

T.J.

City of Portland  
Request for Proposals

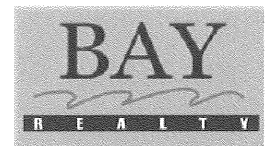
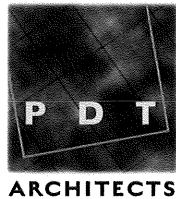
For the Sale and Reuse of the Former Adams School Site

July 22, 2008

**Beckett Green & Marada Adams Park**



Submitted by:



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## Executive Summary

This is a proposal to create **Beckett Green**, a 40 unit residential development and **Marada Adams Park**, a new city park facility. Beckett Green will occupy approximately one acre and Marada Adams Park will occupy about a half acre.

The development team is comprised of Avesta Housing, PDT Architects, Bay Realty, Woodard and Curran, and Community Design Studio. Individual members of the team have extensive experience living and working on Munjoy Hill.

This proposal calls for the demolition of the existing school building based on its quality, condition, and placement. This clean slate approach makes most efficient use of precious urban land and best allows the new development to complement and enhance the existing neighborhood and satisfy the goals and objectives of the RFP.

Beckett Green is named for its connection to the Marada Adams Park green space and for reestablishing Beckett Street as a view corridor and public way. Marada Adams Park is named after Marada Adams herself and as a tribute to the Munjoy Hill elementary school community.

Beckett Green is comprised of 20 3-bedroom units, each stacked over a 1-bedroom unit for a total of 40 housing units. Avesta proposes to make most or all of the units affordable to households of moderate means with incomes in the range of 80 – 120% of Area Median Income. At present, this target would serve families earning approximately between \$38,000 and \$81,000 per year. All individually sold units will include deed restrictions to guarantee that units be sold only to an owner-occupying, qualifying buyer at an affordable maximum sales price in perpetuity.

Avesta will market most of the units at Beckett Green as a “clustered pair”; a 3-bedroom unit together with the 1 bedroom unit below. In the clustered pair scenario, the owner will be required to occupy one of the two units. The additional unit is to be used to house a family member such as an aging parent or a mid-twenties child seeking their own place in Portland. Alternatively, the second unit can be used for a home occupation or artist studio. Ideally each clustered pair can support cradle to grave family living situations.

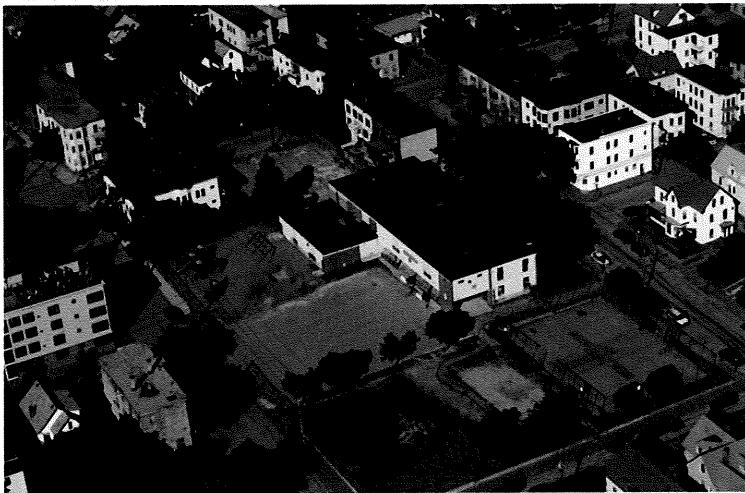
Beckett Green’s design is based on the neo-traditional, New Urbanist principle of the private rear ally or “mews”. Beckett Green’s mews will place automobile circulation and parking to the interior of the housing development to deemphasize cars and garages and guarantee that public streetscape and park provide welcoming architecture and landscaping. All units at Beckett Green meet or exceed the standards of the USGBC’s LEED for Homes and LEED Neighborhood Design programs and will seek certification for project under the same.

Marada Adams Park is designed to address the unmet public recreation, open space, programming, and public art needs of the neighborhood. Once developed, the park will be owned and operated by the City of Portland. Marada Adams Park provides a natural adventure playspace as an alternative to the manufactured play structures that are already in place around Munjoy Hill. The park also provides for natural public open space to facilitate quiet passive recreational use and to provide an intimate outdoor community programming venue.

Marada Adams Park will feature public art components including the re-setting of the existing concrete Adams School mural into a curved seat wall at the center of the playspace and a large, prominent sculptural piece to be commissioned at a later date. A pedestrian esplanade which continues the Beckett and Obrion Street sidewalks will connect the park to the neighborhood and provide permeability.

The redevelopment of the site will cost \$10.6 million. Key sources of funds will include; home sales, Federal Home Loan Bank of Boston, NeighborWorks® America, the City of Portland, and MaineHousing. The costs of the development include land purchase of \$600,000, construction costs of \$7.7 million and soft costs of \$1.7 million. The cost of building Marada Adams Park will be \$830,000 and the balance is for the housing.

The entire development team is committed to a public engagement and dialog as this development progresses. Great effort has been made to design a development that is consistent with and contributes to the residential character of Munjoy Hill. Further engagement of the public will refine this proposal to a development that will contribute greatly to Portland’s livability.



**Existing Conditions**



**Proposed Project**



## 1. Developer

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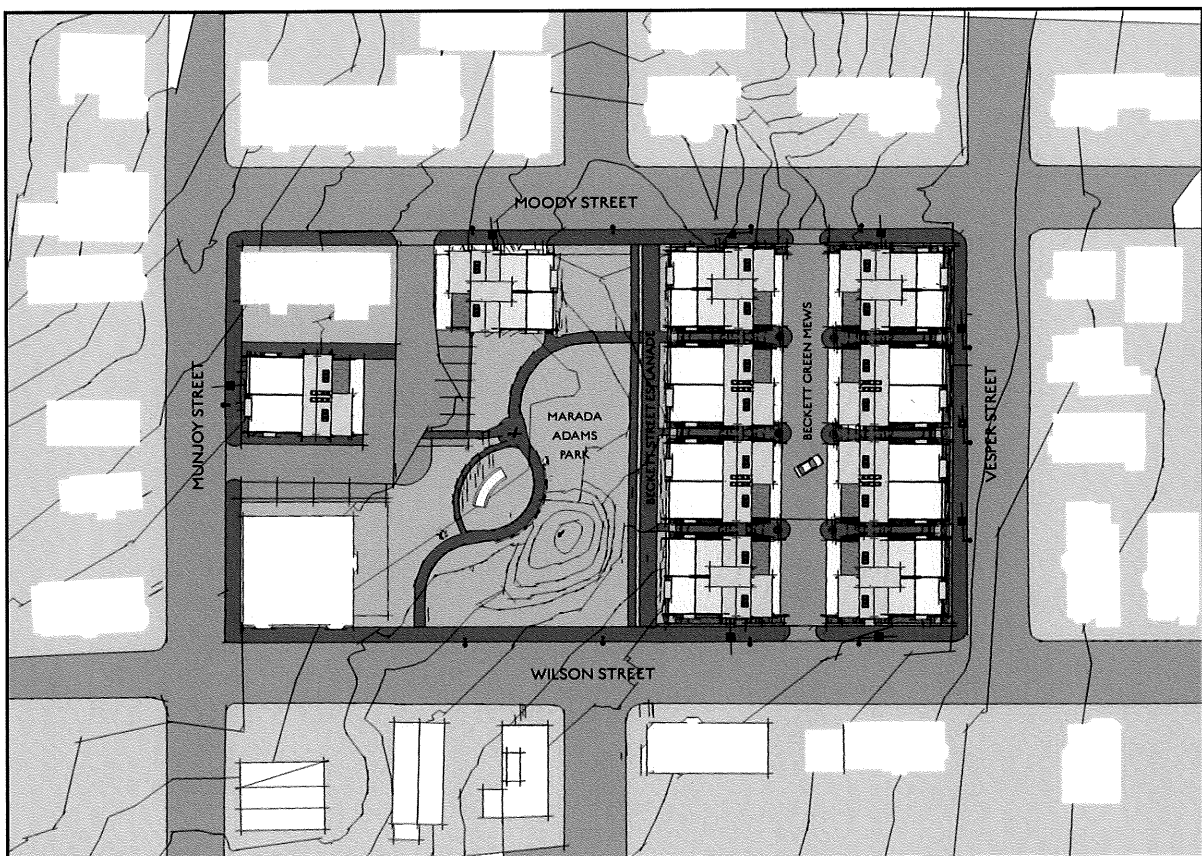
## 2. Proposal

