



Mary Davis

Division Director, Housing & Community Development Division

TO: Councilor Donoghue, Chair
Members of the Housing and Community Development Committee

FROM: Mary Davis, Division Director
Housing and Community Development Division

DATE: September 19, 2014

SUBJECT: Review and Recommendation to Proceed with a RFP for the Sale and Development of 65 Munjoy Street (former Adam's School Parking Lot)

SUMMARY

Since the last update to the committee on August 27th, the Housing and Community Development Office received the Munjoy Street Affordable Housing Feasibility Study completed by Bluestone Planning Group, a copy is included. Bluestone Planning was tasked with providing physical alternatives and financial feasibility that would maximize the affordable housing options for this site. They were asked to provide development alternatives that would blend in with the size and scope of the surrounding buildings while minimizing shadow impacts on the neighboring playground and greenspace.

Based on previous information provided to the Committee along with the information in the study included in this packet, staff is requesting that the Committee make a determination on the issuance of an RFP for development of this site.

COMMITTEE GOAL/COUNCIL GOAL ADDRESSED

Promote Housing Availability – Provide increased availability in all segments of the housing market while ensuring that there is a suitable balance of housing opportunities among those sectors. Objective: Complete assessment of and, as appropriate, begin to offer city owned property to construct affordable housing.

FINANCIAL IMPACT

Land cost is not reflected in the financial feasibility analysis presented. This site has an approximate assessed value of \$162,000. Any additional funds would be made available through the FY 2014-2015 HUD HOME funds set aside for affordable housing or the Housing Trust Fund.

STAFF ANALYSIS

In 2006 the Adams School closed and the City Council established the Adams School Reuse Committee. The Reuse Committee was charged with preparing recommendations for the reuse of the former school site. After extensive community outreach, the Adams School Reuse Committee issued a report which was accepted by the City Council in



Mary Davis

Division Director, Housing & Community Development Division

September of 2007. The vision of the Reuse Committee was to create the possibility of life-cycle living on Munjoy Hill by creating a variety of unit types and sizes in a mixed-income development. The committee wanted to create the maximum number of possible homeownership units that would be affordable at all different income levels. A Request for Proposals was issued in 2007 and Avesta Housing was the only developer to submit a proposal. The Avesta proposal included a 40 unit affordable residential development and community park. Due to market issues in 2008, it was difficult to obtain financing for the whole project and Avesta asked to divide the property into two parcels. The main parcel was developed into the existing 16 unit Adams School Condominium project. Avesta requested an option to develop the second parcel (which included the parking lot and the green space adjacent to the new playground) at a later date. The City elected not to grant the option to Avesta.

As noted above, the parking lot at 65 Munjoy Street was part of the original Avesta proposal. Currently, the site is used by the neighborhood for off-street and snow-ban parking. There has been neighborhood opposition to development of this site because of the loss of parking. Existing snow ban parking options include East End School, Cutter Street, Ocean Gateway Garage. Last year parking was allowed along the water side of the Eastern Prom from Turner to East End School which created approximately 100 spaces.

STAFF RECOMMENDATION

Staff is seeking direction and approval from the Committee to issue a Request For Proposals.

As mentioned above, the Bluestone Planning Group prepared the Munjoy Street Affordable Housing Feasibility Study. The study identifies two triple-decker styled flats with flat roofs as the most viable design option. This design would yield 8 units – two 2-bedroom units on the ground floor of approximately 800 net square feet and one 2- 3 bedroom unit of approximately 1,000 square feet on the 2nd and 3rd floors. The design would include two surface on-site parking spaces.

Based on this design scenario, the financial analysis indicates that these units would be more feasible as affordable home ownership units targeted to households between 100% to 120% of the area median income (Family of Two = \$61,875-\$74,250 & Family of Four = \$77,313-\$92,760). The analysis suggests a sales price of \$217,000-\$235,000 for the two bedroom units and \$245,000-\$285,000 for the three bedroom units.

Housing and Community Development staff is seeking a recommendation from the Committee to proceed with an RFP process to solicit interest in this site for residential

Portland, Maine



Yes. Life's good here.

Mary Davis

Division Director, Housing & Community Development Division

development. Staff is also seeking Committee approval of the RFP with discretion to staff to make minor edits.

ATTACHMENTS

Adams School Reuse Committee Executive Summary 07.27.2007

Adams School RFP May 19, 2008

Original Avesta Proposal for Adams School July 22, 2008

Munjoy Street Affordable Housing Feasibility Study dated August 28, 2014

Draft RFP for the Development of 65 Munjoy Street September 2014

Executive Summary

The Adams School site at 44 Moody Street is 1.5 +/- acres bounded by Munjoy, Moody, Vesper and Wilson Streets. Beckett Street once ran through the site. The site is on Munjoy Hill, on the southeast end of the Portland peninsula, in a neighborhood which is largely defined by 19th and early 20th century buildings. A public playground is on the site. The site is zoned R-6.

The Adams School opened in 1958 and served for many decades as a neighborhood school, community center, and gathering place for the Munjoy Hill community. The school was closed in 2006 when the East End School was opened.

The City established the Adams School Reuse Committee to gather information about the site and input from the community, and to make recommendations to the City Council regarding the re-use of the site. The Committee held public meetings twice a month, January through July 2007.

The Committee carefully reviewed the document titled “Members Input from Adams School Re-Use Meeting Organized Thematically, October 12, 2006” which was generated at a Munjoy Hill Neighborhood Organization meeting. This document was used as a basis of discussion, consideration, refinement, and recommendation throughout the entire process.

City staff provided a large amount of resource material to the Committee, including a thorough site assessment, relevant sections of the City’s Comprehensive Plan, Zoning Code, and Design Guidelines, and Census data. Information was provided on neighborhood scale design, green design, innovative ownership models, and infill development. A developer’s panel was held in which local real estate developers discussed projects that they had developed in the City’s R-6 zones. A meeting was held with senior housing developers to evaluate that option for the site.

A Community Design Day was held to facilitate brainstorming, generate “crazy ideas”, and enable creative designs for the Adams School site. The goal was to provide a full day workshop for citizens to envision and design possible alternatives for the reuse of the site. Over 50 community members participated in the day.

The Adams School Reuse Committee considered the input generated by the public process conducted through July 2007 and made the recommendations listed below. These recommendations are respectfully submitted to the City Council, for its consideration when developing the criteria for the Request for Proposals for the site, and the selection of a developer.

Policy Issues

- **Life Cycle Living.** The goal is to create the possibility of life-cycle living on Munjoy Hill. A variety of unit sizes, a mix of incomes, and accessible design should be incorporated in order to allow housing opportunities for all.

- **Connect the Neighborhood.** The development should not be an island unto itself, but rather blend into and enhance the surrounding Munjoy Hill community. The design of the site should knit the neighborhood together both physically and functionally.

Design Considerations

- **High Quality Design.** Excellence in architectural and landscape design is expected.
- **Traditional Design:** Design shall be reflective of the surrounding traditional neighborhood. New Urbanist principles shall be 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 should orient to the street.
- **Green Design.** The site and buildings shall be designed to be certifiable on the principles of *Leadership in Energy and Environmental Design for Neighborhood Design (LEED ND)*. The actual application for the certificate is the developer's choice.
- **Streetscape.** The development shall enhance the pedestrian experience and the public realm. Alternative transportation modes shall be accommodated and incorporated in the project.
- **Height:** Heights shall be less than or equal to the average of structures in a 2 block radius.
- **Permeability.** Design shall be permeable or porous. View corridors are encouraged. If the existing building is removed, Beckett Street shall be re-connected to its full width as a public, non-motorized right of way. If the existing building remains, a public walkway shall be provided along the north-south axis of the site. Year round accessibility is required.
- **Heterogeneity.** Design of the buildings on the site shall be heterogeneous, not homogenous.
- **Existing Building.** Reuse or removal of the existing building is the developer's choice.
- **Accessibility:** Universal Design principles shall be incorporated wherever feasible, to ensure that the design is physically accessible to the greatest range of users.

Housing Uses

- **Mixed Income and Affordability.** A mixed income development shall be provided, with the maximum number of affordable units that are feasible. Note that "affordability" is not necessarily defined by federal standards, but is open to creative interpretation and may be provided through mechanisms such as quality of finish materials or smaller unit sizes. From the outside of the units, there should be no distinguishable difference between unit values.
- **Ownership.** The maximize number of ownership units possible is desired (100% is encouraged). The Committee desires that there be a limit of one unit per buyer if this is feasible.
- **Alternative Ownership Models.** Alternative ownership models such as limited equity units, co-housing, or a land trust are encouraged in order to keep the units affordable over time.
- **Mix of unit sizes.** Units should be the following mix to accommodate families and singles:
 - 50% larger units (3-4 bedrooms) to serve family or blended family housing.
 - 25% smaller units (studios and 1 bedroom) suitable for single young people or seniors.
 - 25% to be decided by the developer.

Other Uses

- **Indoor Public Space.** Indoor public space that serves the needs of the Munjoy Hill community may be provided, such as a community center, community-based non-profit space, or elderly or child day care.
- **Outdoor Public Space.** Outdoor public space shall be provided for residents and members of the surrounding community, in addition to the existing playground. If the existing building is removed, Beckett Street shall be re-connected to its full width as a public, non-motorized right of way. If the existing building remains, the equivalent square footage in public open space shall be created elsewhere on the site. This shall incorporate a public walkway along the north-south axis of the site. Year round accessibility is required.
- **Playground.** A public playground shall be provided and maintained by the City either in its current location or relocated elsewhere on the south side of the site. A new playground shall be of equal size or greater to the existing. [Note: this may be parceled off prior to the RFP]
- **Parking.** Provide sufficient parking so as to not impact the existing neighborhood.

A. Reuse of the Adams School Site Final Draft Report July 27, 2007

The *Reuse of the Adams School Site Final Draft Report* should be referred to as a summary of site information, and for guidance on the community process and preferences. It is the proposer's responsibility to review the Final Adams School Reuse Committee Report either on the web or in print in the City's Purchasing Office in Room 103 City Hall. The document can be viewed online at: <http://www.portlandmaine.gov/adamschoolfinalreport.pdf> The Adams School Reuse Committee identified the following for the redevelopment of the site:

1. Policy Issues

- a. **Life Cycle Living** The goal is to create the possibility of life-cycle living on Munjoy Hill. A variety of unit sizes, a mix of incomes, and accessible design should be incorporated in order to allow housing opportunities for all.
- b. **Connect the Neighborhood** The development should not be an island unto itself, but rather blend into and enhance the surrounding Munjoy Hill community. The design of the site should knit the neighborhood together both physically and functionally.

2. Design Considerations

- a. **High Quality Design** Excellence in architectural and landscape design is expected.
- b. **Traditional Design** Design shall be reflective of the surrounding traditional neighborhood. New Urbanist principles shall be 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 should orient to the street.
- c. **Green Design** The site and buildings shall be designed to be certifiable on the principles of *Leadership in Energy and Environmental Design for Neighborhood Design (LEED ND)*. The actual application for the certificate is the developer's choice.
- d. **Streetscape** The development shall enhance the pedestrian experience and the public realm. Alternative transportation modes shall be accommodated and incorporated in the project.
- e. **Height** Heights shall be less than or equal to the average of structures in a 2 block radius.
- f. **Permeability** Design shall be permeable or porous. View corridors are encouraged. If the existing building is removed, Beckett Street shall be re-connected to its full width as a public, non-motorized right of way (a paved street is not desired). If the existing building remains, a public walkway shall be provided along the north-south axis of the site. Year round accessibility is required.
- g. **Heterogeneity** Design of the buildings on the site shall be heterogeneous, not homogenous.
- h. **Existing Building** Reuse or removal of the existing building is the developer's choice.

- i. **Accessibility** Universal Design principles shall be incorporated wherever feasible, to ensure that the design is physically accessible to the greatest range of users.

3. **Housing Uses**

- a. **Mixed Income and Affordability** A mixed income development shall be provided, with the maximum number of affordable units that are feasible. Note that “affordability” is not necessarily defined by federal standards, but is open to creative interpretation and may be provided through mechanisms such as quality of finish materials or smaller unit sizes. From the outside of the units, there should be no distinguishable difference between unit values.
- b. **Ownership** The maximize number of ownership units possible is desired (100% is encouraged). The Committee desires that there be a limit of one unit per buyer if this is feasible.
- c. **Alternative Ownership Models** Alternative ownership models such as limited equity units, co-housing, cooperative, or a land trust are encouraged in order to keep the units affordable over time.
- d. **Mix of unit sizes** Units should be the following mix to accommodate families and singles:
 - 50% larger units (3-4 bedrooms) to serve family or blended family housing.
 - 25% smaller units (studios and 1 bedroom) suitable for single young people or seniors.
 - 25% to be decided by the developer.

4. **Public Uses**

- a. **Indoor Public Space.** Indoor public space that serves the needs of the Munjoy Hill community may be provided, such as a community center, community-based non-profit space, or elderly or child day care.
- b. **Parking.** Provide sufficient parking so as to not impact the existing neighborhood.

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

Proposers are encouraged to consider alternative forms of ownership that will encourage a mixed income community with long term affordability for the maximum number of units.

The City is specifically soliciting proposals to reuse existing Adams School site for a mixed income, owner-occupied community with the maximum number of units permanently affordable. Affordability can be secured by a land use restriction covenant in the deed.

Ownership may take a variety of forms including, but not limited to, condominium, limited equity cooperative or land trust as long as permanent affordability survives the resale of units. Proposals must outline how they will maintain mixed incomes and affordability.

B. Land Use Regulations

Any redevelopment of this property will be subject to all applicable codes and regulations, including but not limited to building codes and zoning, site plan, subdivision and historic preservation requirements. Some relevant portions of these regulations are summarized below. Proposers are advised to refer to source documents for further information.

R6 Residential Zone. The Adams School site is located in the R6 Residential Zone. The R6 zone is characterized primarily by multifamily dwellings at a high density. Regulations for this zone are intended to provide a wide range of housing for differing types of households and to conserve the existing housing stock and residential character of the neighborhood. Parking requirements in the R-6 zone are 1.5 off-street spaces per dwelling unit.

R-7 Zoning Overlay. It is possible, given the City's interest in creating housing on the Portland Peninsula, that a proposed density for the reuse of the site may not meet the current R-6 zoning. Proposers may pursue an R-7 Zone change. The R-7 Zone allows higher density development and reduces the amount of off-street parking required to one off street space per dwelling unit.

Contract Zoning. The City of Portland's Land Use Code also provides for conditional or contract zoning in certain situations and circumstances. Under contract zoning, specific conditions or restrictions are drafted to provide zoning flexibility for the new use and ensure that the rezoning and reuse are consistent with the City's Comprehensive Plan. The new use must also be compatible with the surrounding neighborhood. Any zone changes would be subject to Planning Board review and approval and City Council approval if applicable.

Incentives for Affordable Housing. Portland's Zoning Ordinance provides incentives to developers of market-rate housing to incorporate affordable units. Information is found in Division 30 Section 14-484 of the City's Land Use Code. The incentives to encourage affordable rental and ownership opportunities include a reduction of development review and building permit fees, expedited review through the City's planning process, and bonuses for density and parking.

C. Property Taxes

The City requires that the property shall pay full property taxes as determined by Portland's Tax Assessor, once it is redeveloped.

III. THRESHOLD REQUIREMENTS

All proposals must incorporate the following threshold requirements for financial feasibility, green design, provision of a playground, a provision of public outdoor space, and salvage of the mural in the project design. These are threshold requirements that must be met, in order for the project to be eligible for further review.

