow of flood waters or the storage capacity of the site for flood water. Concord Square's three site plans maintain the "no development" principal for all structures within the entire 3.97 acre restricted area, and limited any encroachment with parking lots (into the flood zone) or fields (into the flood zone and wetland buffer) to the greatest extent possible with

Figure 4: Area of existing wetland buffer encroachment (Sources: MassGIS, Wellesley).

the goal of creating sensible developments that maximize the potential of the site while minimizing impacts to these environmentally sensitive areas.

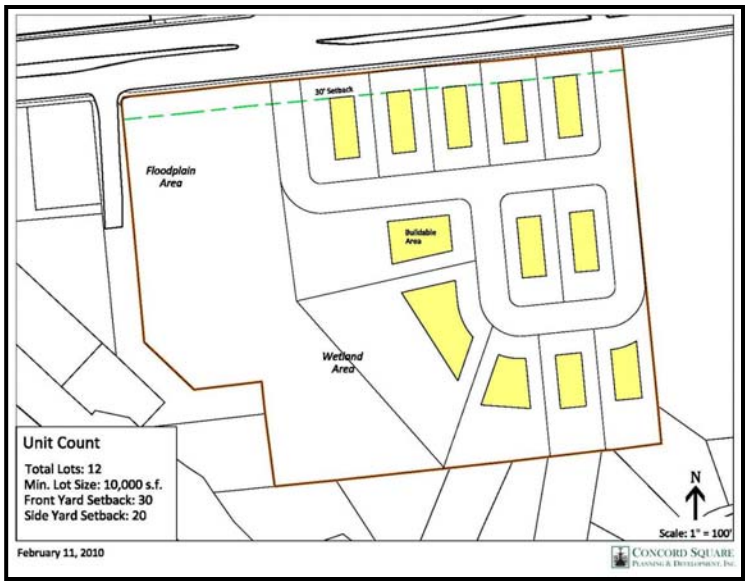

Figure 5: Sketch of potential subdivision, maximizing the site in compliance with current zoning regulations. Yellow areas are the building envelopes.

The land value of this site has been estimated at 3.5 million dollars. This is based on a 12 lot subdivision with 9 market rate homes at $450,000 each and 3 affordable homes (in compliance with the Town's Inclusionary Zoning provision). Site work and utility construction costs are estimated at $45,000 per house, or $540,000 for the subdivision. As designed by Concord Square and shown in the sketch plan prepared for this project (Figure 5), the subdivision retains the existing curb cuts to Route 9, but would need a waiver from the Planning Board for width of right-of-way (from 54 to 40 feet). Concord Square believes this is achievable given the modest size of the development. This sketch plan does not include a potential lot with frontage on Dale Street, given the requirement for upgrading the private road to subdivision standards in order to create that lot.

Site Plan 1: Recreation

The land use that received the overwhelming majority of support from the participants at the February 11th public forum was recreation. Both the outdoor (playing fields) and indoor (ice rink, pool, basketball) uses were highly desired. Thus, Concord Square has prepared a site plan showing maximum use of the property for recreational uses (Figure 6). While the assumption is being made that this complex would be publicly owned and operated, it could also be a private endeavor, or a public-private partnership. The site plan itself is disconnected from this issue.