### A. Development Proposal Summary

#### *Project Design / Description*

The proposal calls for the clearing of the site except for the preservation of certain tree specimens of significance. Given the age, condition, and placement of the existing school building, Avesta's development team concluded that a "table rasa" approach makes most efficient use of the site and best allows the new development to complement and enhance the existing neighborhood and satisfy the goals and objectives of the RFP.

The proposal allocates approximately 1-Acre of the 1.5-Acres site to the development of **Beckett Green**, a mix of 40, 1 and 3 bedroom units of high quality, new, LEED certified housing. The remaining .5-Acres are set aside for the development of **Marada Adams Park**, a City-owned, neighborhood open space designed to complement existing city facilities and provide for the neighborhood's unmet public space needs.



*Beckett Green*

**Becket Green** provides 20 3-bedroom units and 20 1-bedroom units housed in 10 buildings. Most or all of the units will be marketed to buyers with moderate incomes of between 80 and 120% of Area Median Income (AMI). This range currently includes families earning between approximately \$38,000 and \$81,000 per year. Some minor percentage of units may be sold at market rates.

The project design “stacks” each of the 3 units over one of the 1 bedroom units. The majority of the units in Beckett Green will be marketed and sold as a “clustered pair”; a 3-bedroom unit together with a 1-bedroom accessory unit, which may provide its owner with rental income to offset the cost of a mortgage. The final ratio of individual unit sales to clustered pair sales in the project will be determined by buyer demand at time the project is ready to be marketed. In the case of a clustered pair one of the two units will always be required to remain owner-occupied.

By offering a mix units sizes, and the option to purchase units in clustered pairs, the project is adaptive to a varying variety of household types and circumstances. For example, a family with young children may own and occupy a 3-bedroom unit of a clustered pair and rent the 1-bedroom unit to a student. As the years go by, that family may find they have a need for an artist studio or an apartment to house an elderly parent or a child that has completed their education and is starting their career and needs a place of their own. Alternatively, the owners may find themselves “empty nesters” and opt to move into the 1-bedroom and rent the 3-bedroom to a child that is starting a family of their own. In this way, the project provides lifecycle housing; adaptable to many walks and stages of life.

All homes sold as “affordable units” at Beckett Green will be so maintained in perpetuity through deed restrictions which will limit sales to moderate income buyers and will cap maximum sale price by formulaic reference to the Area Median Income as it changes from year to year.



The land and structures at Beckett Green will be owned and managed by a homeowner's association which will be solely responsible for maintenance and upkeep of the property and enforcement of association rules and restrictions. Avesta Housing's management division will offer a complete host of administrative and maintenance services to the association.

The scale and density envisioned in Beckett Green are slightly less than those which currently exist in the surrounding neighborhood (Exhibit A). Beckett Green is designed to complement and enhance the rhythm and character of the existing neighborhood through context sensitive architecture and excellence in urban design.

Avesta believes that the attached conceptual plan for Beckett Green can be accommodated by an R6 to R7 overlay map amendment. A zoning analysis is provided within this proposal. Avesta and the project design team look forward to the opportunity to work with the neighborhood, the City's Planning staff, Planning Board, and the City Council in further refining the project through the public review process.

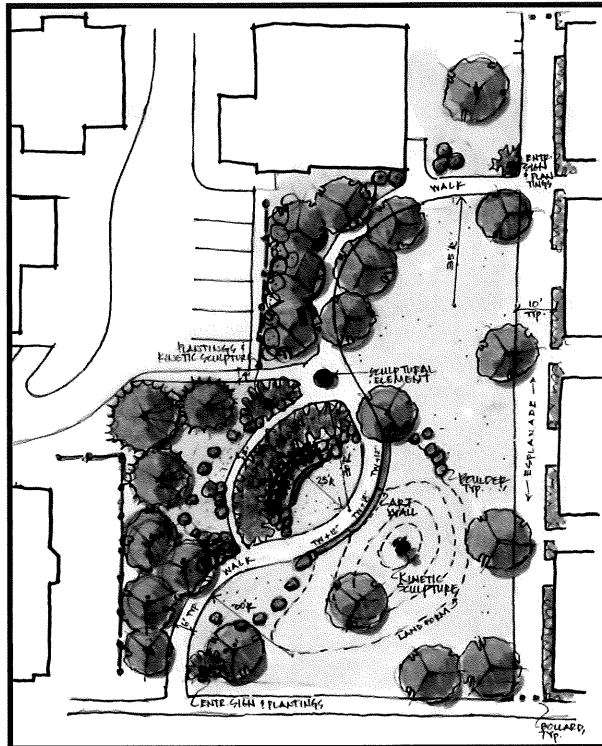


#### *Marada Adams Park*

Public space serves as the central unifying component for the proposed redevelopment of the Adams School site. The plan incorporates a half acre for the new **Mirada Adams Park** and a wide pedestrian esplanade that reestablishes the traditional street block pattern in the neighborhood, once again linking Beckett and Obrion Streets. Housing is arranged along the esplanade, providing a continuation of the streetscape, a sense of scale, and a safer park interior. At the center of the site, the new Mirada Adams Park features a large, sunny community green bordered by a curved walk, shade trees and benches and a new and exciting children's play environment.



The proposed Mirada Adams playspace incorporates art, landscape, and natural elements to create rich and varied play experiences intended to supplement the more conventional playgrounds which already exist in the neighborhood. The proposed children’s garden and natural play space features interactive sculptures, places to showcase community art, landform, boulders, plantings, open lawns, paths, seating and a small performance space. The original concrete mural form the former Adams School is recast into a new curved seat wall at the center of the play space. All elements combine to create a dynamic play environment integral to the greater park experience and appealing to all ages.