A. Financial Capacity and Project Feasibility

The applicant must demonstrate financial capacity and project feasibility by:

- provide a business plan, which shall include prospective and committed sources of funding, development and operating budgets;
- a letter from a lending institution indicating the applicant's ability to finance the projected costs; and
- provide examples of prior projects that indicate the proven ability to develop a project of similar type and scale from a fiscal perspective.

B. Green Design

The site and buildings shall be designed to be certifiable on the principles of *Leadership in Energy and Environmental Design for Neighborhood Design (LEED ND)*, to be evaluated by a professional certified in LEED. The actual application for the certificate is the developer's choice.

C. Playground

A public playground exists on the site. It shall remain in its current location, or be relocated elsewhere on the south side of the site at the cost of the developer. Any new playground shall be of equal size and amenity, or greater to the existing. The playground will be parceled off during the review process, and owned and maintained by the City.

D. Outdoor Public Space

Outdoor public space shall be provided for residents and members of the surrounding community, in addition to the existing playground. There are two options to achieve this goal as follows. If the existing building is removed, Beckett Street shall be re-connected as a public, non-motorized right of way, access and view corridor (a paved street is not desired). If the existing building remains, public open space shall be created elsewhere on the site. This shall incorporate a public walkway along the north-south axis of the site. Year round accessibility is required.

E. Existing Mural

There is a concrete mural on the existing building that holds sentimental value for many neighborhood residents. The mural is made of concrete with an indented design. It was originally created by school children, one of whom is now a noted artist. Proposals for the site shall either present a plan to remove and store the mural with the assistance of an art conservator, or incorporate the mural in the proposed design, in a manner that is visible from the public realm.

IV. SUBMISSION REQUIREMENTS

Proposals shall be written and presented in the following format; please use the headings presented below for the organization of responses. Submission of graphic materials is desirable.

A. Proposal Submission

1. **Developer** Name, address, telephone, fax number of the proposed owner/developer and the name(s) of an alternative contact person(s).
2. **Proposal** Each proposal submitted must specifically outline the proposed reuse of the property. This proposal should include the requirements for the site, and the compliance with the goals in the *Reuse of the Adams School Site Final Draft Report*.
3. **Financial Feasibility.** Provide a business plan, which shall include prospective and committed sources of funding, development and operating budgets; a letter from a lending institution indicating the applicant's ability to finance the projected costs; and provide examples of prior projects that indicate the proven ability to develop a project of similar type and scale from a fiscal perspective.
4. **Timetable** Provide an overview of how the proposal will be implemented. Include approximate schedule for completion of each element, including applications for other public or private financing, and approximate cost estimate for each element.
5. **Developer Capacity** Identify the qualifications and experience of the development team for the project including a list of previously completed projects similar to the proposed project. This team may include key staff of the developer, architect, general contractor and future property management. Also discuss the ability to complete the project including the qualifications of the development team, management plan, experience, capacity, project readiness to proceed, and timeframe for completion.
6. **Occupancy and Management Plan** Present a plan detailing the ownership structure (condominium, cooperative, etc.), resale restrictions and resale process to ensure mixed income and long-term affordability.
7. **Purchase Price** Proposed purchase price for the property.
8. Drawing submissions which include, but are not limited to the following:
 - Schematic Design
 - Site and Layout Plan
 - Elevation Drawings
 - Sample Floor Plan
 - Perspective Renderings.
9. **Copies** 7 copies, with the original so marked, of each proposal shall be submitted.

V. REVIEW PROCESS

- A. Proposals will be reviewed for completeness.

- B. A technical team will review submissions and give the City Council’s Community Development Committee (CDC) a summary of the proposals, recommendations and a report detailing the approach of each proposal. The team’s recommendations are advisory only.
- C. The Community Development Committee will review the proposals and recommend one to the full City Council for review and approval.
- D. Upon completion of the award, a purchase and sale agreement will be negotiated (see legal requirements).

Public presentations may be required at any or all stages of the process.

VI. EVALUATION OF PROPOSALS

A. Conditions for Review

In general, the proposals for the site will be evaluated according to the policy goals for the site identified by the Adams School Reuse Committee. In addition, proposals must incorporate the threshold requirements listed below, in order for the project to be eligible for further review.

- 1. **Life Cycle Living** The goal is to create the possibility of life-cycle living on Munjoy Hill. A variety of unit sizes, a mix of incomes, and accessible design should be incorporated in order to allow housing opportunities for all.
- 2. **Connect the Neighborhood** The development should not be an island unto itself, but rather blend into and enhance the surrounding Munjoy Hill community. The design of the site should knit the neighborhood together both physically and functionally.
- 3. **Threshold Requirements** Additionally, the proposals shall incorporate the requirements listed in Section III page 6 for the incorporation of LEED ND design requirements, provision of a public playground, access through the site, and preservation of the existing mural.

B. Criteria for Review the proposals will be evaluated according to the criteria below:

Compliance with Design, Housing and Public Use Goals (As described in Section II. 2, 3, and 4 on pages 3 and 4)	50 pts
Ability to complete the project including the qualifications of the development team, management plan, experience, capacity, project readiness to proceed, and timeframe for completion.	20 pts
Total price offered for property.	30 pts

VII. FINANCIAL RESOURCES

A. City of Portland Economic Development Center Resources

1. A variety of loan programs are available to assist business and industries redevelop this property. Loans may be used for building renovation, leasehold improvements, working capital and machinery and equipment. Loans are considered gap financing. Loan amounts are dependent upon the source of the loan funds and their use. Loans of up to \$200,000 may be available for building improvements.
2. Development Action Grants are available to provide assistance to property owners by providing funds to assist in the construction of public infrastructure required by private development. Development Action Grants are capped at \$25,000.

Loans and grants are subject to the approval of the Downtown Portland Corporation.

B. Housing Resources

1. City of Portland Housing Program

The City of Portland's Housing Program offers homeownership and housing rehabilitation focusing on providing decent, safe and affordable housing for low and moderate income residents of Portland. For more information please visit the website at <http://www.portlandmaine.gov/planning/housingprog.asp>

2. City of Portland's Housing Replacement Fund

The Housing and Neighborhood Services Division is offering an RFP to distribute Housing Replacement Funds in the City of Portland. The purpose of this fund is to promote and facilitate an adequate supply of housing, particularly affordable housing. For more information please call, 756-8246.

3. Maine State Housing Authority

Maine Housing offers several programs to encourage private development of affordable rental housing for families, seniors or persons with special needs. Low income housing tax credits, development loans, direct development subsidies, affordable housing tax increment financing and more. Please see their website for more information, www.mainehousing.org

4. Federal Home Loan Bank of Boston

The Federal Home Loan Bank of Boston administers an Affordable Housing Program through a competitive application process. For more information phone 888-424-3863 or visit their website, www.fhlbboston.com

VIII. LEGAL REQUIREMENTS

The selected developer will be required to provide a performance guaranty in the form of a letter of credit or a performance bond, the performance of the developer's obligations outlined in this Request for Proposal and subsequent contract to be negotiated with the City. This performance guaranty is separate from any performance guaranty that will be required as a result of the City's site plan review process.

The City shall convey the described real estate by quitclaim deed to the developer, or where the City has obtained a warranty deed for the real estate, it shall provide a warranty deed for the same to the developer. Any deed from the City will contain a restriction in the deed that the property must meet the permanent affordability requirements as described in this Request for Proposals.

In the event the City makes a financial contribution to a developer and to secure the developer's obligations, the City shall have a security interest in the form of a mortgage in the real estate to be developed. The terms of the mortgage shall be negotiated with the developer at the time of the commitment of funds.

IX. RESERVATION OF RIGHTS

The City of Portland reserves the right, at its sole discretion, to award all, a portion, or none of the available funding from this RFP, as well as reject any and all proposals for the City owned land, based on the quality and merits of the proposals received, or when it is determined to be in the public interest to do so. Furthermore, the City may extend deadlines and timeframes, as needed.

The City reserves the right to waive any informalities in proposals, to accept any proposal, and, to reject any and all proposals, should it be deemed for the best interest of the City to do so. The City reserves the right to substantiate the Proposer's qualifications, capability to perform, availability, past performance record and to verify that the proposer is current in its obligations to the City, as follows:

Pursuant to City procurement policy and ordinance, the City is unable to contract with businesses or individuals who are delinquent in their financial obligations to the City. These obligations may include but are not limited to real estate and personal property taxes and sewer user fees. Bidders who are delinquent in their financial obligations to the City must do one of the following: bring the obligation current, negotiate a payment plan with the City's Treasury office, or agree to an offset which shall be established by the contract which shall be issued to the successful bidder.

May 19, 2008

Matthew F. Fitzgerald
Purchasing Manager

X. ATTACHMENTS

1. Release and Hold Harmless Form
2. City Proposal Form

Reuse of the Adams School Site Final Draft Report is available for viewing in the City's Purchasing Office, Room 103, Portland City Hall, 389 Congress Street, Portland, ME between 8:00 am and 4:30 pm or online at <http://www.portlandmaine.gov/adamschoolfinalreport.pdf>.

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:

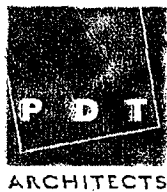


Table of Contents

Executive Summary.....	3
1. Developer.....	5
2. Proposal	
Development Proposal Summary.....	6
A. Compliance with Adams School Reuse Committee Recommendations.....	10
B. Land Use Regulations.....	13
C. Property Taxes.....	13
D. Compliance with Threshold Criteria.....	14
3. Financial Feasibility.....	16
4. Timetable.....	18
5. Development Team Capacity.....	19
6. Occupancy and Management Plan.....	24
7. Purchase Price.....	25
Exhibit A: Required RFP Forms	
Exhibit B: RFP Addenda #1 and #2	
Exhibit C: Analysis of Physical (Neighborhood) Context	
Exhibit D: Financial Capacity Letter from Bangor Saving Bank	
Exhibit E: Plans, Elevations, and Renderings	



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.

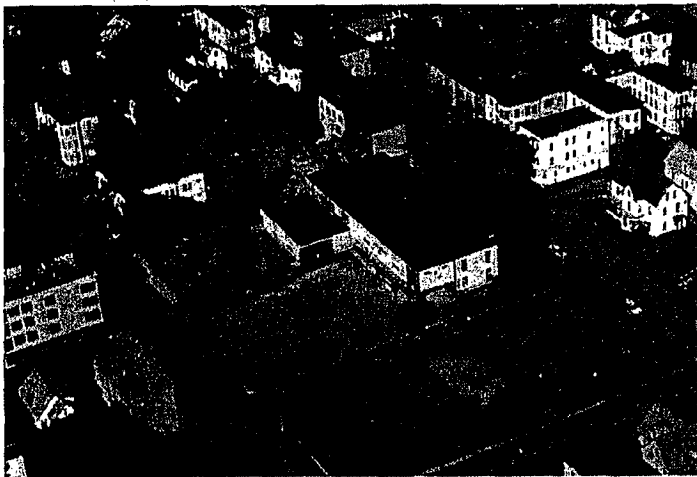
Marada Adams Park is designed to address the unmet public recreation, open space, programming, and public art needs of the neighborhood. Once developed, the park will be owned and operated by the City of Portland. Marada Adams Park provides a natural adventure playspace as an alternative to the manufactured 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

Avesta Housing
307 Cumberland Avenue
Portland, Maine 04101

Tel: (207) 553-7777
Fax: (207) 553-7778
www.avestahousing.org

Dana Totman, President and CEO
dtotman@avestahousing.org

Ethan Boxer-Macomber, Development
Officer
emacomber@avestahousing.org

Architect:

Alan Kuniholm
Marilyn Leivian
PDT Architects
49 Dartmouth Street
Portland, Maine 04101
(207) 775-1059
www.pdtarchs.com

kuniholm@pdtarchs.com
leivian@pdtarchs.com

Landscape Architect:

Regina S. Leonard
landscape architecture & design
29 Bridge St
Topsham, ME 04086
Tel. (207) 450-9700

rsldesign@juno.com

Community Design / Planning:

Alan Holt
Community Design Studio
17 Chestnut Street
Portland, ME 04101
Tel. (207) 761-4232

alan@communitydesignstudio.com

Site / Civil Engineer:

Barry Sheff
Woodard and Curran
41 Hutchins Drive
Portland, Maine 04102
(207) 774-2112
www.woodardcurran.com

bsheff@woodardcurran.com

Sales / Marketing Consultant:

Rita Yarnold
Bay Realty
559 Congress Street
Portland, Maine 04101
(207) 775-3838
www.bayrealtyassociates.com

rita@bayrealtyassociates.com



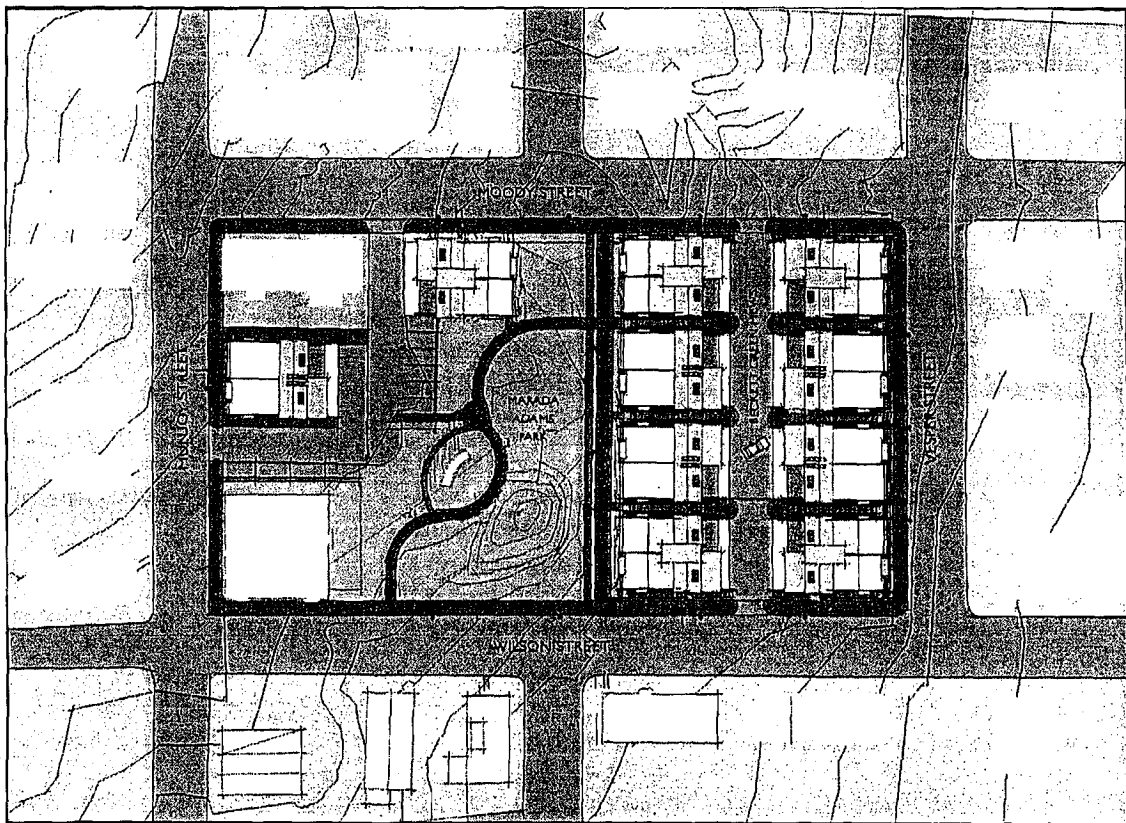
2. Proposal

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.