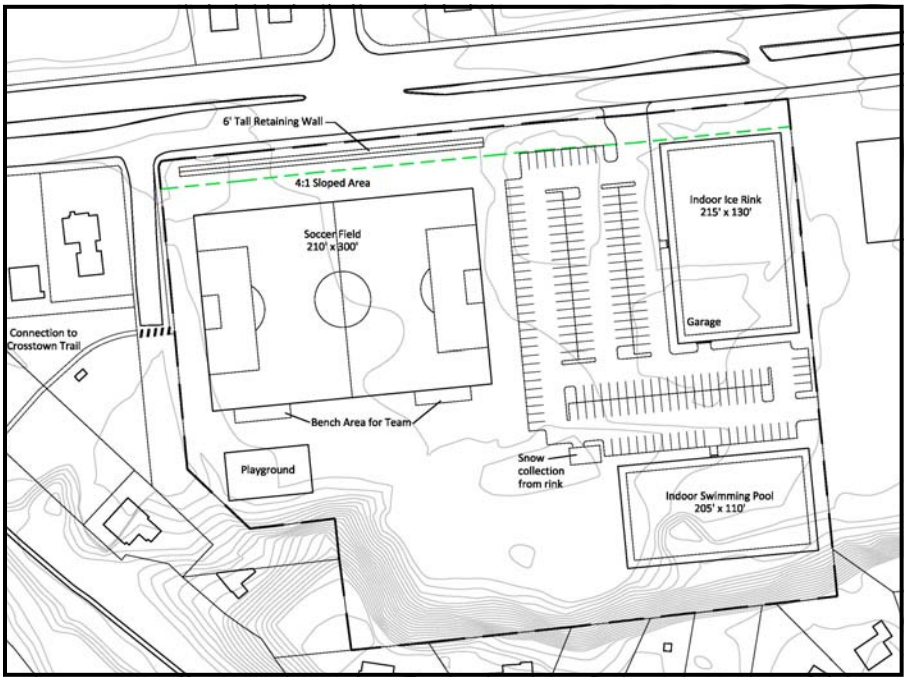

Figure 6: Site plan showing a recreational land use scenario.

Based on input received at the public forum, Concord Square chose to include a soccer field (U12

and up), an ice rink, and a swimming pool. A small playground area is also included, geared toward the younger children of families with participants in the soccer, ice skating, and swimming activities. A trail connection to the Crosstown Trail is also included. All existing parking and buildings would be removed for this scenario, and the existing access points to Route 9 would be closed and a new one opened. We also provided a driveway access to the adjacent parking lot at the Wayne Office Park, although no assumptions should be made that such access would be constructed and used without a formal written agreement between the owners of the two properties for shared access and parking rights. As mentioned above, the layout Concord Square has designed preserves the undevelopable areas with the exception of a slight encroachment into the wetland buffer along the side of the soccer field, in the area where the existing parking lot encroaches the buffer. We purposely located the parking lot to be centralized within the site, to encourage all users of all facilities to use the parking lot and not Dale Street or the adjacent office park.

The soccer field is a full size field measuring 70 yards wide (210 feet) by 100 yards long (300 feet). There is approximately 20 feet around the perimeter of the field for "off field game activities" such as linesman, coaching, and team benches. On the Route 9 side of the field, there is a six foot high retaining wall and berm shown, which will provide buffering from the roadway as well as a sloped area for spectator seating (no bleachers or other formal seating arrangements are anticipated for this field). The retaining wall has two "steps" which would be landscaped to not only increase the buffering capacity of the berm, but also to create a pleasant streetscape on the Route 9 side. The top of the berm/retaining

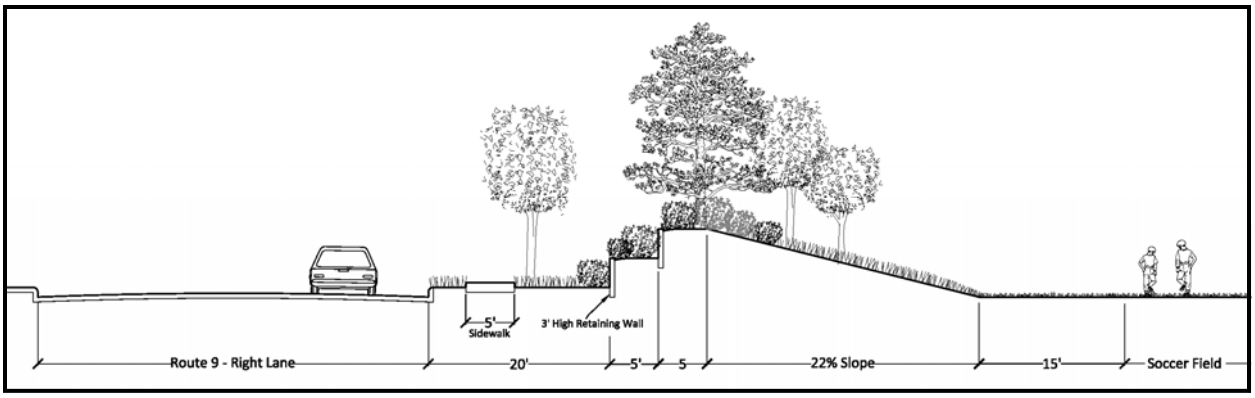

Figure 7: Cross section showing landscaped retaining wall and berm at soccer field.

wall would also be landscaped with small trees and shrubs, preferably of species that will grow to a height of at least 15 feet and including a mixture of evergreens (for buffering) and deciduous trees (for texture and interest). The side facing the field would be open lawn to serve as a seating area for spectators. Concord Square recognizes that the space provided behind the goal lines is tight, but this was the maximum attainable given the other requirements for the site. Figure 7 shows a cross section of this berm and retaining wall.