The design team based the design for Marada Adams Park and Playspace on the requirements of the RFP, a recent community needs assessment conducted by the City’s Parks Department, and an inventory of existing parks and playspace amenities currently available in the neighborhood. The proposed design is successful at addressing the neighborhood’s need for adventure playspace and informal open / green space. The design team looks forward to working with the City and the public to further consider and refine the park design.

## **B. Compliance with Adams School Reuse Committee Recommendations**

### **1. Policy Issues**

#### **a. Life Cycle Living**

Beckett Green offers increased opportunity for life cycle living on Munjoy Hill by:

- Providing a variety of unit sizes to serve varying family sizes, ages, and needs
- Making those units available to people of moderate income who would not have otherwise had access to quality ownership housing in the community
- Making clustered pairs of units available to families thereby providing greater flexibility of use (i.e. rental, artist studio, accessory unit for family members etc.)
- Maximizing the handicap accessibility of the units through universal design

#### **b. Connect to the Neighborhood**

The project design is based on careful study and analysis of the existing neighborhood context; rhythm; scale; circulation; viewsheds; streetscape; and community public space needs. It was also developed under careful consideration of an extensive community visioning process. The result is a project that re-knits the neighborhood, provides it with a new community focal point, and blends with and enhances the existing streetscape. In these ways, the project exemplifies a high degree of excellence in context sensitive urban design.

### **2. Design Considerations**

#### **a. High Quality Design**

Excellence in architectural and landscape design will be achieved by the exemplary experience of the team chosen for this project.

#### **b. Traditional Design**

The design is reflective of the surrounding traditional neighborhood. New Urbanist principals are used to create infill development that reflects and respects the existing pattern, streetscape, density, scale, massing, exterior materials and design elements of the neighborhood. Buildings orient to the street. While there is much tradition on Munjoy Hill, there is also much diversity when it comes to residential architecture allowing for a variety of architectural richness. The schematic design as proposed includes massing which is similar to the adjacent multifamily units bordering the site, and includes a variety of details taken from the neighboring architecture including projecting cornices, flat roofs, pitched roofs, odiel or vertical box-bay windows, traditional double hung two-over-two windows, and a blend of exterior trim and cladding materials that compliment the texture of the surrounding neighborhood.

#### **c. Green Design**

The site and buildings will be designed to be certified under the Leadership in Energy and Environmental Design for Neighborhood Development (LEED ND) program. To that end, the development team includes several LEED Accredited design professionals with a track record of providing high performance housing. Designing towards sustainability is at the personal

and professional core of the development team. Beckett Green is, by design, a perfect candidate for both LEED for ND and LEED for Homes.

**d. Streetscape**

The development enhances the pedestrian experience and the public realm. The Beckett Green team has approached the overall design with the goal of minimizing the impact of cars and increasing the sense of streetscape and pedestrian scale. The retaining wall that borders the site on the Vesper Street side provides a visual base similar to many of the abutting residential buildings that have a daylight basement and are raised three to four feet above finish grade with a brick foundation. While this retaining wall provides a similar base to other buildings in the neighborhood, it also provides a sense of privacy and entry for the ground floor units. The inclusion of a central court or “mews” provides for vehicle access to the individual units while maximizing frontage to both Vesper Street and the public park/play area opposite.

**e. Heights**

Heights are less than or equal to the average of structures in a two block radius. The units are three stories high to a flat roof or the eave of a pitched roof and are similar in orientation and flat-roof/pitched-roof mix to those within a two-block radius.

**f. Permeability**

The design is highly permeable or porous. The removal of the former Adams school reconnects Beckett Street as a non-motorized pedestrian/bicycle way and re-establishes the Beckett Street view corridor. Additional visual permeability and physical accessibility is provided between the units connecting Vesper to the mews and the open space to the mews.

**g. Heterogeneity**

Design of the buildings on the site is heterogeneous, not homogenous. The design team has developed a design with a ‘kit of parts’ approach that provides for unifying design elements and at the same time provides for individual identity.

**h. Existing Building**

After careful consideration, including spatial and financial analysis, the development team has opted to remove the existing school. The mural located at the front of the school is proposed to be relocated in a seat wall at the center of the playspace in Marada Adams Park. This approach will allow for its continued and improved enjoyment by the community.

**i. Accessibility**

Universal Design principals will be incorporated wherever feasible, to ensure that the design is physically accessible to the greatest range of users. Zero grade entries are provided to units off the mews. Universal design will guide the refinement of the unit interior designs.

**3. Housing Uses**

Beckett Green provides a maximum number of units possible on the site while respecting the existing neighborhood context, the standards of the R7 Overlay Zone, and the need to set aside significant land for public open space. Beckett Green also makes a clear majority of units

affordable to moderate income Portland residents. Market rate units in Beckett Green are completely indistinguishable from those sold at an affordable rate.

100% of the units at Beckett Green will be sold to individuals who will occupy the property. In the case of the alternative ownership model of clustered pairs; second units may become available on the open market as rental units. In all such cases the renting resident will be living directly above or below the unit's owner and in the vast majority of the cases the renter will be a relative of the owner.

50% of the projects units are 3-bedroom units and the balance are 1 bedroom units.

#### **4. Public Uses**

##### *Indoor Public Space*

The project provides no indoor public space. A community center was carefully considered early in the design process. The team came to a quick and clear consensus to abandon that concept and instead focus on an outdoor play space and City Park. This decision was based on present availability of indoor community space on Munjoy Hill, cost, and a desire to maximize land available for neighborhood open space. The park design maximizes its potential to be used throughout the four seasons.

##### *Parking*

The project provides one private covered parking space per unit consistent with the R7 Overlay zone. The project also provides up to 10 additional spaces for use by guests, delivery vehicles, or service workers. The developer intends to fully explore the possibility of using a Zip Car type of system at Beckett Green and anticipates that his concept will be more feasible in the coming year or two.

#### **5. Alternative Ownership Models for Affordable Housing**

The project provides a unique ownership model by providing owners with the opportunity to own 2 units while living in one and renting the other to a family member. This approach is responsive to the Adams Reuse Committee's desire to see mixed-income and long term affordability in the maximum number of units.

**C. Land Use Regulations**

The subject site could not support the proposed project under the current R6 zoning standards. Specifically, parking, density, and lot coverage standards are exceeded by Beckett Green. A rezoning of the property from R6 to an R7 Overlay accommodates the project and allows it to better integrate with the existing fabric of the neighborhood and increases the financial feasibility of the public park. The R7 Overlay was designed for compact urban development and provides a preferable alternative to the conditional rezoning process.