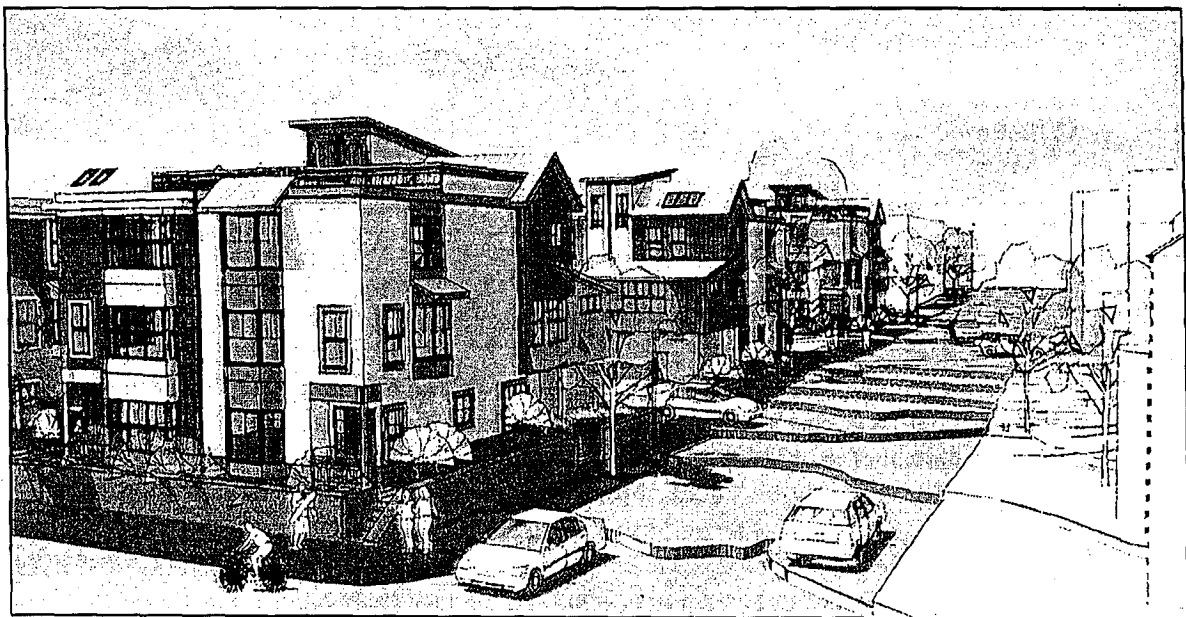
Beckett Green

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.

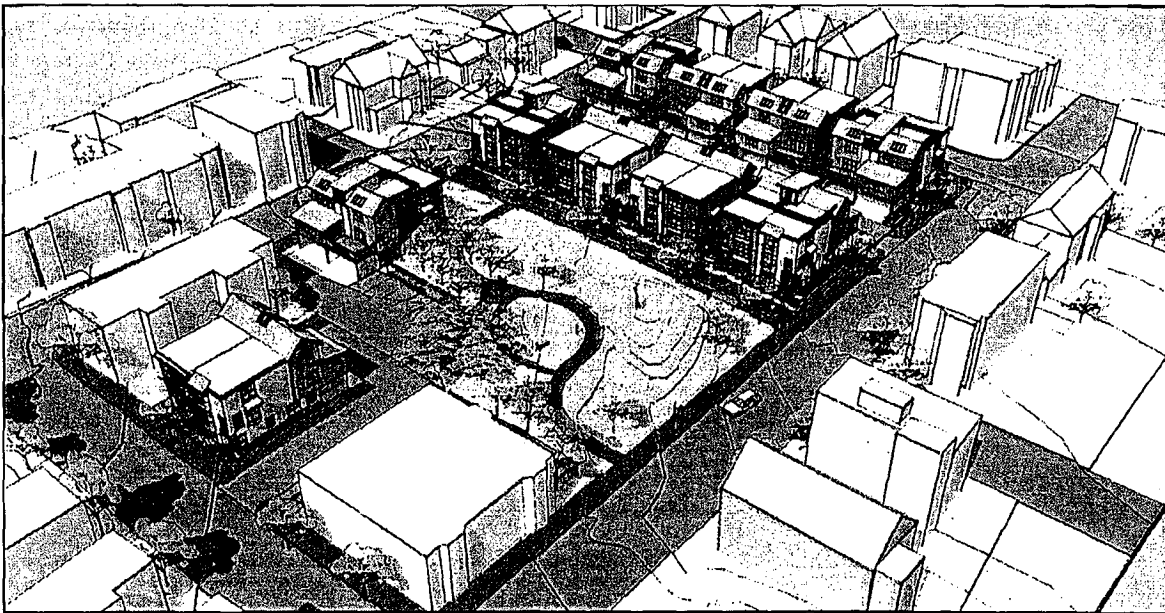
All homes sold as “affordable units” at Beckett Green will be so maintained in perpetuity through deed restrictions which will limit sales to moderate income buyers and will cap maximum sale price by formulaic reference to the Area Median Income as it changes from year to year.



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.

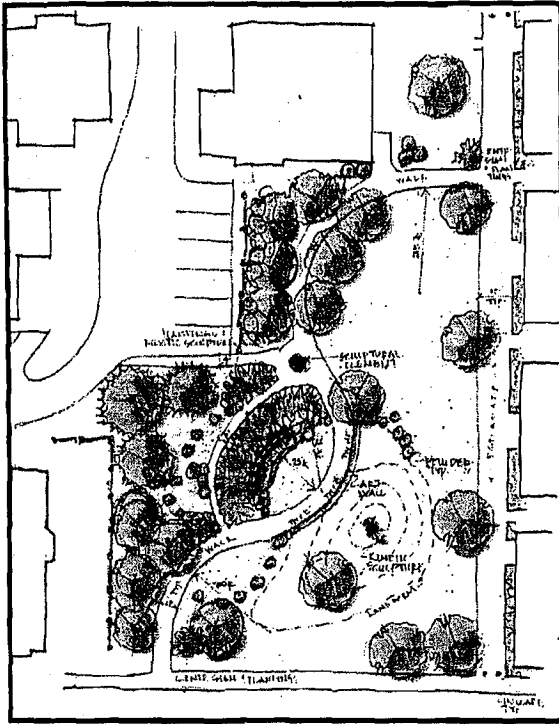
Avesta believes that the attached conceptual plan for Beckett Green can be accommodated by an R6 to R7 overlay map amendment. A zoning analysis is provided within this proposal. Avesta and the project design team look forward to the opportunity to work with the neighborhood, the City's Planning staff,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



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, oiel 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 40 Spaces)	24 40 + 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, 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-beroom unit will generate up to \$3,000. These combined taxes will generate up to \$140,000 in year one, a figure which will grow though he 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. Existing 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 cast 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
Total Construction	7,671,180	475,000	8,146,180
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
Total Soft Costs	1,816,020	155,686	1,971,706
TDC:	9,887,200	830,686	10,717,886



SOURCES	Housing	Public	Totals
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		800,000
NeighborWorks America	600,000		600,000
City HOME, CHODO, CDBG	300,000		300,000
MSHA Subdivision Program	240,000		0
TOTAL	9,887,200	830,686	10,717,886
Surplus / Deficit	0	0	0

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:

#Units	# Sales	Unit Type	Unit Price	Totals
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
		TOTAL		7,354,200

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.

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

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 on 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 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.

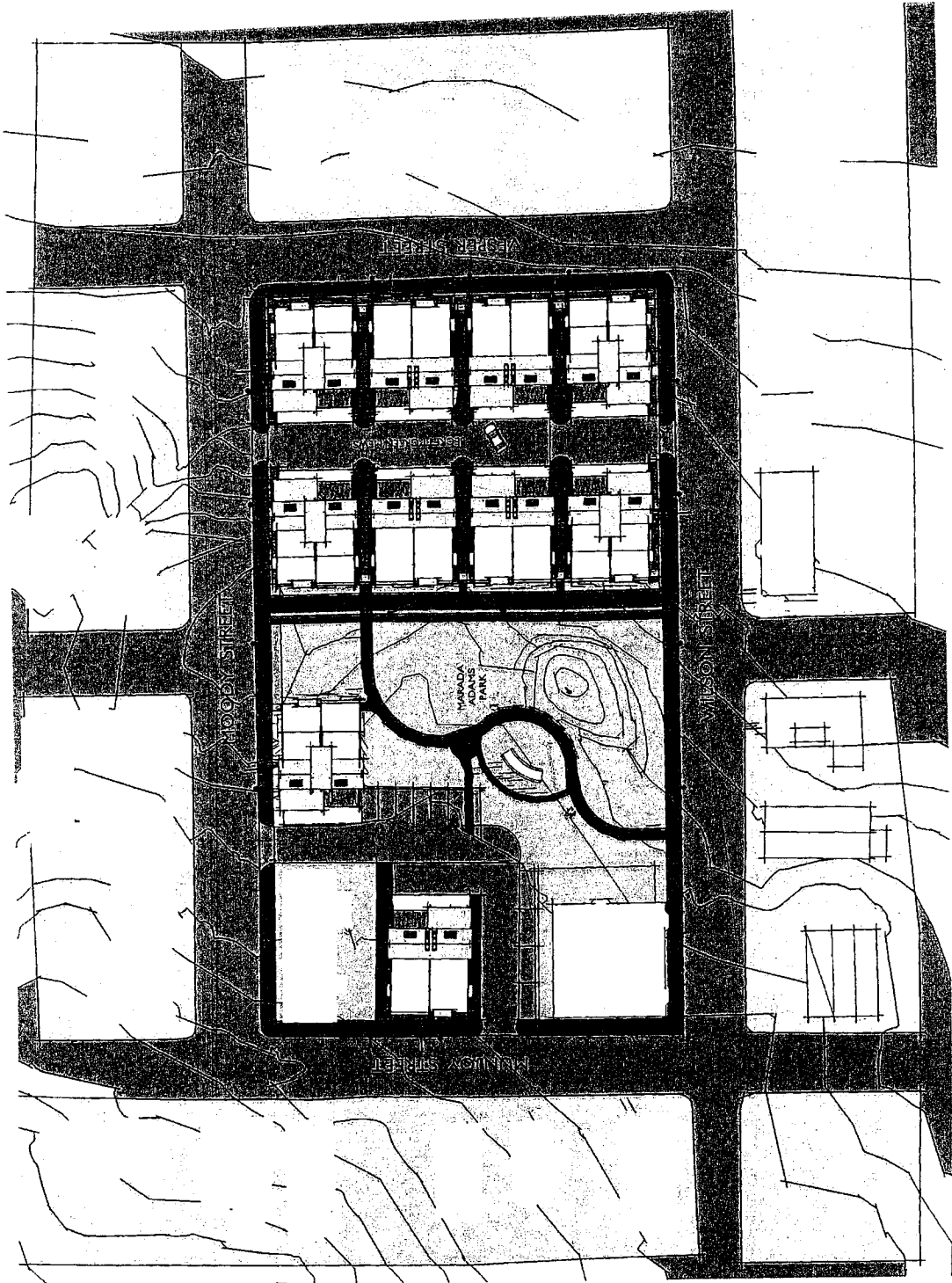
- ✓ *Beckett Green sets aside 37% of the property for a public park.*

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.*

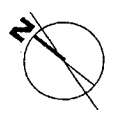
Study Area Data	Number of Parcels	Total Dwellings	Total Parcel Area (NET)	Total Building Footprints	Total Building Area (NET)
Neighborhood Context	104	242	343,686 SF	129,587 SF	297,522 SF
Beckett Green	1	40	65,413 SF	24,000 SF	49,400 SF

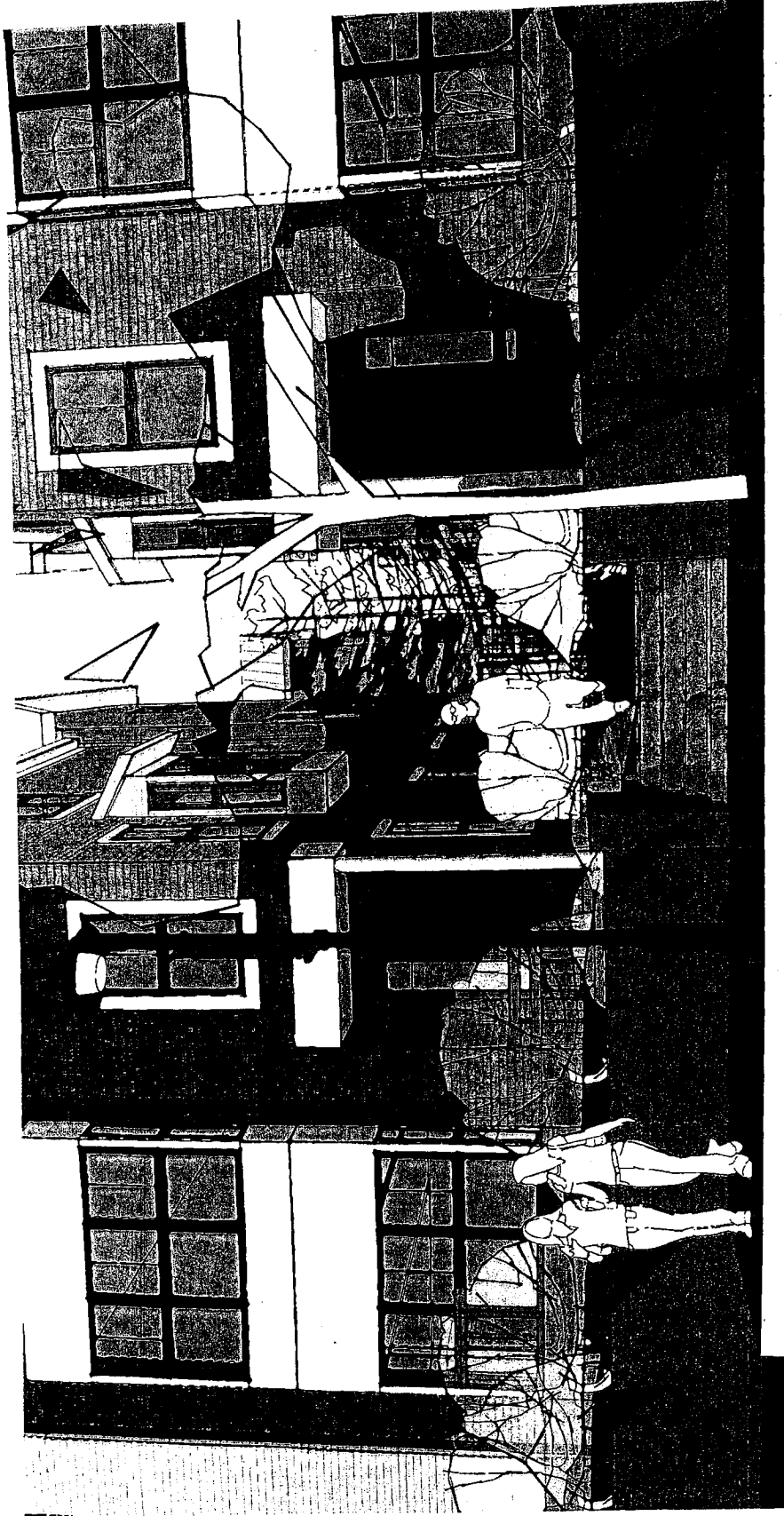
Study Area (Net)	Building Coverage	Floor Area Ratio	Density (DUs/Net Acre)	Community Green Space	Additional Green Space
Neighborhood Context	38%	0.86	30.7	0%	N/A
Beckett Green	37%	0.75	26.7	36%	7%