The building housing the ice rink is 130 feet by 215 feet, sits 10 feet from the property line abutting the Wayne Office Park, and set back 32 feet from Route 9 (edge of the right-of-way). The main entrance to the building is located on the west side of the building, facing the parking lot. A garage entrance for the ice resurfacing machinery is located on the south side of the building, and an area designated for storage of the ice scrapings is provided off the parking lot. The ice rink itself is 85 by 200 feet, which is a full size hockey rink size. There is a walkway along the outside of the entire rink, and 40 feet along the one side of the rink for upper level spectator seating and ground level facilities such as locker rooms, concession stands, and restrooms. Again, given the goal of maximizing the number of facilities on this site, the dimensions of the building are smaller than ideal for a facility devoted solely to ice rink sports.

The third facility shown on this plan is an indoor swimming pool. This building is 110 feet by 205 feet, and is 10 feet from the side lot line at the base of the hill. The pool itself is a standard "long course" of 50 meters (164 feet) long, and has six lanes that are about eight feet wide, for a total pool width of about 50 feet. Additional space is provided for locker rooms, rest rooms, and spectator seating. This building would not exceed 25 feet in height, thus would fall below the crest of the adjacent hill.

Concord Square obtained parking ratio information from a variety of sources on the internet, although such information is scarce. The assumption was made that all three of these facilities could be in use at the same time, although not all with tournaments or other competitions at the same time. The Wellesley Zoning Bylaw only requires one space per 1,000 square feet of floor area for space for recreational buildings, which we felt was too low – it resulted in only 51 spaces for the two indoor uses. Based on our research, Concord Square determined that parking needs would be closer to 30 spaces for the soccer field and 80 each for the swimming pool and the skating rink (for figure skating competition; hockey games would be around 40). Without knowing the actual users of the facilities (i.e. what programs) it is impossible to put an exact figure on the number of parking spaces needed for the complex. The site plan shows 190 parking spaces. In addition, if an agreement can be made within the Wayne Office Park for shared parking during non-business hours, any additional parking can be accommodated on that adjacent site. As mentioned previously, an access drive has been included in this plan to allow people to access that site without driving back out onto Route 9.

Traffic impacts for this type of development are difficult to obtain; using "multi-purpose recreational facility" as the most closely matching land use, the average daily trip count would be about 700, with a PM peak count of 45. However, for an ice rink alone, the PM peak is estimated to be 66 trips, so one must use this information with caution. Insufficient research has been done on trip generation of swimming pools to be included in the ITE manual, thus a more accurate traffic impact cannot be obtained for this study. If such a recreational complex is proposed, a traffic impact study should be conducted.

The proposed use of this site as shown in this plan would require rezoning of the parcel to a Business District, where side setbacks are not required. While the use itself would be permitted by special permit under the existing Single Residence district (Section II, paragraph A8 i), and the dimensional requirements of paragraph A3 (for educational purposes, which is a bit of a stretch but most closely resembles the type of use) could be adhered to, the site is too small to accommodate all three of the facilities included in this plan and still comply with those setback requirements. Thus, it is recommended that, if all of these facilities are to be located at this site, the property be rezoned to the Business district, where there are no side setbacks. A special permit would be required for this site plan, given the fact the site is entirely within the Water Supply Protection District.

The other implementation issue for this site plan is the funding of the project, if done either as a public project or in a public-private partnership. The most difficult hurdle will be the acquisition of the site, given the assumed value of $3.5 million. However, as was clearly expressed at the public forum, use of this property for a public recreational complex would have much greater value in non-monetary terms than the loss of tax revenue or the cost to acquire the land. But should the site be proposed for all private recreational facilities, the intrinsic value to the public could be reduced.

Site Plan 2: Residential

Given the comments and discussion on various uses at the public forum, residential use of the site was chosen as the second site plan for this study. Concord Square examined a number of alternatives for residential use on this site, ranging from single family detached homes to multi-family buildings. After

Figure 8: Rectory building

Figure 9: Church building.

listening to the comments at the public forum held February 11, we concluded that a moderate number of units in a pleasant and relatively uncrowded setting would provide a housing product more palatable to the Town and more sought after by potential buyers – and would produce a value in excess of a single family subdivision which is permitted as-of-right under the current zoning. The site plan prepared for this study is shown in Figure 10 and shows a total of 40 housing units (8 single family and 32 multi-family or townhouse units).