The following table demonstrates how Beckett Green comports with the standards of the R6 and R7 Overlay zone. Yellow cells indicate an R6 standard not met by the project.

| Standard          | R6                              | R7  | Beckett Green            |
|-------------------|---------------------------------|---|--------------------------|
| Allowable Use     | Multi-Family Dwellings          | As R6                                     | Multi-Family Dwellings   |
| Parking           | Per Div. 20 (52 spaces)         | 1 to 1 (24 Spaces)                        | 24+ Guest Parking        |
| Lot Size          | 4,500 min                       | No min                                    | 43,560+                  |
| Frontage          | 40 ft. min                      | No min                                    | 300+                     |
| S.F. per DU       | 1,000 first 3- 1,200 thereafter | 435 s.f. when near park,<br>725 otherwise | Over 1,000 s.f. per unit |
| Ft. Yard          | 10 ft. or Average of existing   |   | Build to street          |
| Side Yard(s)      | 10 ft. (up to 3 stories)        | None, but as R6                           | Achievable               |
| Back Yard         | 20 Ft.                          | where abutting R6                         | Achievable               |
| Lot Coverage      | 40% of lot area for 20+ units   | 100%                                      | Over 40%                 |
| Width             | 50 ft. min                      |   | Over                     |
| Height            | 45 feet                         | 50 feet                                   | Under                    |
| Minimin unit s.f. |                                 | 400                                       | Over                     |
| Design Standards  | No                              | Yes                                       | Achievable               |
| Floor Area        |                                 |   | Under                    |
| Imperv Surface    |                                 |   | Under                    |

**D. Property Taxes**

Owners of Beckett Green units will be responsible to pay property taxes for their units. It is estimated that a typical 3-bedroom unit will generate tax revenue of up to 4,000 a year and that a 1-bedroom unit will generate up to \$3,000. These combined taxes will generate up to \$140,000 in year one, a figure which will grow through the life of the project.

Through a Tax Increment Financing instrument, in the first 30 years of the project, taxes will support credit enhancement agreements to allow for the development of extensive public infrastructure necessitated by the development and will also support the overall feasibility and affordability of the project.



## **E. Compliance with Threshold Criteria**

### **A. Financial Capacity and Project Feasibility**

A detailed project plan and budget are contained within this proposal. The business plan for Beckett Green reflects a creative approach to achieving the goals and objectives of the RFP by leveraging a variety sub-market financing from 5 local, state, and federal sources to result in a balanced budget. Avesta Housing's hallmark is its proven ability to make difficult housing development projects work in this way. Avesta has committed working relationships with each of the sources presented and a history of successfully financing projects in this manner.

In recent years, Avesta has completed several residential developments with total development costs between \$5 and \$13 million using complex and multiple finance sources. Pearl Place apartments in Bayside, for example, successfully blended sub-market financing from 6 unique local, state, and federal sources. Through this ability to channel leveraged funds to build high quality affordable housing, Avesta has attracted millions of dollars in leveraged funds to Maine communities. Avesta has net assets of \$34,000,000 and more discussion of capacity is provided on page 19.

Per the requirements of the RFP a letter from Bangor Savings Bank indicating Avesta's financial capacity is attached (Exhibit D).

### **B. Green Design**

Avesta is committed to green design in all of its projects. The development team assembled to design and build Beckett Green includes several LEED accredited design professionals with a track records of providing high performance housing. Designing towards sustainability is at the personal and professional core of the development team. Beckett Green is, by design, a perfect candidate for both LEED for ND and LEED for Homes and will be designed to the standards of each.

### **C. Playground**

The proposal calls for the preservation of nearly a full third of the site for the creation of a high quality public space. Marada Adams Park is sited at the southern end of the site to maximize sunlight exposure. The proposal calls for the removal of the existing manufactured playground equipment to make way for a playspace of greater size and amenity.

The proposed children's garden and natural play space features interactive sculptures, places to showcase community art, landform, boulders, plantings, open lawns, paths, seating and a small performance space. The original concrete mural from the former Adams School is recast into a new curved seat wall at the center of the play space. All elements combine to create a dynamic play environment integral to the greater park experience and appealing to all ages.

### **D. Outdoor Public Space**



The proposal meets the standards of the RFP through the removal of the existing school building and the reestablishment of the Beckett Street corridor to both views and bicycle and pedestrian circulation. Additionally, Marada Adams Park provides high quality open space and a new focal point for the neighborhood.

#### E. Exiting Mural

The development team has carefully studied the existing mural on the front facade of the existing Adams School building. The team shares the community's desire to preserve and celebrate this very special piece of public art and community history.

The mural appears to have been casts in concrete on a simple plywood form. While the mural appears sound from the exterior, there is little known about its thickness, integrity or condition where it is concealed inside the wall of the school. Given these unknowns, the development team consulted with local art conservator Jonathan Taggart to develop a reasonable and appropriate approach to the preservation of the mural.

Step one will be to carefully document the mural through measurements, photographs, and transfers. Next, wall areas around and behind the mural will be carefully demolished to better assess its thickness, construction, integrity, and the viability of transporting it to a new location without causing damage.

If feasible, the first approach will be to relocate and reinstall the existing mural in its new location. Otherwise, it will not be difficult to recast an exact replica of the mural from.

In addition to preserving the Adams School mural, the proposal also calls for the creation of additional public art in Marada Adams Park following the Portland Public Art Committee's guidelines for Community-Based art projects.

### 3. Financial Feasibility

As illustrated in the table below, total project cost is estimated to be approximately \$10.7 million. Of that figure, approximately \$830,000 is required to develop off-site infrastructure and Marada Adams Park. Sources include nearly \$7.4 million in units sales, approximately \$1.66 million in bank equity supported by an affordable housing TIF and credit enhancement agreement, \$800,000 in granted capital from NeighborWorks America, \$600,000 in granted capital from the Federal Home Loan Bank of Boston, \$300,000 in HCD support from the City of Portland, and \$240,000 in subsidy through MaineHousing's Affordable Housing Subdivision Program.

| Development Costs                       | Housing          | Public         | Totals            |
|---|------------------|----------------|-------------------|
| Land                                    | 400,000          | 200,000        | 600,000           |
| Site Improvements (Streetscape)         |                  | 325,000        | 325,000           |
| Demolition                              | 125,000          |                | 125,000           |
| Site Improvements (Housing)             | 640,800          |                | 640,800           |
| Site Improvements (Park)                |                  | 150,000        | 150,000           |
| Construction                            | 6,208,000        |                | 6,208,000         |
| 10% Contingency and Inflation           | 697,380          |                | 697,380           |
| <b>Total Construction</b>               | <b>7,671,180</b> | <b>475,000</b> | <b>8,146,180</b>  |
| Architecture and Engineering            | 420,297          | 33,000         | 453,297           |
| Survey                                  | 10,000           | 2,000          | 12,000            |
| Special Inspections                     | 5,000            |                | 5,000             |
| Construction Management                 | 24,000           |                | 24,000            |
| Legal & Recording                       | 15,000           |                | 15,000            |
| Permits/Fees                            | 20,000           |                | 20,000            |
| Marketing                               | 15,000           |                | 15,000            |
| Housing Facility Loan Interest and Fees | 69,018           |                | 69,018            |
| Revolving Loan Interest and Fees        | 402,837          |                | 402,837           |
| Public Revolving Loan Interest and Fees |                  | 42,809         |                   |
| TIF Loan Float (interim Debt Service)   | 78,094           | 77,877         |                   |
| Sales Costs                             | 220,626          |                | 220,626           |
| Developer O & P                         | 436,148          |                | 436,148           |
| Soft Cost Contingency                   | 100,000          |                | 100,000           |
| <b>Total Soft Costs</b>                 | <b>1,816,020</b> | <b>155,686</b> | <b>1,971,706</b>  |
| <b>TDC:</b>                             | <b>9,887,200</b> | <b>830,686</b> | <b>10,717,886</b> |