BECKETT GREEN
CONCEPT SITE PLAN

NO SCALE
JULY 18, 2008

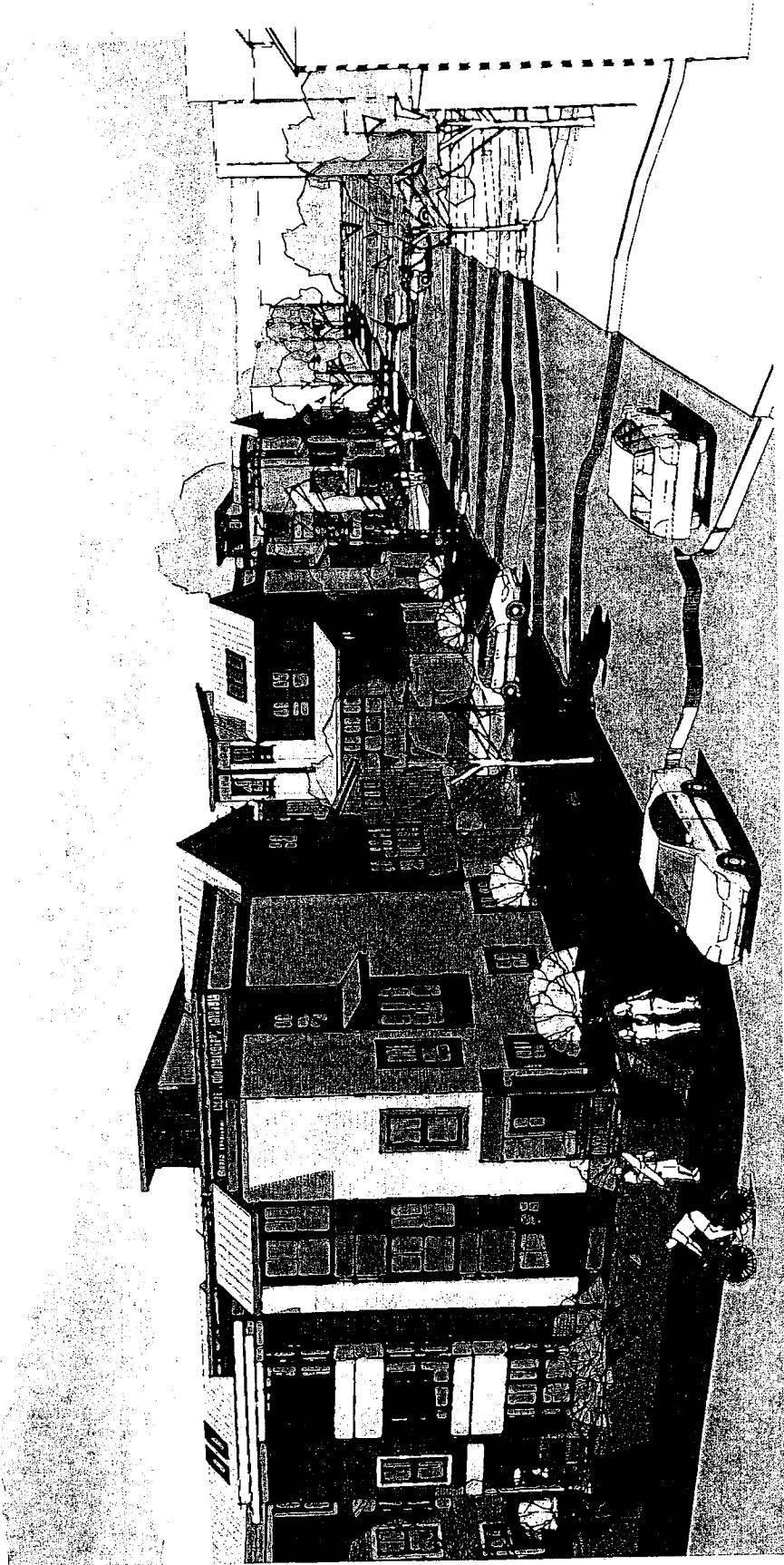




VIEW LOOKING TOWARD ENTRY COURT

BECKETT GREEN

NO SCALE
JULY 18, 2008



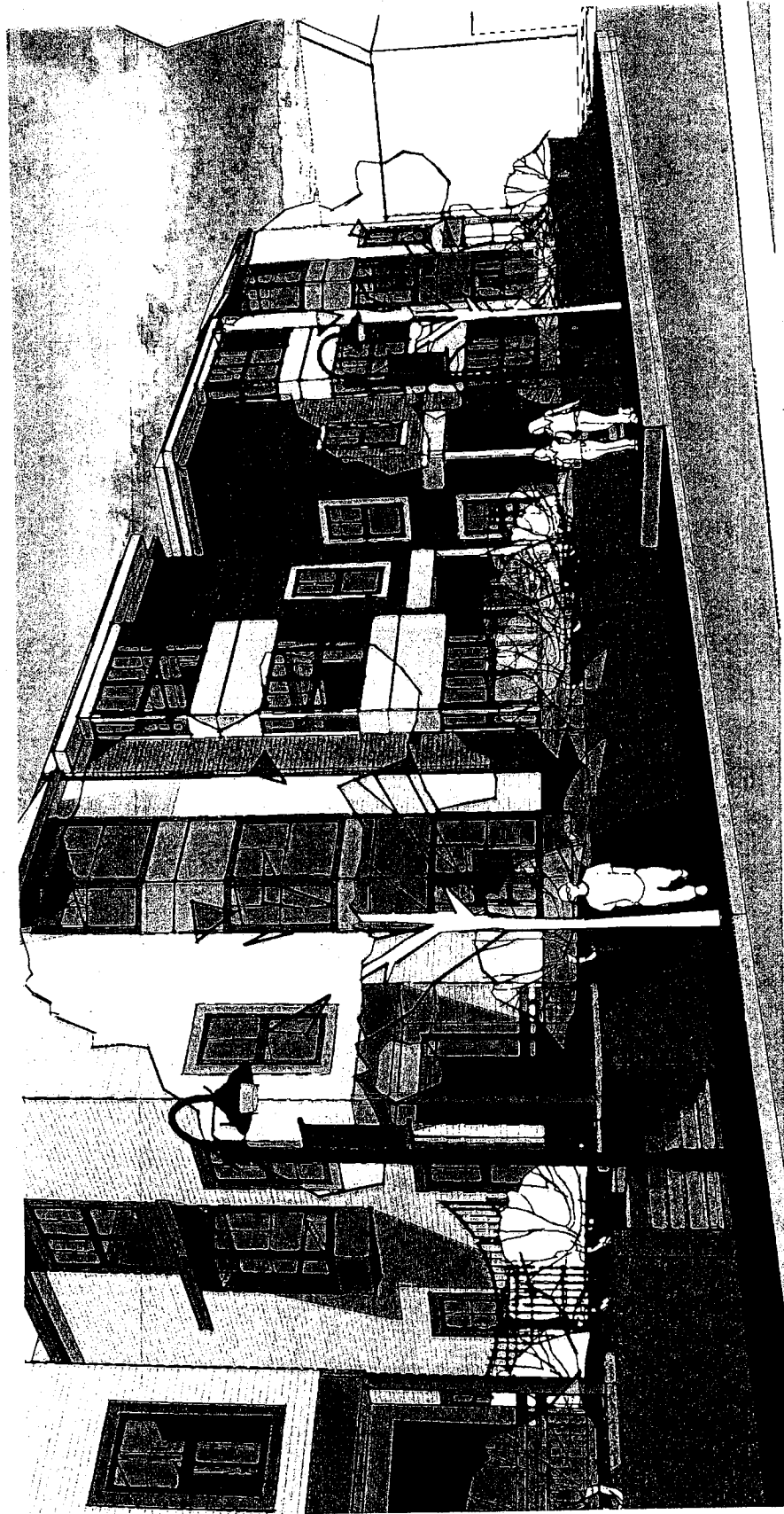
VIEW LOOKING SOUTH ALONG MOODY STREET



BECKETT GREEN

NO SCALE
July 18, 2008





VIEW LOOKING LOOKING WEST ALONG VESPER STREET



BECKETT GREEN

NO SCALE
JULY 18, 2008





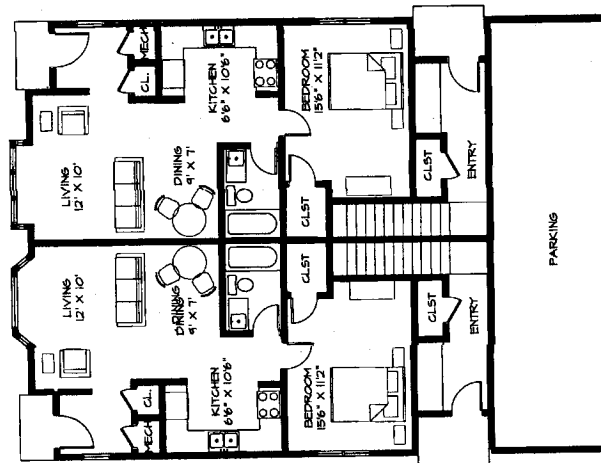
SITE VIEW LOOKING SOUTH

BECKETT GREEN
CONCEPT SITE PLAN

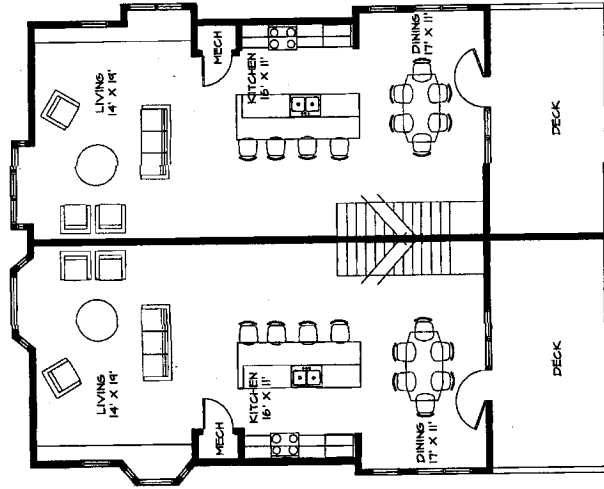
NO SCALE
JULY 18, 2006



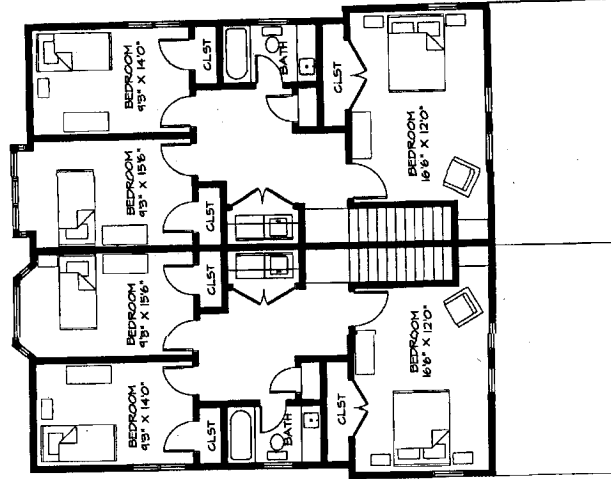
SCHEME B
 1 BR 660 SF
 3 BR 1,810 SF w/deck
 PARKING: 400 SF