Figure 10: Site plan of potential residential development.

Concord Square recommends reusing the existing buildings on the site; we believe the church building can be converted into 14 housing units – 6 on the lower floor and 8 on the upper (sanctuary) floor – and the rectory can be converted into two units. The windows on the lower level of the church may need to be enlarged to create good quality living spaces and to comply with the state building code. The sanctuary floor has roughly 35 to 40 feet of height and can easily accommodate 2½ stories with the addition of dormers in the upper two stories, and with the square footage it would be cost effective to create 8 units in this space. The rectory has roughly 3,700 square feet of living space, and could easily be converted into two housing units. There is also an attached two car garage with two rooms in 521 square feet above, which could be incorporated into the living space of one of the units, or used as a home office or studio space separate from the main living area.

All other units on the site would be new construction, and all are townhouse or single family detached units. Concord Square has designed the site with an 18 foot wide loop roadway with a 5 foot sidewalk on one side. While an unconventional road layout which clearly does not meet the subdivision standards, it is the best way to maximize development on the site given the desired type of units. Along

with the units in the church and rectory, the site plan has a total of 40 housing units. Under Wellesley's inclusionary zoning, 8 of these would be affordable.

In total, there are 8 single family homes on the site; 7 within the main area of development and one fee simple lot on Dale Street. This lot meets the zoning requirements for the current Single Residence 10 district, but would require waivers from the subdivision standards for improvements to Dale Street, which is a private (unaccepted) road. The townhouse buildings consist of 4 duplex buildings (8 units) and two quadplex buildings (8 units) for a total of 16 units. There are a total of 90 parking spaces shown on this site plan:

- 16 spaces in two car garages for the single family homes
- 18 spaces in single car garages for the townhouse units (including converted rectory)
- 31 spaces in parking lots for townhouse resident and guest parking
- 25 spaces in the large parking lot for the units in the converted church building
- Average of 2.3 spaces per unit for the whole development
- 1.8 spaces per unit for the multi-family in the church building
- 2.7 spaces per unit for the townhouse units (including converted rectory).
- The street design is a narrow low impact development type street, and does not accommodate on-street parking.

Traffic impacts from this potential development would be 292 average daily trips, with 28 PM peak hour trips. With a volume of 48,900 on Route 9 in 2005, this is six-tenths of one percent (0.6%). All exiting trips would be required to travel east on Route 9, persons desiring to go west would need to turn around at Weston Road, involving several turning movements to make the loop around and back onto Route 9 West. It would be in the best interest of the residents for the site to be designed to retain the left turn lane from Route 9 West into the site, and is likely that this would entail some level of improvement. MassHighway approval would be required for alterations to the curb cuts on this site.

Clearly, this plan does not conform to the current zoning designation of Single Residence 10. Concord Square has reviewed the other existing zoning districts in Wellesley and has found that none are suitable for the site plan created. The Residential Incentive Overlay has some provisions that would work for this site, but other provisions that don't make any sense for this site. It may be possible to modify the RIO to broaden its applicability and eliminate or clarify some of the problematic language. The alternative would be to create a new overlay zone to allow development of a plan such as shown in Figure 10. The key provisions of this district would be:

- maximum density of 6 du/a, based on all land area (do not discount the undevelopable portions); this would allow 47 units on this 7.85 acre site;
- allowed uses would be single family detached, townhouse (including duplex), and multi-family housing;
- minimum parcel (or tract) size would be 2 acres;
- minimum open space of 30% of total site, 50% of which would be enhanced;
- minimum building setbacks would be 30' for the front and 20' for the side and rear, unless the abutting district is SR 30 or 40 in which case the side and rear setbacks would be 30';
- maximum building height would be 3 stories, 36';
- structures to be redeveloped, if any, would be eligible for waivers to the above provisions, at the discretion of the Planning Board;
- approval would be by special permit.

This development would require a special permit under the Water Supply Protection district.