| <b>SOURCES</b>                                   | <b>Housing</b>     | <b>Public</b>  | <b>Totals</b>     |
|--|--------------------|----------------|-------------------|
| Unit Sales                                       | 7,354,200          |                | 7,354,200         |
| Credit Enhanced TIF Loan (Housing)               | 833,000            |                | 833,000           |
| Credit Enhanced TIF Loan (Off-Site Improvements) |                    | 830,686        | 830,686           |
| FHLBB  | 800,000 <i>you</i> |                | 800,000           |
| NeighborWorks America                            | 600,000            |                | 600,000           |
| City HOME, CHODO, CDBG                           | 300,000 ←          |                | 300,000           |
| MSHA Subdivision Program                         | 240,000            |                | 0                 |
| <b>TOTAL</b>                                     | <b>9,887,200</b>   | <b>830,686</b> | <b>10,717,886</b> |
| <b>Surplus / Deficit</b>                         | <b>0</b>           | <b>0</b>       | <b>0</b>          |

Final unit mix (Moderate to Market, Individual to Clustered Pairs) will be determined once all sources are committed and development costs are known. The target sales mix is as follows:

| <b>#Units</b> | <b># Sales</b> | <b>Unit Type</b>               | <b>Unit Price</b> | <b>Totals</b>    |
|---------------|----------------|--------------------------------|-------------------|------------------|
| 28            | 14             | Moderate Clustered Pair        | 341,000           | 4,774,000        |
| 4             | 4              | Moderate Individual 3-Bed      | 190,000           | 760,000          |
| 4             | 4              | Moderate Individual 1-Bed      | 155,000           | 620,000          |
| 2             | 2              | Market Individual 3-Bed        | 250,000           | 500,000          |
| 2             | 2              | Market Individual 1-Bed        | 175,000           | 350,000          |
|               |                |                                |                   | 7,004,000        |
| 40            |                | AMI Inflation at 2.5% per year |                   | 350,200          |
|               |                | <b>TOTAL</b>                   |                   | <b>7,354,200</b> |

By blending a leveraging sub-market financing from 5 different local, state and federal programs, Beckett Green will offer high quality home ownership to families who would not otherwise have had any options in Portland's current housing market.

#### 4. Timetable

The following table illustrates a current best estimate of the project timetable. The timetable assumes that the project will be developed in two phases.

| <b>Task</b>  | <b>Date</b>                     |
|--|---------------------------------|
| Proposal selected by the Portland City Council                 | <b>October 2008</b>             |
| Zone Change Application Process                                | <b>November 2008 – May 2009</b> |
| Phase I FHLBB Financing Application                            | <b>April 2009</b>               |
| Site Plan / Subdivision Review Process                         | <b>April – July 2009</b>        |
| Construction Bid Document Preparation                          | <b>July – September 2009</b>    |
| Negotiate TIF and credit enhancement agreements                |                                 |
| Phase I NeighborWorks Capital Grant Application                |                                 |
| Project Out to Bid   | <b>September 2009</b>           |
| Construction Loan Closing – Commence Phase I                   | <b>November 2009</b>            |
| Phase I Completion / Sales                                     | <b>July 2010</b>                |
| Phase II Capital Grant Applications to NeighborWorks and FHLBB | <b>September 2010</b>           |
| Phase II Construction Start                                    | <b>November 2010</b>            |
| Phase II Completion / Sales                                    | <b>July 2011</b>                |
| Permanent TIF Loan Closing / Project Completion                | <b>November 2011</b>            |

## 5. Development Team Capacity

### Developer: Avesta Housing

Founded in 1972 with a shoestring budget and a staff of three, Avesta Housing has grown to become one of the country's most innovative and respected leaders in affordable housing. Today, Avesta is the largest non-profit developer of affordable housing in northern New England. Avesta consistently receives high marks from its many state, federal, and private-sector partners and is recognized nationally for groundbreaking work in bringing together nonprofit, private, and public-sector organizations for the benefit of Maine communities.

Currently Avesta Housing has total assets of over \$90,000,000 and a \$20,000,000 annual budget. Avesta's 14-member Board of Directors is drawn from the financial, business, public-sector community, social-service, and housing spheres. Avesta has over 80 employees with administrative headquarters in Portland.

In Portland alone, Avesta has developed and now owns and manages 149 units in 5 projects, including Logan Place and Fore River Apartments on Frederic Street, Pearl Place at the corner of Pearl and Oxford Streets, and Shailer and Emerson on Munjoy Hill. In recent years, Avesta has also developed an additional 30 units in Portland on behalf of Iris Network on Park Street.

Avesta has developed more than 50 housing developments in more than half of all of the communities of southern Maine. In addition to its extensive experience in rental housing development, Avesta has developed 2 successful affordable ownership subdivisions including a 14-unit project in Saco and a 22-unit project in Grey. Avesta currently has 4 additional ownership projects in its pre-development pipeline.

Whatever the housing development challenge Avesta Housing has a consistent and proven track record of successfully blending multiple financing sources to make difficult projects possible and enhance Maine communities.

Avesta's development division draws upon years of fruitful relationships with the financial industry, community leaders, and housing advocates. Avesta's has a proven track record of completing projects on time, on budget, and exceeding expectations.

Avesta's current development division staff draws from broad and extensive experience in the areas of housing, finance, community lending, urban planning and development, law, and advocacy.

**Dana Totman** became the President and CEO of Avesta Housing in 2000. Prior to that, Mr. Totman was the Deputy Director of Maine State Housing from 1994 to 2000 and previously was employed by Coastal Economic Development Corporation from 1984 to 1994 where he was the Executive Director.

Mr. Totman's career has focused on non profit and government management and leadership including leading organizations through significant change. Mr. Totman has designed numerous housing

development, social service and community development programs. Mr. Totman has a B.A. in Public Management from the University of Maine and an MBA from Southern New Hampshire University and he has attended Duke University's Government Leadership Program.

His community service includes Midcoast Regional Redevelopment Authority; Brunswick Planning board; MEREDA Board (V.P.); Maine Affordable Housing Coalition (Sec/Treasurer); Federal Home Loan Bank Advisory Council; Bath Chamber of Commerce (Board Chair) , Southern Maine Affordable Rental Housing Coalition (Chairman), Interagency Taskforce on Homelessness (Chairman), Maine Community Action Association (President), MREDA (Board) , Maine Association of Realtors Foundation (Board), Tedford Shelter (Board Treasurer), Midcoast Health Services (Board), Northern New England Housing Investment Fund (Board) and Brunswick Welfare Appeals Board.