FIRST FLOOR PLAN



SECOND FLOOR PLAN
 3 BR - Scheme B



THIRD FLOOR PLAN
 3 BR - Scheme B



BECKETT GREEN
 CONCEPT PLANS

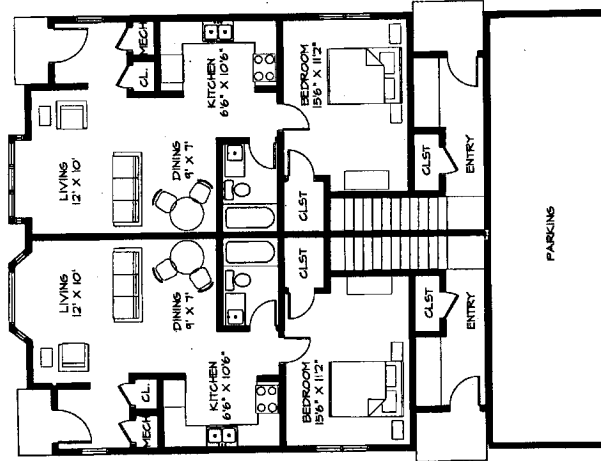
SCALE: 1/32" = 1'-0"
 July 18, 2008



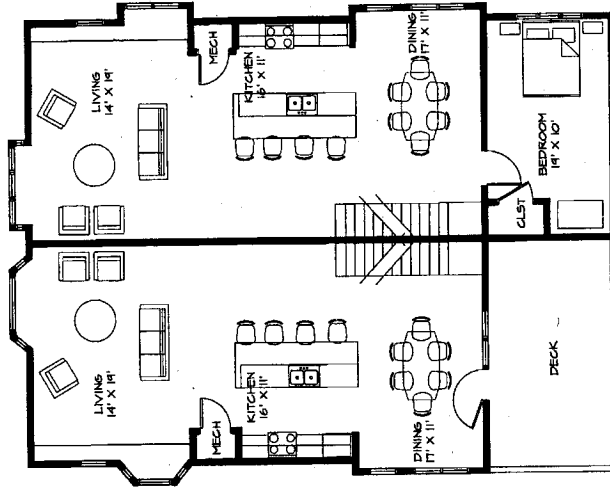
SCHEME A

1 BR 660 SF
 3BR 1,810 SF w/deck
 3BR 2,035 SF

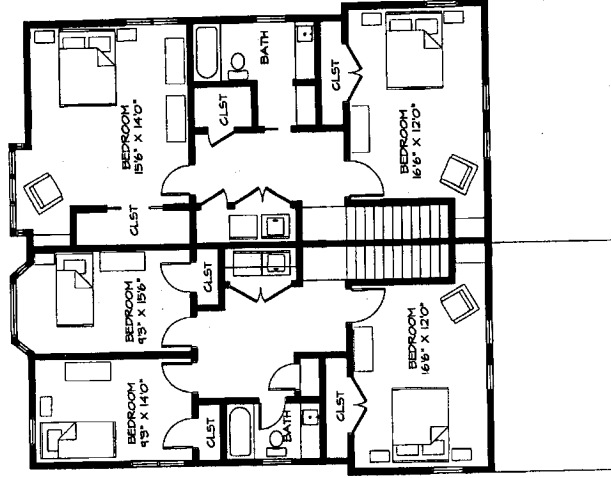
PARKING: 400 SF



FIRST FLOOR PLAN



SECOND FLOOR PLAN
 3 BR - Scheme A



THIRD FLOOR PLAN
 3 BR - Scheme A



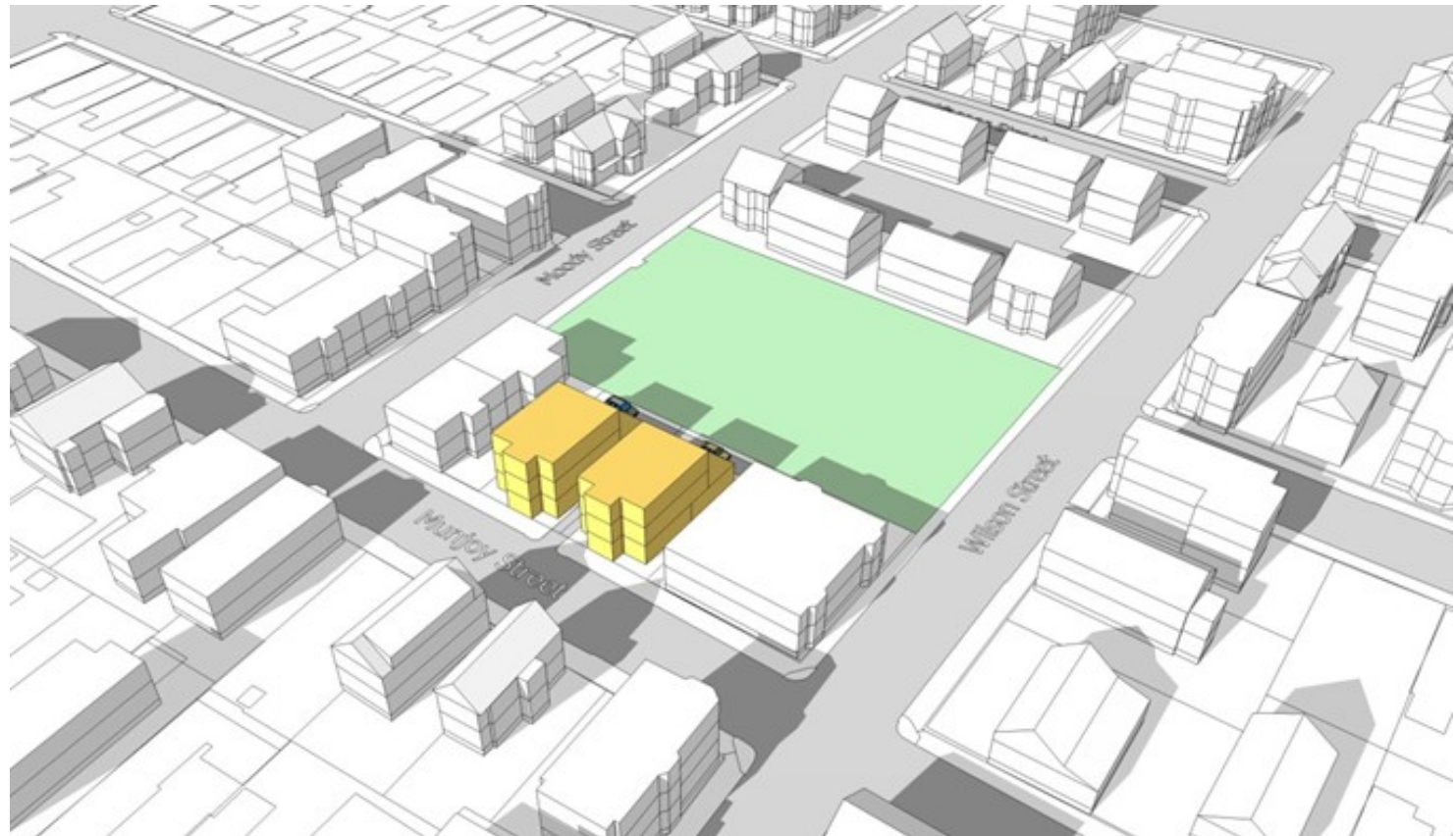
BECKETT GREEN
 CONCEPT PLANS

SCALE: 1/32" = 1'-0"
 July 18, 2008



Munjoy Street Affordable Housing Feasibility Study

FINAL DRAFT



City of Portland, Maine
Planning & Urban Development Department

BPG / Bluestone Planning Group
Stantec Consulting Services, Inc.
Stull and Lee, Inc.

August 28, 2014



Munjoy Street Site illustrating the adjoining neighborhood context and scale: This photograph shows the old Adams School before it was demolished and before the new Adams School Condominiums on Vesper Street, and the new midblock playground and park were recently constructed.

TABLE OF CONTENTS

Page No.

1.0	Introduction / Goals	4
2.0	Background & Context	5
3.0	Existing Conditions	7
	<input type="checkbox"/> The Neighborhood		
	<input type="checkbox"/> The Site		
	<input type="checkbox"/> Existing & Proposed Zoning		
	<input type="checkbox"/> Site Mitigation		
4.0	Issues & Opportunities	10
5.0	Alternative Housing Scenarios	11
6.0	Preferred Housing Alternative	19
7.0	Shadow Impacts	22
8.0	Funding & Implementation Strategies	23

1.0 Introduction & Goals

In July of 2014, the City of Portland Maine and the City Council, via its Planning & Urban Development Department, asked our team of design and real estate financial and funding consultants to examine the feasibility of developing new permanently affordable family-sized housing units on a small city-owned parcel of land on Munjoy Street in a residential neighborhood north of downtown Portland. This small 6,800 sq. ft. (0.15 acre) remnant parcel had been a part of the former Adams School block bounded by Vesper, Moody, Munjoy and Wilson Streets, and was used as that school's parking lot. In 2013 - 2014 most of the block was redeveloped as the Adams School Condominiums on Vesper Street and a new city playground and open space at mid-block.

The assignment given our team was to explore physical alternatives and financial feasibility to maximize affordable housing options on the target site while simultaneously blending in size and scale with the surrounding two and three story multi-family residences on adjoining parcels and blocks. Specifically, the goals of this feasibility exercise were to:

- ❑ Attempt to maximize the number of affordable family size housing units (min. 2 bedroom units), but in no case provide fewer than eight (8) new apartments;
- ❑ Develop housing no taller than three floors in height to fit the scale and height of homes on the surrounding blocks;
- ❑ Design the housing to meet new proposed R-6 District zoning standards and dimensional criteria;
- ❑ Provide only a limited number of on-site parking spaces, in accordance with parking criteria proposed in the new R-6 District zoning amendments. Provide the remainder of required parking on-street;
- ❑ Try to avoid locating new on-site parking spaces along the Munjoy Street frontage. Instead, either place on-site parking at the side or rear of the lot, and/or visually screen parking from street view;
- ❑ Design the new housing to a scale and height so as not to cast extended shadows over a new adjoining playground and green open space; and
- ❑ Examine the financial and funding feasibility of developing this housing for permanent affordable ownership family housing and provide the option of utilizing HOME funds.



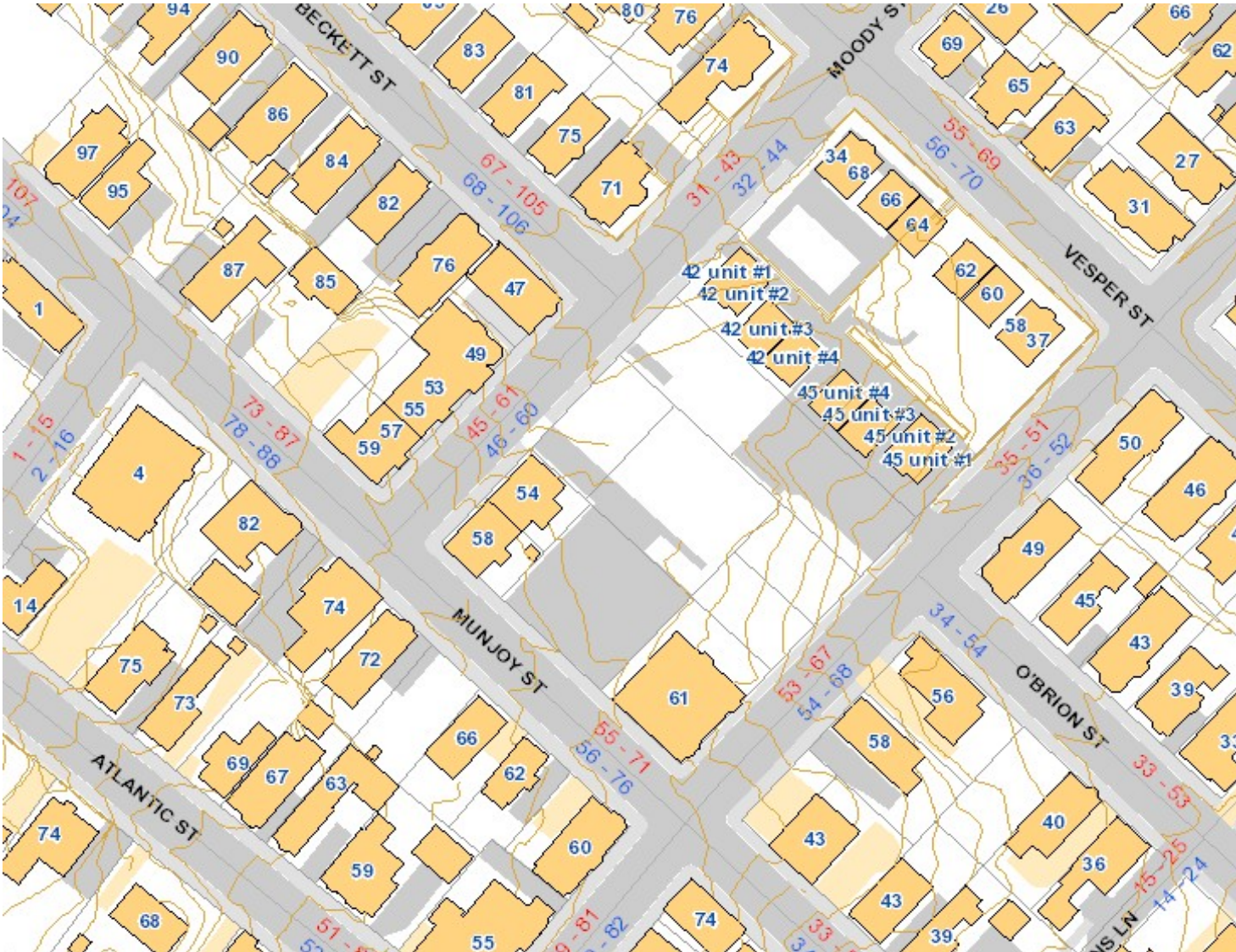
Munjoy Street Affordable Housing Site

2.0 Background and Context

The 6,800 sq. ft. (0.15 acre) Munjoy Street parcel is located in a relatively dense two and three story residential neighborhood north of downtown Portland and is close to the harbor. The site was once part of the city's Adams School property. In recent years, the school was closed and torn down so that the site could be redeveloped for affordable ownership housing, a playground, and open space.



Over the past year, sixteen (16) new family-sized two-story affordable townhouse units - Adams School Condominiums - were completed on the northeast portion of the block adjoining Vesper St. on a significantly larger parcel of land. Immediately to the southeast of this new housing, in the center of the former Adams School block, the City has also developed a new playground and green open space. The target Munjoy Street site is the last remaining undeveloped remnant parcel of the old Adams School. It is adjoined on Munjoy Street, on either side, by two-story privately-owned multi-family residential buildings.