Table 2: Residential Development Unit Prices and Proceeds

Description	Number of Units	Unit Size	Sale Price Per s.f.	Sale Price Per Unit	Total Sale Proceeds
Single Family	2	1,400	$429	$600,600	$1,201,200
Single Family	5	2,508	$330	$827,640	$4,138,200
Single Family - Affordable	1	1,400	$132	$184,800	$184,800
Multi-family (church upper level)	6	2,000	$330	$660,000	$3,960,000
Multi-family (church lower level)	4	1,000	$396	$396,000	$1,584,000
MF - Affordable (church upper level)	2	2,000	$83	$165,000	$330,000
MF - Affordable (church lower level)	2	1,000	$149	$148,500	$297,000
Townhouse - Rectory conversion	2	1,737	$330	$573,230	$1,146,460
Townhouse	13	1,880	$363	$682,440	$8,871,720
Townhouse - Affordable	3	1,880	$99	$186,120	$558,360
	40	556,793			$22,271,740
				Less Costs of Sale @ 5%	-$1,113,587
				Total Revenues	**$21,158,153**

A financial analysis of this development shows total potential revenues of $21 million. The analysis is shown in Table 2. It should be noted that this analysis assumes a variety of unit types and sizes, and sale prices that may prove to be higher or lower than what could actually be obtained. In addition, it is quite difficult to obtain financing for the construction of new condominiums in the current housing and financial markets, and therefore there is some doubt about overall financial feasibility. However, with time, this is likely to change as and to the extent that housing and financial markets improve.

Table 3 shows the pro-forma for this hypothetical development. Construction costs (including the costs for site work and utilities) are assumed to be $165 per square foot. Soft costs (architectural and engineering design services, legal costs, and interest, taxes, insurance, and utilities during construction) are assumed to be 17% of the construction costs. In order to attract equity capital and financing, it is necessary to have a pro-forma margin (overhead, contingency funds, and profit) of approximately 18% of the net revenues. Based on these assumptions, the total cost to develop this hypothetical project would be $17.8 million. The residual amount, $3.4 million, is the amount available to pay for the land. This is approximately the same as the estimated land value of the single family subdivision discussed earlier in this report and thus is likely to be in the range of acceptability to the seller of the land.

Net Revenues (from Table 2)	$21,158,153
Construction Costs @ $165 per s.f.	$11,928,530
Soft Costs @ 17%	$2,027,850
Overhead, contingency, profit @ 18%	$3,808,467
Total Costs:	$17,764,847
Residual Land Value:	$3,393,305
Land Value per Market Rate Unit:	$106,041

Table 3: Pro forma for Residential Development

Site Plan 3: Office/Retail

While this use was not well received at the public forum on February 11th, it was felt by the staff and the Planning Board members in attendance that such a use should be included, partly to provide a balance of uses for the overall study. While there are many ways to design a site with office and retail uses, Concord Square's goal was to maximize development on the site in compliance with the provisions of the Business zoning district, and provide an aesthetically pleasing streetscape along Route 9. Concord Square's design is shown in Figure 11.

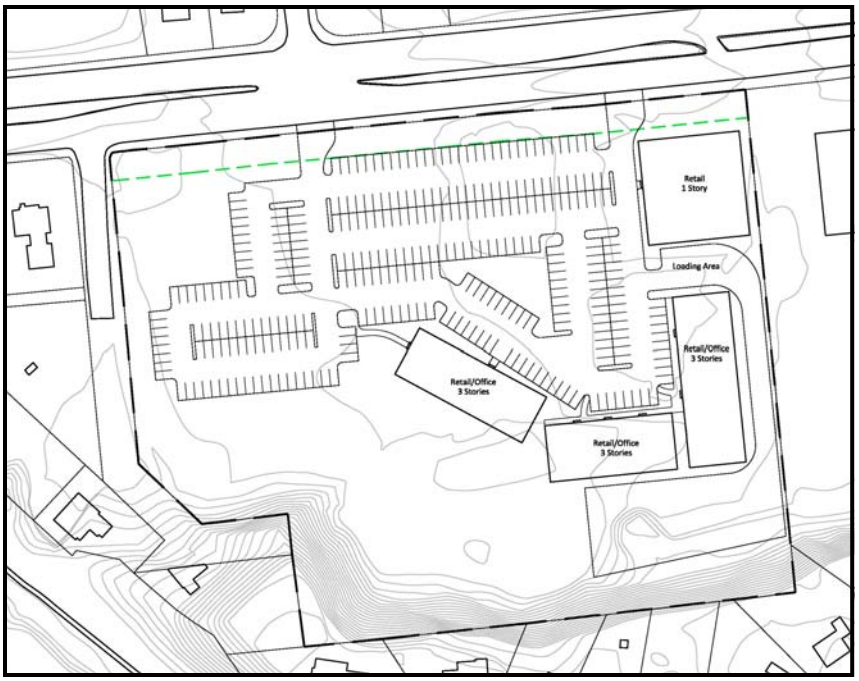

Figure 11: Site plan of potential retail and office development.