**Debora Keller** joined Avesta Housing in October 2004 and serves as Director of Development. She manages the development, financing and construction of Avesta's affordable housing efforts. Ms. Keller previously served as Development Officer for Avesta.

Prior to joining Avesta, Deb was Associate Director of the Genesis Fund, a Maine-based Community Development Financial Institution providing loans to nonprofit organizations. At Genesis, Deb managed the organization's \$3.0 million loan portfolio and was responsible for marketing, underwriting, monitoring, and servicing for all lending activity. She has extensive past work experience with non-profit community development organizations around the country. Deb started her housing career as a VISTA Volunteer in Iowa where she created a security deposit loan program for low income clients and a breakfast café for the homeless.

Ms. Keller holds a Bachelor of Arts from Indiana University and a Masters Degree from Tufts University in Urban and Environmental Policy and Planning. She currently serves on Maine's Region I Homeless Council.

**Ethan Boxer-Macomber** joined Avesta Housing in 2006 as a Development Officer. He is responsible for managing all aspects of multifamily rental and single family ownership projects from concept to completion. Mr. Boxer-Macomber also advocates for affordable housing in the region.

Mr. Boxer-Macomber has broad experience in the areas of land use planning and community and international development. He has worked as an Urban Planner for the Cities of Davis, California and Portland, Maine and as the City of Portland's CDBG Program Manager. He has also managed programs for at-risk youth and served as a Protected Areas Management Volunteer in Honduras with the US Peace Corps.

Mr. Boxer-Macomber earned a BS in Natural Resources and Ecology from the University of Maine, Orono and an MS in Community Planning and Development from the University of California, Davis and is a certified land use planner with the American Institute of Certified Planners (AICP).

**Gregory Payne** joined Avesta Housing in 2007 as a Development Officer. In addition to his responsibilities for managing all aspects of multifamily rental projects from concept to completion, Mr. Payne serves as staff to the Maine Affordable Rental Housing Coalition.

Mr. Payne has more than 15 years of experience working on issues related to housing and homelessness both in Georgia, where he worked for the Metro Atlanta Task Force for the Homeless, and in Massachusetts, where he worked for the Massachusetts Coalition for the Homeless. Following his graduation from law school, he worked in Boston for five years as a real estate attorney specializing in affordable housing, most recently at Goulston & Storrs P.C.

Mr. Payne earned a B.A. in Economics from the College of the Holy Cross in Worcester, MA and a J.D. from Northeastern University School of Law in Boston. Mr. Payne is an admitted member of the Maine Bar Association.

### **Planning and Design: Alan Holt – Community Design Studio**

**Alan Holt** received his Masters in Architecture from Columbia University and has been a registered architect since 1990. Alan has focused his career on creating healthy communities through community planning and urban design.

From 2003 to 2008 Alan was the co-founder of Holt & Lachman Architects + Planners in Portland, Maine where he led community planning efforts for municipalities around the State (Portland, South Portland, OOB, Harpswell, Brunswick, Topsham, Ogunquit), as well as working for neighborhood groups and developers. Before that, he served for six years as the *Urban Designer* for the City of Portland, Maine, where his work included designing streetscapes, parks and plazas; development of design guidelines; and facilitating community-planning projects for neighborhood revitalization and waterfront redevelopment. Before coming to Portland, Alan covered a similar range of urban design for the City of New Bedford, Massachusetts as that city's first *Director of Design and Construction*.

Since 2001 Alan has been an *Adjunct Professor* at the Muskie School of Public Service where he teaches on the Planning Workshop in the Community Planning program. In 2007, the Planning Workshop assisted the City of Portland with a Design Workshop for creating a vision for the Adams School.

### **Architects: Alan Kuniholm and Marilyn Leivian - Portland Design Team**

**Alan Kuniholm** was one of the first architects in Maine to receive LEED accreditation, and is known as an advocate for sustainable design and for his extraordinary design and drawing skills. Alan has been a principal at PDT architects since 1994 and has been practicing architecture in Maine for 24 years.

Alan is the designer of 50 Sewall St., Maine's first LEED-certified office building, and he was principal-in-charge of the College of Education, Health, and Rehabilitation at the University of Maine at Farmington, which has received LEED Silver certification.

His recent design work includes Brunswick Elementary School; Unity College Master Plan; Lewiston District Court, which received a 2003 Statewide Historic Preservation Honor Award; and the Maine Criminal Justice Academy, which received the same award in 2002.

Alan is currently the Green Schools Advocate for the Maine Chapter of the U.S. Green Building Council, and he is a frequent speaker on green, sustainable design issues.

**Marilyn Leivian**, a registered architect in Maine for 22 years, rejoined PDT Architects in 2006 after fourteen years in solo practice. Using her expertise in housing design and project management, Marilyn has been project architect/manager for several multi-unit residential projects throughout southern and central Maine.

At PDT, Marilyn strengthens the team with extensive knowledge of finely detailed design and special attention to budget and schedule as well as considerable management skills. Besides her housing projects, she has been project architect/manager of a district-wide five-school group of renovation and addition projects for MSAD #15. She is also the chair of the Membership Committee of the Maine Chapter of the U.S. Green Building Council.

### **Landscape Architect: Regina Leonard**

**Regina Leonard** is a licensed landscape architect and Maine native. Her landscape architecture and design practice based in Topsham, Maine, offers a diverse range of site planning and design services in both the public and private sectors. Ms. Leonard's experience includes a wide range of civic-scale work, including streetscape and downtown master planning and site redevelopment projects; design and planning for public parks, playgrounds, and trails.

Ms. Leonard is registered with the State of Maine and is professional certified by the Council of Landscape Architecture Registration Board. She is also a member of the American Society of Landscape Architects and its local Boston Chapter.

Regina Leonard is well-acquainted with the City of Portland, both through her professional work as a landscape architect and as a long-time resident of the Parkside Neighborhood. Her background as a municipal landscape architect for the City of Portland lends a unique perspective to her practice today. She understands the inherent complexities of moving projects forward in a municipal setting and has demonstrated experience working with City of Portland staff, elected officials, neighborhoods, and interest groups toward common goals. Her ongoing projects in Portland include work at Fort Sumner and Fort Allen Parks, the Eastern Promenade, Winslow Park, and Deering Oaks.