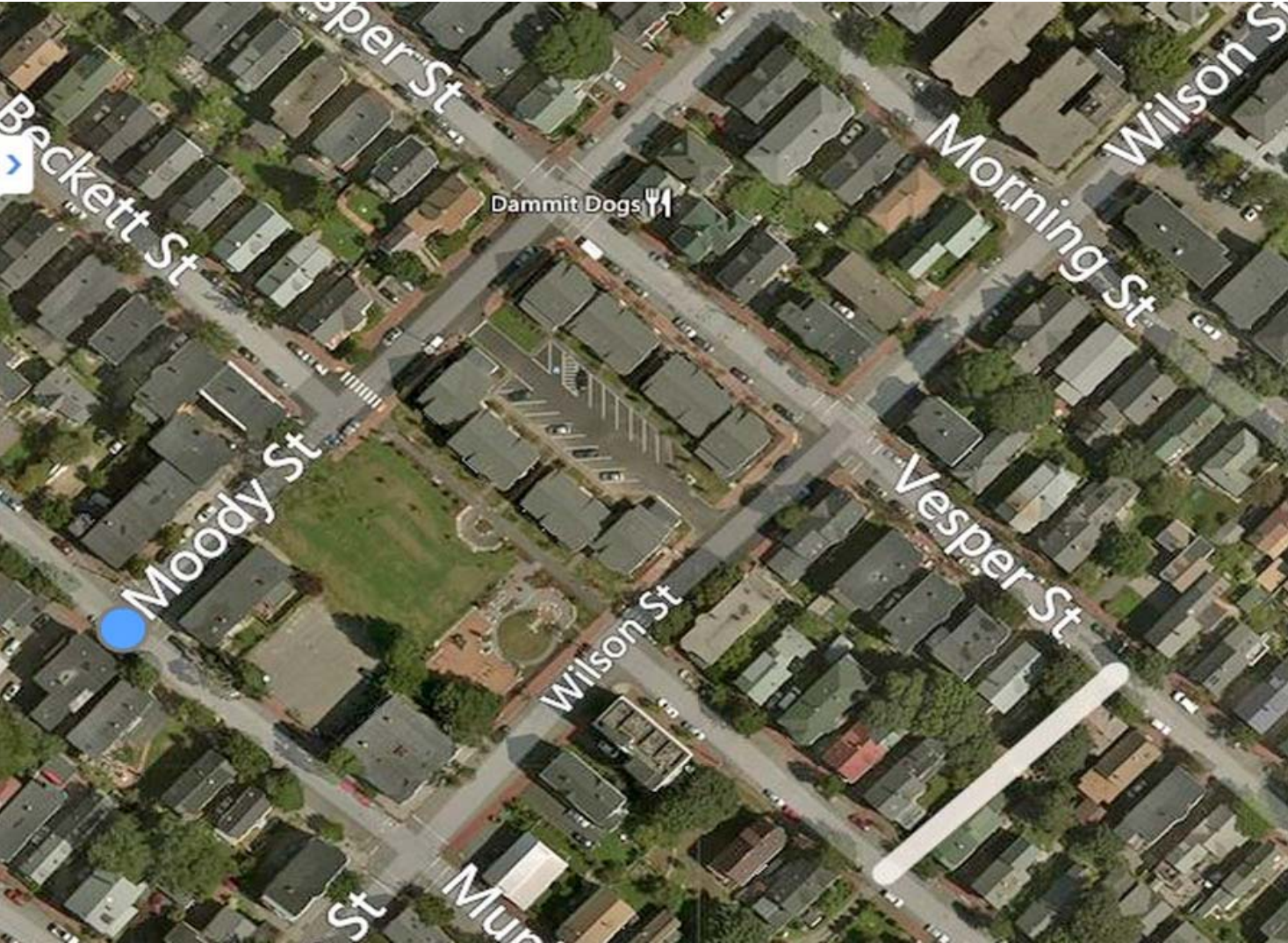


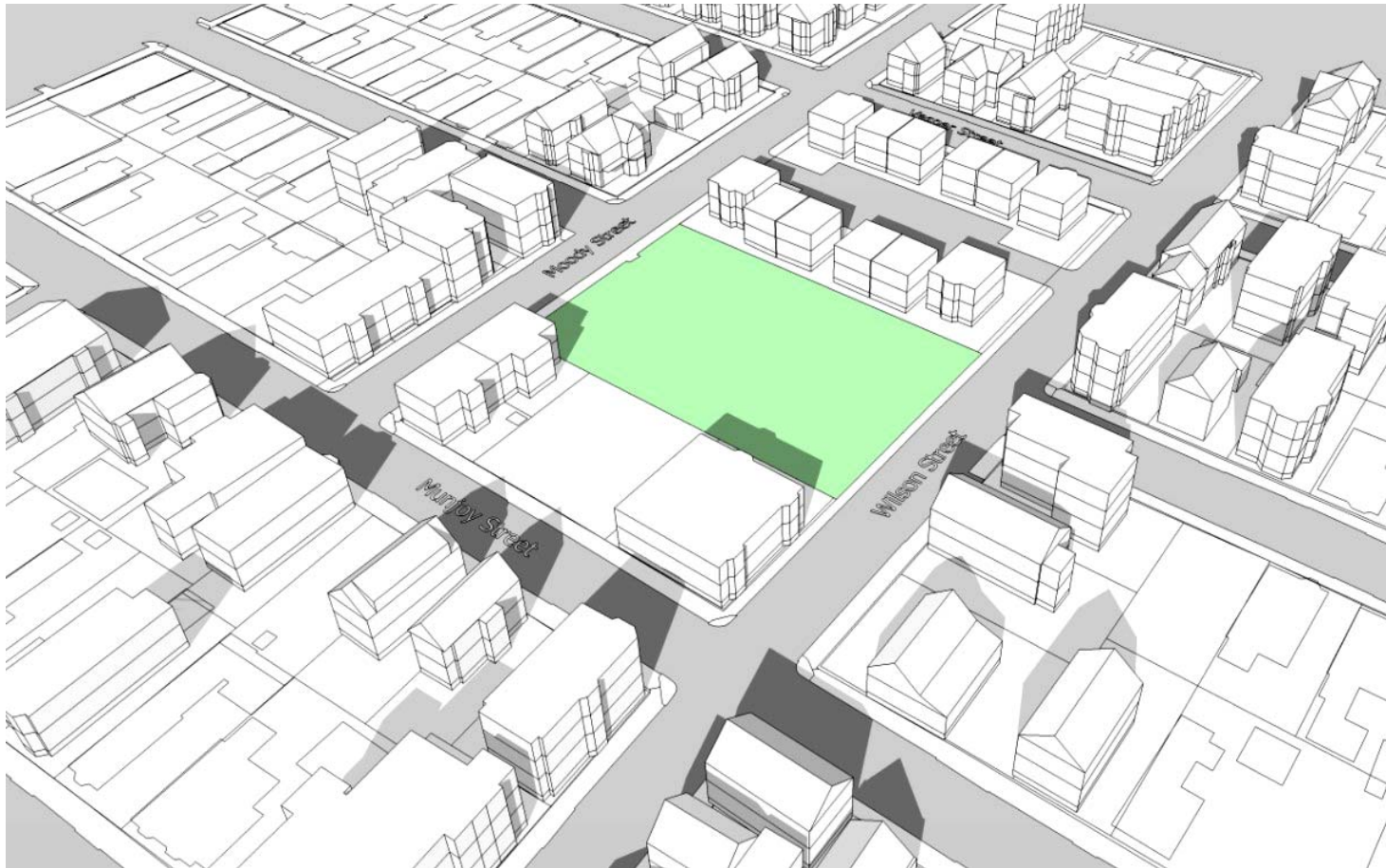
Adams School Condominiums on Vesper Street

3.0 Existing Site Conditions

3.1 The Site

The 6,800 sq. foot site is topographically flat. Approximately 80 feet wide and 85 feet deep, the site is 0.15 acres in size. It is bounded on its northeast by a new city green open space and a playground on Wilson Street.





Aerial view looking northeast with the new Vesper Street affordable housing units to the top of the old Adams School block, the new playground and future park in the middle of the block, and the target site on Mundy Street situated between existing multi-family residential buildings to either side.



Adams School Condominium
Vesper St. two-story housing:
Architectural elevations

3.2 Existing & Proposed R-6 District Zoning Standards

In anticipation of new development at this site and elsewhere in the R-6 Zoning District, the City is proposing zoning amendments to allow increased residential densities.

Potential R-6 Amendments to Dimensional Requirements		
<i>Residential Dimensional Requirements</i>	<i>Existing</i>	<i>Proposed</i>
Lot Size	4,500 sf	2,500 sf
Min. Lot Area/Dwelling Unit	1,000-1,200 sf	725 sf
Lot Area/Lodging House Rooming Unit	250 s.f	250 s.f
Street Frontage	40 feet	30 feet
Front Yard Setback	10 feet, or no more than average depths of adjacent front yards	5 feet, or no more than average depths of adjacent front yards
Rear Yard Setback	20 feet	10 feet
Side Yard Setback	10-15 feet, variable by height	5 feet
Side Yard on Side Street	10 feet	0 feet
Maximum Lot Coverage	40-50%, variable by # of dwelling units/lot	60%
Minimum Lot Width	40 feet	30 feet
Maximum Height	45 feet	45 feet
Landscaped Open Space	20-30%, variable by # of dwelling units/lot	20%
Parking	1 space/unit	1 space/unit, except none required for first 3 units

3.3 Phase I Environmental Site Assessment (ESA) Report Conclusions

On July 1, 2014, Credere Associates LLC, working in behalf of the City of Portland, completed a Phase I Environmental Site Assessment of the former Adams School site and target Munjoy Street Site based on a history of earlier identified contaminants on adjoining sites. Credere Associates recommended that a Phase II ESA investigation be conducted at the Site to assess Recognized Environmental Conditions (RECs) identified in the Phase I ESA.

4.0 Issues & Opportunities

4.1 Opportunities

- ❑ Provide an opportunity to build additional affordable family home-ownership housing on Munjoy Street at the site of the former Adams School parking lot.
- ❑ Strengthen, through infill, the residential street frontage on Munjoy Street, instead of a parking lot, to visually enhance the residential character of Munjoy Street.

4.2 Issues

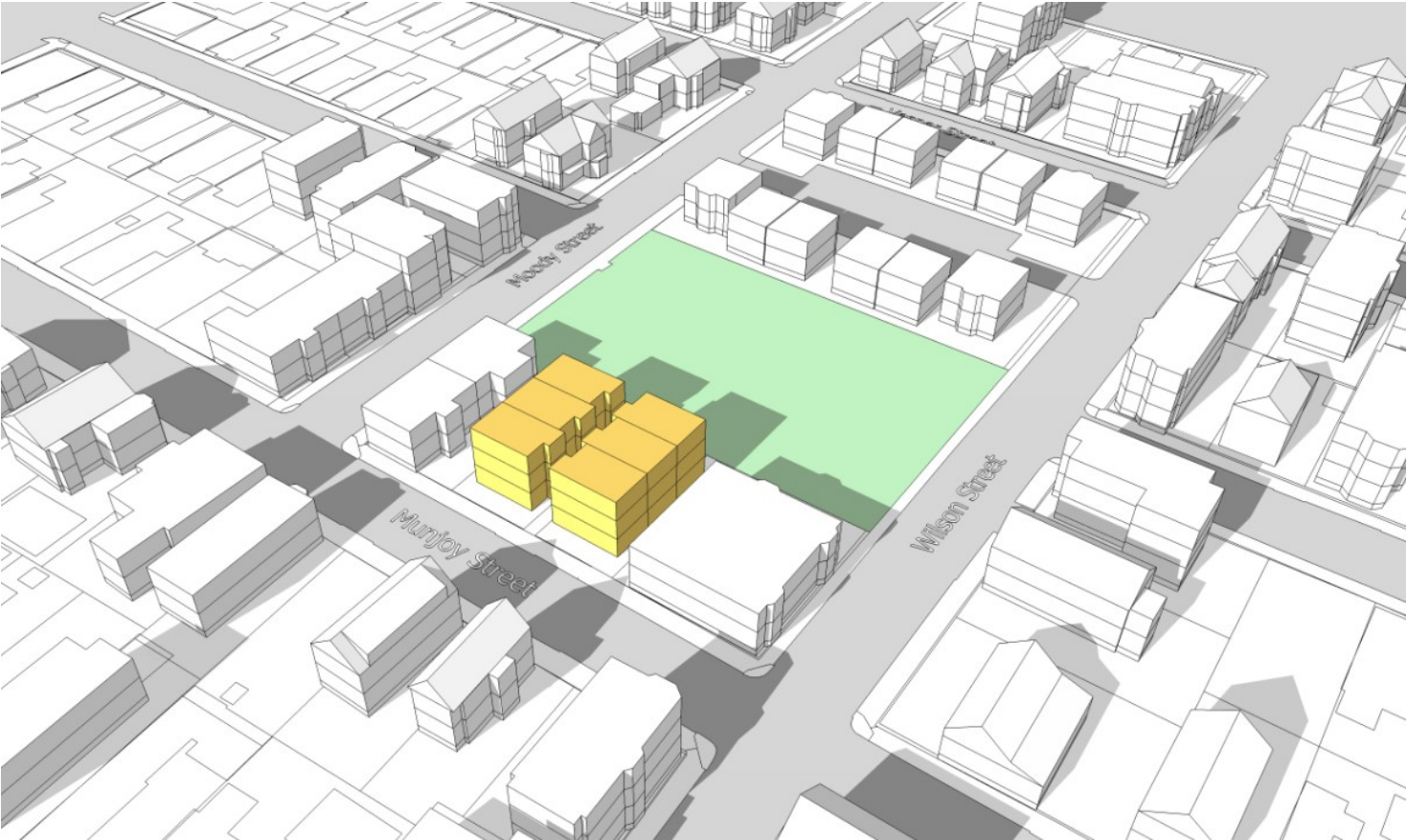
- ❑ Because the site is small (0.15 acres) and dimensionally limited (80 ft. x 85 ft.), it is difficult to fit both the minimum target number of new housing units (8 DUs min.) on the site and a sufficient number of surface on-site parking spaces to support this number of housing units, as required by zoning; *unless*, 1) some spaces are built at grade but under the overhang of upper floors, or 2) the target site is subdivided into two lots so that the 3-car parking space exemption per lot provided for in the proposed zoning can be taken advantage to minimize the total on-site parking requirements.
- ❑ To accommodate the minimum number of target housing units (8DUs), it is likely that three story buildings will be required. Means must therefore be sought (e.g. rear upper story building setbacks adjacent to the park) to minimize shadows cast on the adjacent playground and future park. By further adding pitched roofs as a desired design feature, the length of shadows may be extended.
- ❑ A Phase II Environmental Site Assessment (ESA) may be required for the Munjoy Street site. If contaminants are found, they may have to be remediated or removed.

5.0 Alternative Housing Scenarios

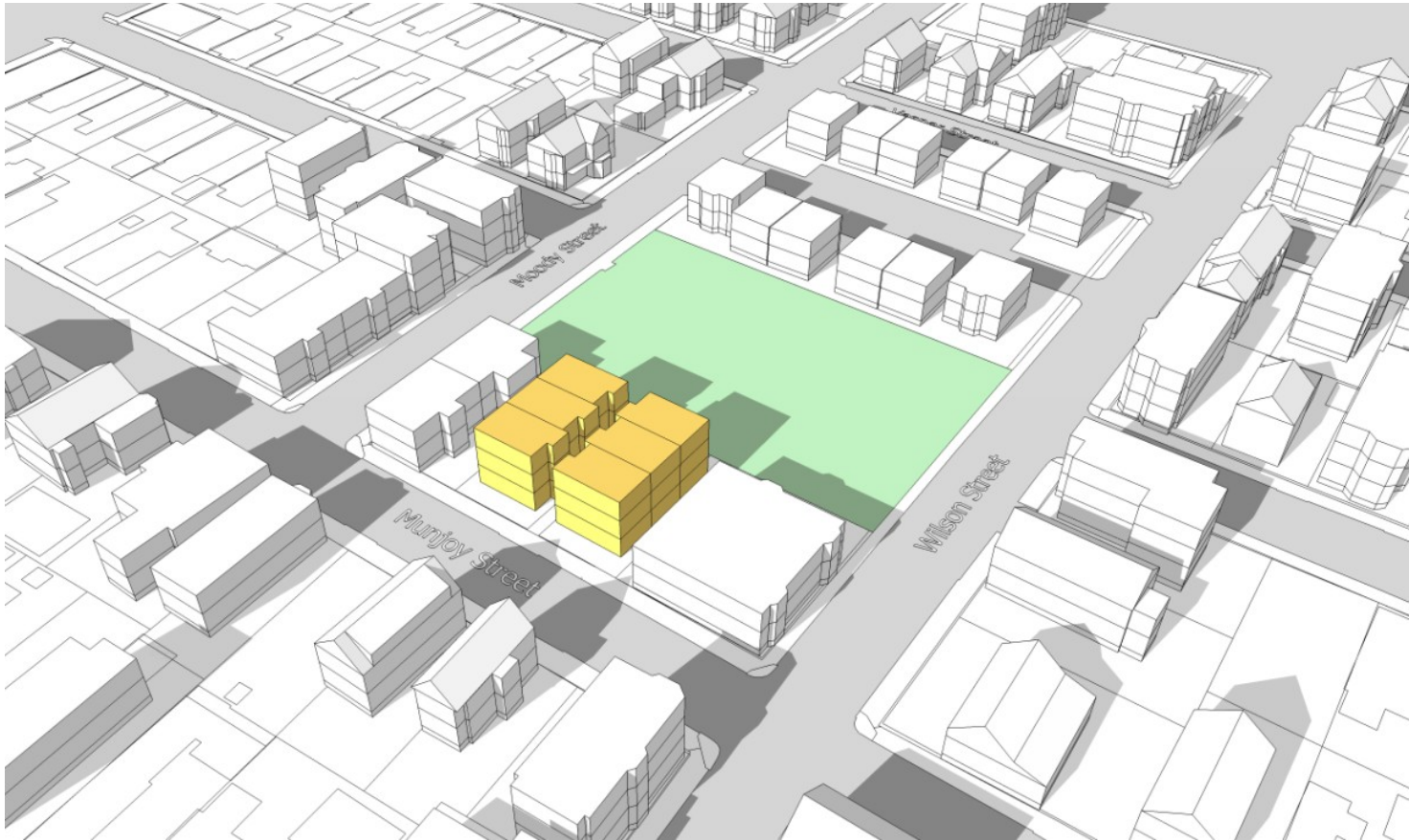
A number of alternative housing typologies were investigated for the Munjoy Street site before a Preferred Alternative was selected. These options are summarized below. Illustrations of each Alternative are shown on the following pages.