Given that the current parking standards are the same for both retail and office uses, Concord Square felt it best to assume flexibility in the ultimate use of the buildings. Our design has one single story building located at the front of the property which would be best suited for retail use, and three buildings with three stories each. The first floor of these buildings could be used for either retail or office and the two upper floors would be for office space. There is a total of 94,021 square feet of building space, which is 8,563 square feet less than the maximum permitted and amounts to a Floor Area Ratio of .28. A total of 300 parking spaces are required for this space, and are provided on this plan.

A portion of the existing parking lot which lies within the flood zone would be removed, including a strip along the edge of Dale Street where additional landscaping would help to buffer the adjacent residential neighborhood. The majority of the existing parking area to be removed (in the northwest corner of the site) could be planted with trees, shrubs, and flowers in a small park like setting which could serve as an example of "gateway" landscaping. The remaining frontage on Route 9, in front of both the parking lot and the retail building, would be landscaped with trees and shrubs in such a way as to present a pleasing streetscape yet not completely hide the buildings.

Traffic impacts from this development would likely be in the range of 1,000 to 1,700 average trips per day, with PM peak hour trips between 140 and 185, depending on what percentage of the development was built as retail space. Trip counts could be significantly higher if the office space were to be utilized for medical or dental offices, and if some of the retail space were utilized as restaurant. If the entire development were general office uses, the trip count would be around 1,000, which is 2% of the Route 9 traffic volume of 48,900 (2005). The main point here is that traffic impact would be much greater for office/retail development on this site than for residential, as presented in the concept plans developed for this study. Obviously, detailed traffic impact studies would be required at the time of site plan review for any major development of the site.

As was stated earlier, this plan was designed to be in compliance with the existing Business district, requiring a rezoning of the site to the Business district. Concord Square is concerned about the potential for building more parking than is needed; most parking standards call for one space per 400 to 450

square feet GFA for offices, while Wellesley's current standard is one space per 312.5 square feet. As with the previous two site plans, this development would also require a special permit under the Water Supply Protection district as well as MassHighway approval for the revised curb cuts on Route 9.

Concord Square produced a financial analysis of a hypothetical office development with the square footage of the buildings in the site plan shown on the previous page. It was felt the difference between this analysis and a more complex one involving some combination of retail and office would not be significantly different, therefore retail was left out for simplicity sake. Table 4 shows the pro forma for this scenario; the net operating income could be around $1.5 million. With assumed construction costs at $110 per square foot, soft costs at 15% of the construction costs, and the developers overhead and profit at 16%, the total cost of the project would be about $14 million. Assuming a cap at 9% applied to the net operating income, the total value of the project would be $17.3 million, leaving a land value of just over $3 million. This is somewhat less that the value determined for the by-right single family subdivision, but is in the potential range of acceptability to the seller. However, it should be noted that the assumptions used for this office scenario are potentially less realistic than those used for the residential scenario, and should receive additional scrutiny. In addition, the current market for new office space is weak, given high vacancy in buildings all along Route 128, so the overall development feasibility of this office/retail scenario is likely to be lower than the feasibility of the residential scenario.

Gross Building Space (sq. ft.)	94,021
Leasable Space (85%)	79,918
Annual Lease, per sq. ft.	$35.00
Annual Revenues	$2,797,125
Less Vacancy @ 10%	-$279,712
Annual Collections	$2,517,412
Operating Costs @ $12/sq. ft.	-$959,014
Net Operating Income:	$1,558,398
Construction @ $110 per s.f.	$10,342,310
Soft Costs @ 15%	$1,551,347
Developer OH & Profit @ 16%	$2,265,458
	$14,159,115
Value at Cap Rate of 9%:	$17,315,534
Residual Land Value:	$3,156,419

Table 4: Pro forma for office development

In conclusion, three site plans were produced for three very different land use scenarios. The recreational complex scenario may have the highest intrinsic value to the Town, but will have significant public costs as well. Traffic impacts from this development would be significantly higher than for residential development, but would also be significantly lower than that from an office or office/retail development. The residential scenario would have the lowest traffic impact, but would likely result in higher need for public services than the other options studied. The office/retail scenario would produce the greatest traffic impacts but would provide greater economic benefits to the Town than the other options. At the end of the day, the future development of this site will depend on who is interested in purchasing it, for what price, and what sale price the seller will agree to. This report, however, provides the Town as well as other interested parties with some ideas and basic information on potential uses of the site.