### **Site / Civil Engineer: Barry Sheff – Woodard and Curran**

**Barry Sheff**, P.E. is a Senior Project Manager at Woodard & Curran with 15 years of experience with civil/site development and environmental engineering projects, and a background in hazardous waste and surveying. Barry has permitted, designed, and managed many major projects in the City of Portland for the public and private sectors, and has tried to focus his work on what sustainable environmental design; he is committed to finding the balance between process, relationships, and results, and is energized by collaborating with owners and stakeholders to develop practical solutions

to complex problems. Barry also has significant City of Portland design experience that enables him to successfully design infill and urban redevelopment projects on and off the peninsula. In his engineering role Barry provides professional services for roadway, stormwater management and drainage systems, and utility infrastructure design; environmental and land-use permitting including Federal, State and local permitting processes; and wastewater collection system planning, permitting, and design. In the project management role, Barry is responsible for maintaining regular communications with his clients, coordinating Woodard & Curran staff, contracting, and invoicing; he has strong cost estimating experience; a track record of understanding expectations; consistent budget controls; and excellent communication skills.

### **Sales and Marketing: Rita Yarnold – Bay Realty**

**Rita Yarnold** was born and raised on Munjoy Hill and attended the Marada Adams School as a child. In 1986 Rita formed Bay Realty, which for 22 years has focused on all forms of residential real estate transactions; primarily on the Portland peninsula. Rita is the current president elect of the Maine Association of Realtors and is a past President of the Greater Portland Board of Realtors.

## **6. Occupancy and Management Plan**

### **A. Ownership Structure**

With the development of Beckett Green will come the creation of a Beckett Green homeowner's association. The property's land and structures will be owned and managed by the association which will be solely responsible for maintenance and upkeep of the property and enforcement of association rules and restrictions. In this way, residents of moderate income will have the ease and dependability of having exterior building maintenance, grounds work, and snow removal, and property insurance covered in a single monthly association fee. Likewise, abutters will enjoy assurances that the property will be well maintained. Avesta Housing's property management division will offer a complete host of administrative and management services to the home owner's association.

All individual units and at least one of any clustered pair of units will always be owner occupied as dictated by deed restrictions.

### **B. Pricing and Affordability**

A clear majority of the units in Beckett Green will be sold at prices affordable to qualified families earning between 80 and 120% of Area Median Income. This calculation will be inclusive of mortgage principle, interest, tax, insurance, and association fees.

Avesta will also assist potential buyers in identifying and qualifying for favorable financing terms through programs such as MaineHousing first time homebuyer program and by working with a community lender to develop a loan portfolio for the project.

### **C. Resale Restrictions**

Sellers will be bound to a maximum sale price as determined by a formula driven by the Area Median Income. The unit will be made affordable to a qualifying family purchasing at same income targeting that the seller did when he/she purchased the property. As AMI increases from year to year, so will each owner's equity in the project.

Provisions for exceeding the maximum sale price will be made for cases where a seller can document that substantial physical improvements of continuing value and utility have been made to the property.

### **D. Resale Process**

At time of sale, Avesta Housing will monitor transactions to ensure that the terms of deed restricted affordability covenants are carefully and consistently followed. Avesta currently provides this service to three affordable ownership projects and has tracking systems in place.



## 7. Purchase Price

\$600,000 will be paid to the City of Portland for the purchase of the site. At \$15,000 per affordable unit, this sale price is consistent with recent land sales on the Portland peninsula.

\$400,000 of the sale price is capitalized to Beckett Green and \$200,000 is capitalized to the development of Marada Adams Park and other off site public improvements as per the development budget contained herein.

The price offered is contingent on the results of a Maine DEP Phase I Environmental Site Assessment (ESA). Industrial uses which included the handling of potentially toxic chemicals and metals are known to have been active on the site historically. To date the City of Portland has not conducted an ESA of any scope. If the ESA reveals that substantive remediation is necessary for the site to be developed, the City and the developer will work collaboratively on a solution and renegotiate the purchase price if necessary to offset clean up costs.

# EXHIBIT A

## PROPOSAL

**\*THIS PAGE MUST BE INCLUDED\***

The UNDERSIGNED hereby declares that they have read and understand all conditions as outlined in the invitation for bids, and that their proposal is made in accordance with same.

The UNDERSIGNED hereby declares that any person(s) employed by the City of Portland, Maine, who has direct or indirect personal or financial interest in this proposal or in any portion of the profits that may be derived therefrom, has been identified and the interest disclosed by separate attachment. (Please include in your disclosure any interest which you know of. An example of a direct interest would be a City employee who would be paid to perform services under this proposal. An example of indirect interest would be a City employee who is related to any officers, employees, principal or shareholders of your firm or to you. If in doubt as to status or interest, please disclose to the extent known).

TOTAL PRICE OFFERED FOR THE PROPERTY \$ 600,000 \*

The proposer acknowledges the receipt of Addenda numbered #1 and #2, attached  
(If Applicable)

COMPANY NAME: AVESTA HOUSING  
(Individual, Partnership, Corporation, Joint Venture)

AUTHORIZED SIGNATURE: [Signature] DATE: 7/22/2008  
(Officer, Authorized Individual or Owner)

PRINT NAME & TITLE: PRESIDENT

ADDRESS: 307 CUMBERLAND AVENUE  
PORTLAND, ME 04101

TELEPHONE: (207) 553-7777 FAX: (207) 553-7778

E-MAIL: dtotman@avestahousing.org FEDERAL TAX ID NUMBER: 01-0315296

SALES TAX EXEMPTION NUMBER: \_\_\_\_\_

**NOTE: All submittals must bear the handwritten signature of a duly authorized member or employee of the organization making the proposal. This sheet must be signed and returned with the proposal package.**

## EXHIBIT A

## RELEASE AND HOLD HARMLESS

I/We fully understand that the City of Portland, its agents, officers and employees accept no responsibility and will not be liable for any injury, harm or damage to my/our person or property occurring during or arising out of the entry by me/us onto the property known as the Adams School. To the fullest extent permitted by law, I/We do hereby agree to assume all risk of injury, harm or damage to my/our person or property (including but not limited to all risk of injury, harm or damage to my/our property caused by the negligence of the City of Portland, its agents, officers or employees) arising during or in connection with the said entry onto the property known as the Adams School. I/We hereby release and agree to indemnify and hold harmless the City of Portland, its agents, officers and employees from any and all liability, actions damages and claims of any kind and nature whatsoever (including but not limited to liability actions, damages and claims caused by or arising from the negligence of the City of Portland, its agents, officers or employees) for injury, harm or damages to my/our person or property known as the Adams School.

Dated: 7/22/2008

Signature 

Print name DANA TOSTMAN

Address: 307 CUMBERLAND AVENUE  
PORTLAND, ME 04101

# EXHIBIT B

## FOR THE SALE AND REUSE OF THE FORMER ADAMS SCHOOL SITE - Bid #7308

**DATE: June 26, 2008**

The attention of firms submitting proposals for the work named in the above Invitation is called to the following modifications to the documents as were issued.

The items set forth herein, whether of clarification, omission, addition and/or substitution, shall be included and form a part of the Contractor's submitted material and the corresponding Contract when executed. No claim for additional compensation, due to lack of knowledge of the contents of this Addendum will be considered.

\*\*\*\*\*  
ALL BIDDERS ARE ADVISED THAT RECEIPT OF THIS NOTICE MUST BE DULY ACKNOWLEDGED ON THE BID PROPOSAL FORM OR BY THE INSERTION OF THIS SHEET, SIGNED, AND SUBMITTED WITH YOUR PROPOSAL.