Alternative Housing Scenarios: Summary Table					
Alt. No.	Housing Type	No. of Units	No. of Floors	No. of Parking Spaces	Density [DUs / Acre] / Comments
Alt. A	Attached Two-Story Townhouses	6	2	0	40 DUs / acre - Pitched Roof
Alt. B1	Attached two-Story Townhouses over Ground Floor Flats [Facing center walkway]	12	3	0	80 DUs / acre - Flat roofs
Alt. B2	Attached Two-Story Townhouses over Ground Floor Flats [Facing street & facing park]	12	3	4 tandem spaces in 2 driveways	80 DUs / acre - Flat roofs
Alt. C1	Garden Apartment Flats [4 DUs / ea. floor]	12	3	2 tandem spaces in driveway	80 DUs / acre - Flat roof
Alt. C2	Garden Apartment Flats [4 DUs / ea. upper floor + 2 DUs / ground floor]	10	3	6-7 surface spaces underneath upper floors	66 DUs / acre - Flat Roof
Alt. D1	Two 'Triple Decker' Flats [1 DU on ea. upper floor + 2 smaller DUs on ground floor] [Subdivided Lot]	8	3	2 surface spaces at rear or in driveway	52 DUs / acre - Flat roof - Subdivided Lot
Alt. D2	Two 'Triple Decker' Flats [1 DU on ea. upper floor + 2 smaller DUs on ground floor] [Subdivided Lot]	8	3	2 tandem surface spaces in driveway	52 DUs / acre - Pitched Roof - Subdivided Lot

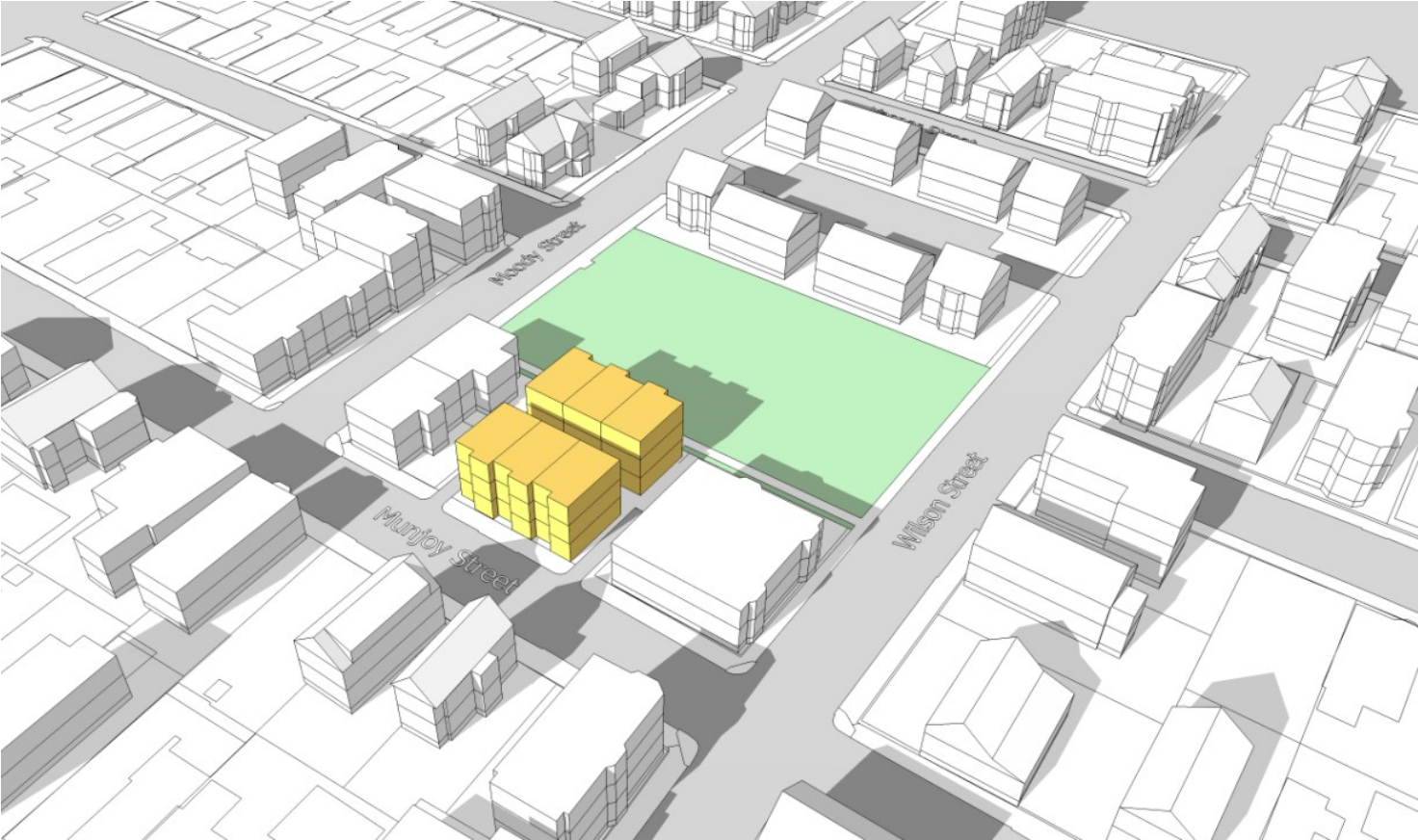
Alternative A: Attached Two-Story Townhouses – 6 DUs



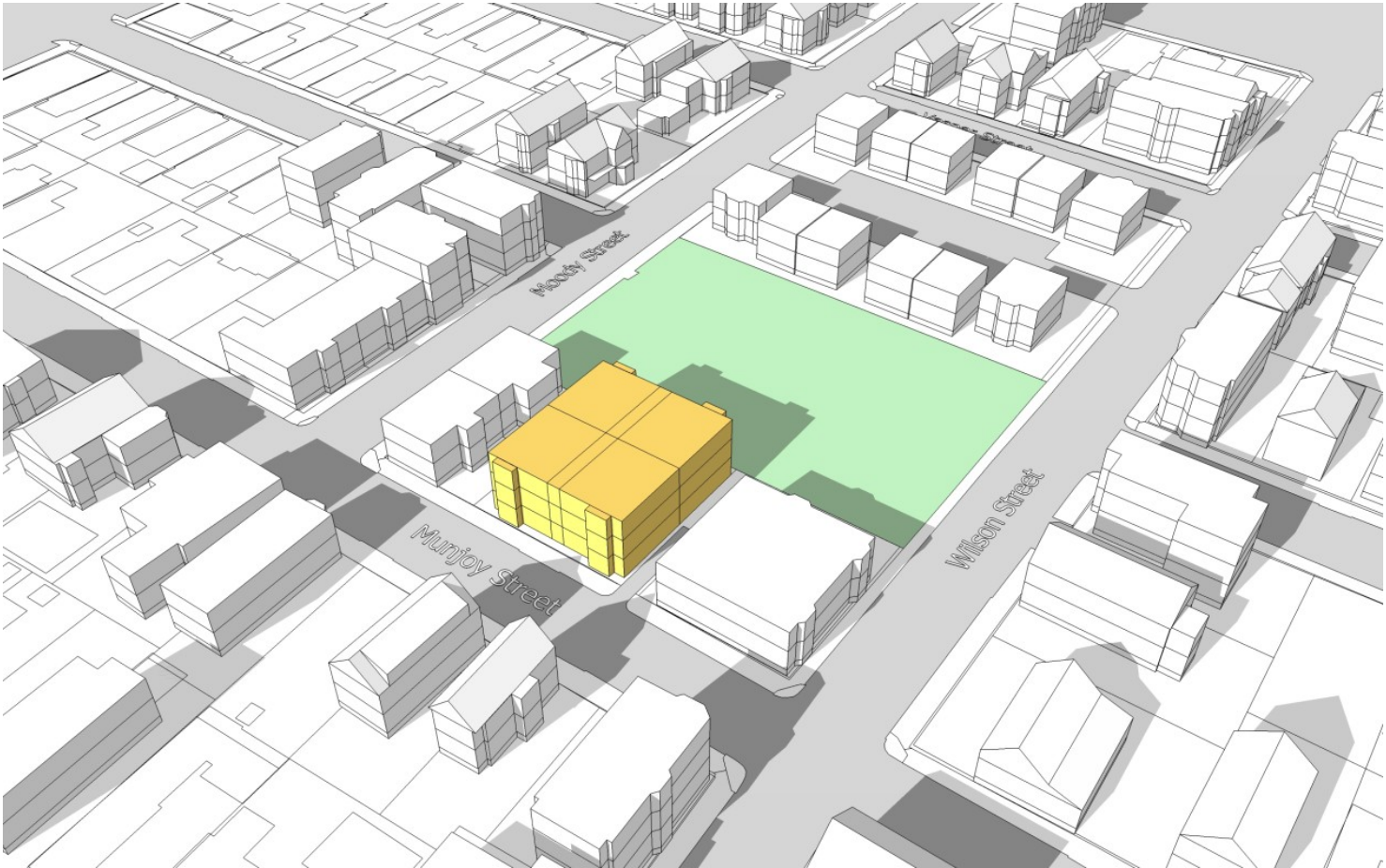
*Alternative B1: Attached Two-Story Townhouses Over Ground Floor Flats – 12 DUs
[Fronts facing internal walkway]*



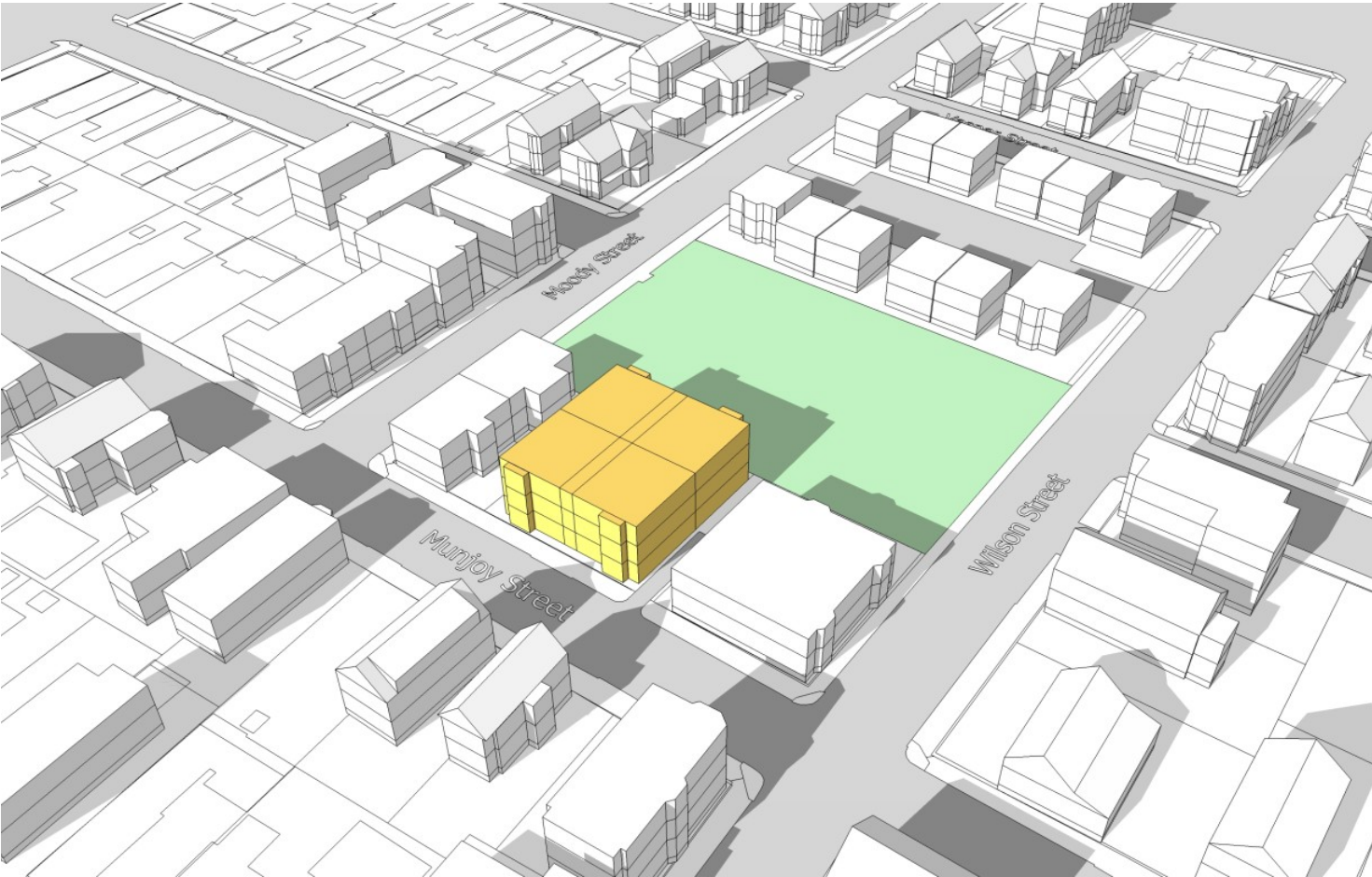
*Alternative B2: Attached Two Story Townhouses over Ground Floor Flats – 12 DUs
[Building fronts facing both Munjoy Street and the Park]*



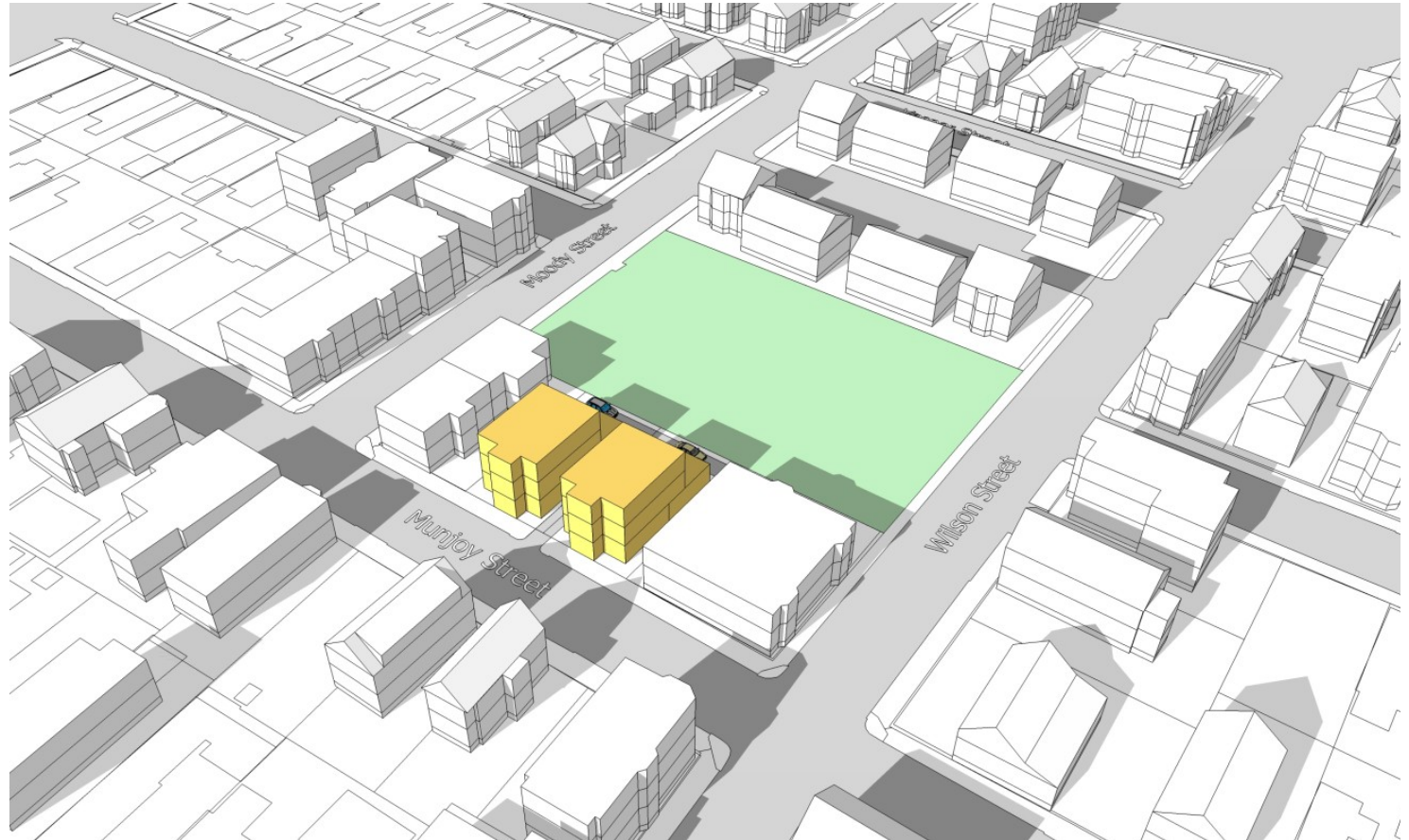
Alternative C1: Garden Apartment Flats (4 DUs / floor) – 12 DUs