\*\*\*\*\*  
MATTHEW F. FITZGERALD  
PURCHASING MANAGER

---

### PLEASE NOTE THE FOLLOWING RESPONSES TO QUESTIONS WE HAVE RECEIVED REGARDING THE CITY OF PORTLAND'S BID NUMBER 7308 - FOR THE SALE AND REUSE OF THE FORMER ADAMS SCHOOL SITE

Question: *Do you have the square footage of the existing Adams School?*  
Answer: Our School Dept. records indicate (though neither unofficial nor double checked for accuracy) 16,989 SF

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### Receipt of Addendum No. 1 to the For the Sale and Reuse of the Former Adams School Site - Bid #7308

COMPANY NAME: ARISTA HOUSING  
SIGNED BY: Dana Totman DATE: 7/22/2008  
PRINT NAME & TITLE: DANA TOTMAN, PRESIDENT  
ADDRESS: 307 CUMBERLAND AVENUE  
PORTLAND, ME 04101 Zip Code

Addendum #1

# EXHIBIT B

## ADDENDUM #2

### FOR THE SALE AND REUSE OF THE FORMER ADAMS SCHOOL SITE - Bid #7308

**DATE: July 10, 2008**

The attention of firms submitting proposals for the work named in the above Invitation is called to the following modifications to the documents as were issued.

The items set forth herein, whether of clarification, omission, addition and/or substitution, shall be included and form a part of the Contractor's submitted material and the corresponding Contract when executed. No claim for additional compensation, due to lack of knowledge of the contents of this Addendum will be considered.

\*\*\*\*\*

**ALL BIDDERS ARE ADVISED THAT RECEIPT OF THIS NOTICE MUST BE DULY ACKNOWLEDGED ON THE BID PROPOSAL FORM OR BY THE INSERTION OF THIS SHEET, SIGNED, AND SUBMITTED WITH YOUR PROPOSAL.**

\*\*\*\*\*

**MATTHEW F. FITZGERALD  
PURCHASING MANAGER**

### PLEASE NOTE THE FOLLOWING RESPONSES TO QUESTIONS WE HAVE RECEIVED REGARDING THE CITY OF PORTLAND'S BID NUMBER 7308 - FOR THE SALE AND REUSE OF THE FORMER ADAMS SCHOOL SITE

**Question:** We are looking into the operational expenses of the school whatever info we can gather concerning the City of Portland's outlays for it, plus anticipated property tax revenues given any number of scenarios for the structure or land.

**Answer:** The utilities costs for the Adams School for the last Fiscal Year were: Water & Sewer \$800, Heating Oil \$8,900, and Electricity \$4,700. Taxes will be dependent on the type of development proposed. Since it's currently exempt, there is no accurate assessed value on it at this time.

### Receipt of Addendum No. 2 to the For the Sale and Reuse of the Former Adams School Site- Bid #7308

COMPANY NAME: AVESTA HOUSING

SIGNED BY: *[Signature]* DATE: 7/22/2008

PRINT NAME & TITLE: DANA TOTMAN, PRESIDENT

ADDRESS: 307 CUMBERLAND AVENUE  
PORTLAND, ME 04101

Zip Code

Addendum #2

# EXHIBIT C

## BECKETT GREEN

### Analysis of the Physical Context



**Building coverage:** Percentage of the building footprint on the overall parcel.

- ✓ *Beckett Green is consistent within 1% of the neighborhood context for building coverage.*

**Floor Area Ratio (FAR):** Whole building area (footprint and all additional floors/living areas) compared to the parcel area. The FAR is an expression of physical density.

- ✓ *Beckett Green has a physical density that is slightly less than the overall neighborhood average (9% lower FAR)*

**Density (DU/net acre):** The number of residential dwellings per net parcel area (net does not include public road rights-of-way).

- ✓ *Beckett Green provides slightly less residential density than the surrounding neighborhood.*

**Community Green Space:** The immediate neighborhood has no community green space.

- ✓ *Beckett Green sets aside 37% of the property for a public park.*

**Additional green space:** Private green space that is viewable from the sidewalks. This visual connection expands the pedestrian's experience of open space, and adds to the greening of the neighborhood.

- ✓ *Beckett Green sets aside 7% for this additional green space. Combined with the public park, 44% of the Adams site will be green space.*

| Study Area Data             | Number of Parcels | Total Dwellings | Total Parcels Area NET | Total Building Footprints | Total Building Area (NET) |
|-----------------------------|-------------------|-----------------|------------------------|---------------------------|---------------------------|
| <i>Neighborhood Context</i> | 104               | 242             | 343,686 SF             | 129,587 SF                | 297,522 SF                |
| <i>Beckett Green</i>        | 1                 | 40              | 65,413 SF              | 24,000 SF                 | 49,400 SF                 |

| Study Area Analysis         | Building Coverage | Floor Area Ratio | Density Net DU/Acre | Community Green Space | Additional Green Space |
|-----------------------------|-------------------|------------------|---------------------|-----------------------|------------------------|
| <i>Neighborhood Context</i> | 38%               | 0.86             | 30.7                | 0%                    | N/A                    |
| <i>Beckett Green</i>        | 37%               | 0.75             | 26.7                | 36%                   | 7%                     |

**Bangor  
Savings Bank**

You matter more.

EXHIBIT D

Avesta Housing  
307 Cumberland Avenue  
Portland ME 04101

City of Portland  
389 Congress Street  
Portland, ME 04101

July 22, 2008

RE: City of Portland, Maine Request for Proposal for the sale and reuse of the former Adams School site

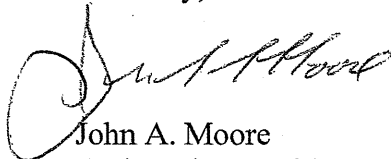
Gentlemen:

On behalf of Bangor Savings Bank I am pleased to provide this letter in support for the Avesta Housing submission for the above referenced Request for Proposals. Based on our prior experience with Avesta Housing for similar affordable housing development projects and a review of the financial elements of the proposal for the Adams School site we believe that that the applicant has the "ability to finance projected costs and develop a project of similar type and scale from a fiscal perspective".

Bangor Savings Bank has helped Avesta Housing complete successful affordable housing projects including Avesta Brickhill Cottages and Avesta Brickhill Heights in South Portland and Avesta Fore River Housing in Portland. The Bank has successfully sponsored Federal Home Loan Bank applications for Affordable Housing Program equity grants for Avesta Housing and has the capability to provide financing through tax increment financing credit enhancement agreements.

While this letter of support is not a commitment to lend, Bangor Savings Bank would welcome the opportunity to be a resource to Avesta Housing for financing and sponsorship any equity awards necessary in connection with this project. Our experience is that Avesta Housing is, in many ways, the premier affordable housing development organization in Maine with a solid record of supporting healthy and inclusive neighborhoods and helping to build strong and sustainable communities.

Sincerely,



John A. Moore  
Senior Vice President  
Community Development Lending