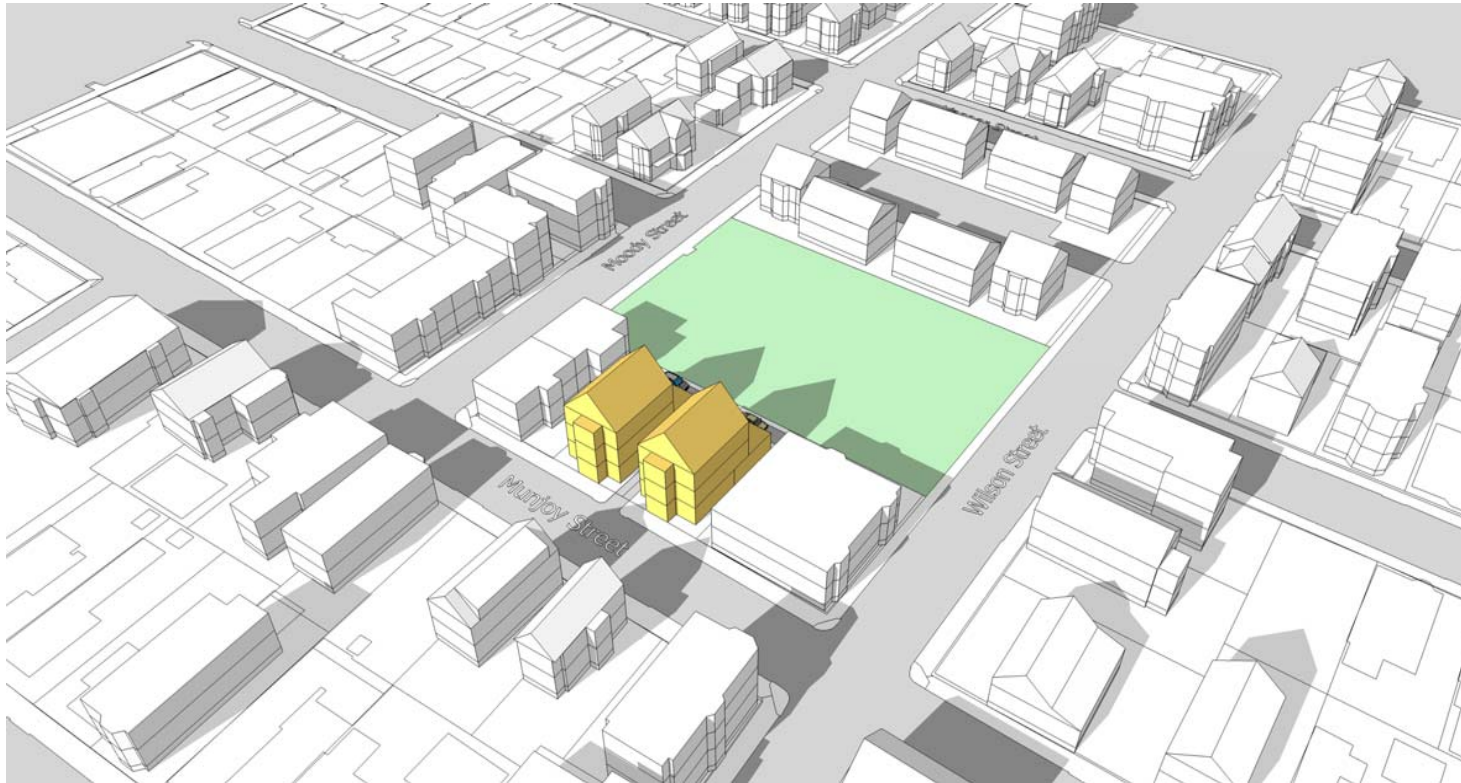
*Alternative C2: Garden Apartment Flats – 10 DUs
[Parking on grade under the overhang of upper floors]*



**Alternative D1: Two 'Triple-Decker' Styled Flats – 8 DUs
[Flat roofs]**



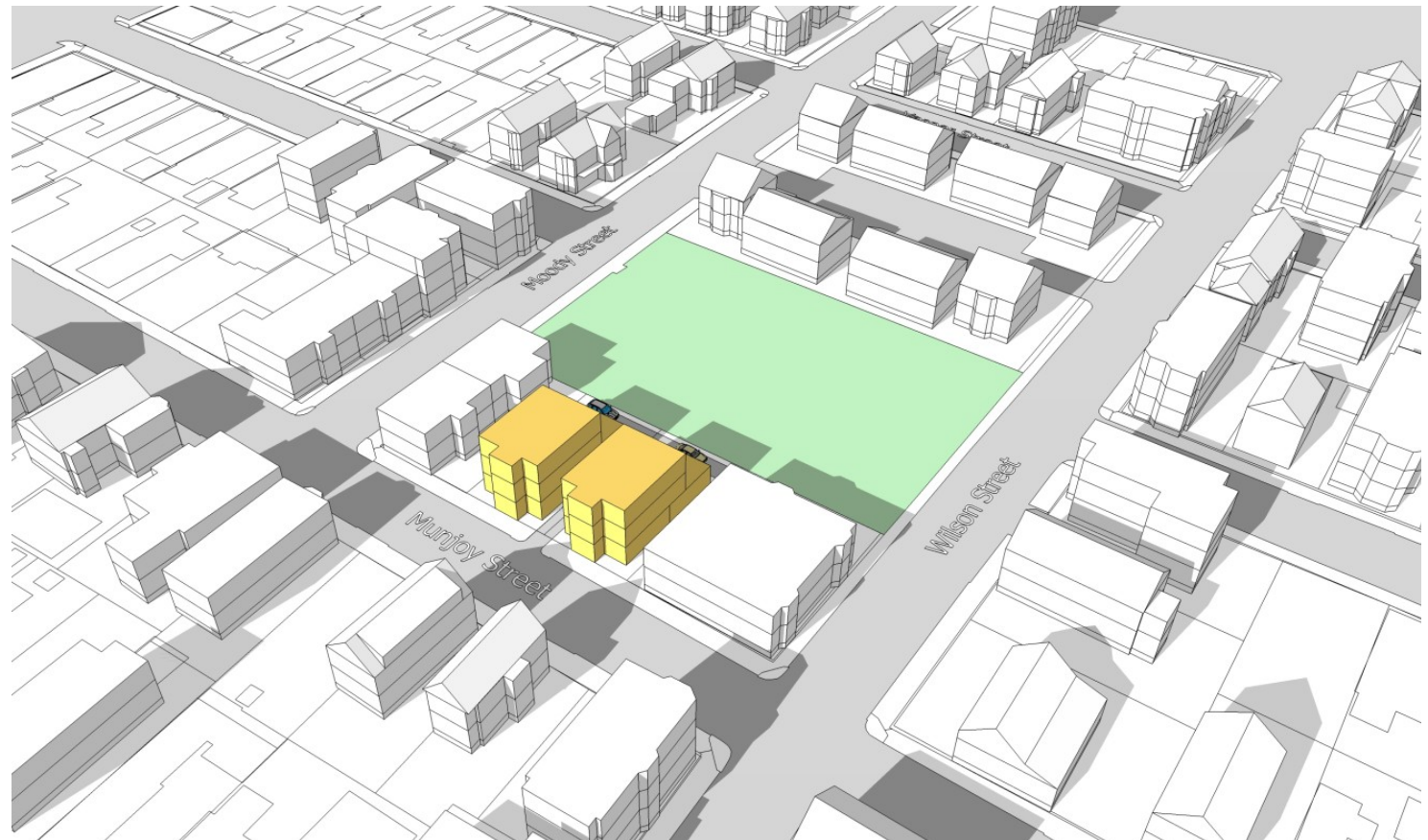
*Alternative D2: Two 'Triple Decker' Styled Flats - 8 DUs
[Pitched roofs]*



6.0 Preferred Housing Alternative – ‘Triple Decker’ Styled Flats [8 DUs]

Based upon the City’s review of the alternatives illustrated on the previous pages, a preference was expressed for **Alt. D1 – ‘Two Triple Decker-Styled Flats’** with flat roofs because it best fit the scale and style of surrounding neighborhood residences. This scenario illustrates a larger flat on each of upper floors 2 and 3, and two smaller flats on the ground floor of these three story buildings – for a total of 8 DUs. Each upper story flat is approximately 1,000 net square feet in size (2 or 3 BRs); and each of the smaller ground floor flats are approximate 800 net square feet in size (2 BRs).

A total of two surface parking spaces are provided on-site. In order to meet the zoning parking requirement of 1 parking space / unit, the land parcel is subdivided into two lots – which allows 6 parking spaces in total to be exempted from the parking requirements – thereby leaving a requirement for only 2 on-site spaces.

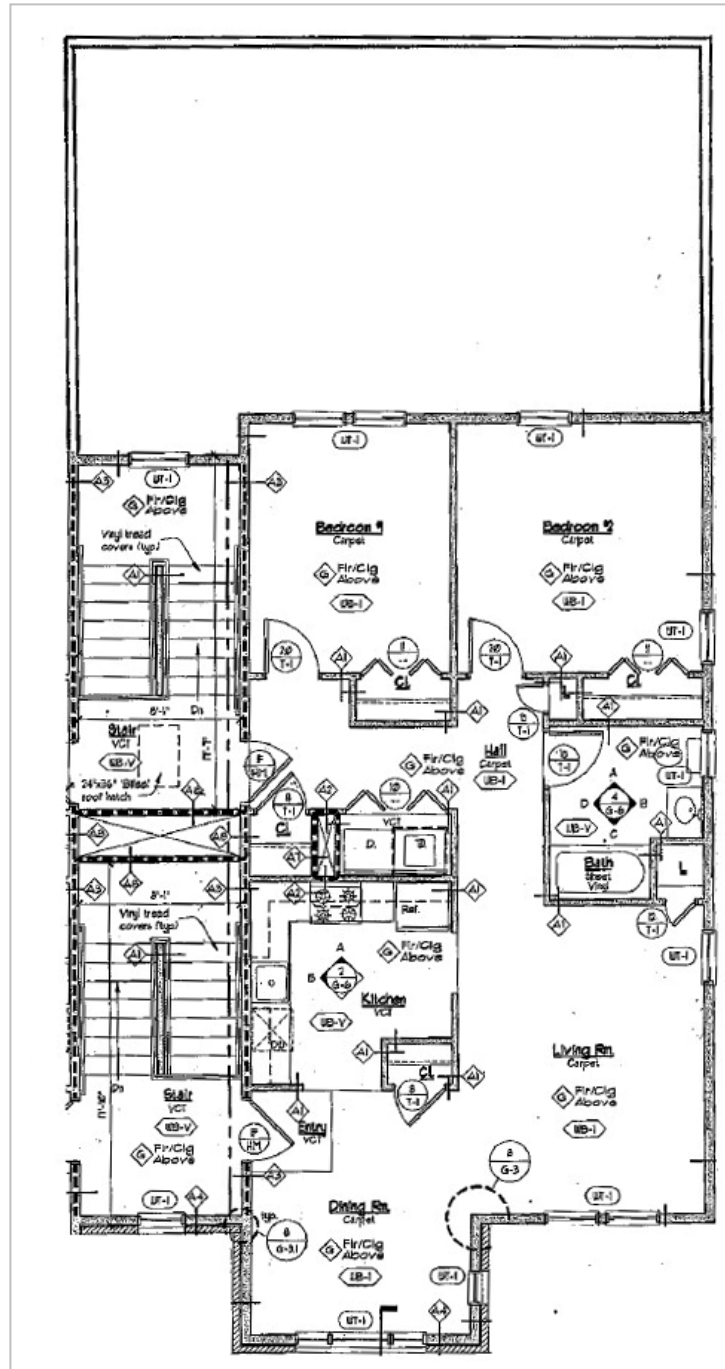


**Preferred Housing Plan:
Example Upper Floor (Floors 2 & 3) Flat Plan**

The prototypical floor plan shown at the right illustrates a typical 2 bedroom apartment flat plan on each of upper floors 2 and 3. (These units are sufficiently large in size to be designed as 3 bedroom units as well).

At the top of the plan is the roof deck over the rear ground floor apartment.

This plan is illustrative only. Other floor plan layouts are of course possible.



**Preferred Housing Plan:
Prototype Triple-Decker
Style Example**

The photo at right illustrates two side-by-side three-story triple-decker styled housing types that are similar in scale to the suggested Preferred Plan.



7.0 Shadow Impact Evaluation

In order for the City to evaluate the shadow impacts of each housing alternative on the adjacent open space and playground to the north of the Munjoy St. site, all the alternatives were prepared in 3D SketchUp drawing software which allows shadows to be studied on any day of the year and at any time of the day. The illustration below shows the plan-view impact of shadows from the Preferred Alternative on March 21st at 3 pm. *In general, the Preferred Alternative will have very minimal shadow impact on the Playground on Wilson Street, although there may be some shadows cast on the open space at the center of the block.*

Our consultant team has provided the Planning and Urban Development Department with the digital SketchUp models so it can test the alternatives in-house for any time of day and any day of the year.



8.0 Financing, Funding & Implementation Strategies
[Stantec Consulting Services, Inc.]

To: Jeff Levine
City of Portland

From: Carol Gladstone
Stantec Consulting

Cc: Larry Bluestone
Drew Leff

Date: August 27, 2014

As part of the Munjoy Street Affordable Housing Feasibility Study, we reviewed financial feasibility of two alternative scenarios – affordable rental with HOME eligible rental levels (60% AMI), and affordable home ownership at a mix of 100 and 120% AMI.

Primary Findings:

- The preferred plan is relatively inefficient since it is two side-by-side buildings (and thus has two sets of stairs), and the square footage per unit at 1154 GSF is therefore high. The units themselves were also relatively large as one and two bedroom unit. **The project is more feasible if these are developed as small two and three bedroom units**, which is what we have assumed in the analysis. However, it is noted that these are now relatively small units.
- Because of unit size, costs per unit are relatively high at \$236,000 per unit. The project is too small to consider use of low income tax credits, and HOME funding alone cannot bridge the sizable gap between supportable debt and project cost for affordable rental.
- **There is a better fit with affordable home ownership. Assuming units prices half at 100% AMI and half at 120%, the project is roughly break-even on a cost basis. This reflects sales prices that are consistent with prices being achieved in affordable ownership projects currently on the market.**
- **The financial analysis reflects the assumption that there is no land cost.**
- There are two unknowns that should be explored further as the project advances.
 - We did not have information about potential remediation scope and cost, and the budget carried for site development needs verification.
 - The current plans do not include on-site parking for residents. The feasibility of this assumption should be further tested.

Financial Analysis – Assumptions and Summary:

Program: the preferred plan is a building of 9232 gross square feet, and 7312 net rentable square feet, and includes eight units. The average unit size is 1154 GSF/unit, which is relatively high due to the inefficiency of the preferred plan with side-by-side buildings, and thus two internal stairs. The units themselves average 914 NSF, and we **suggested that as the plans develop that they be considered as two and three bedroom units rather than one and two bedroom units**. Revenue projections are based on this program.

Project Costs: based on current construction costs of comparable projects of \$125/GSF and standard soft costs, we projected total development costs of \$205/ SF, which is consistent with other

current projects. This includes 10% construction contingency and 5% project contingency, to address potential construction cost escalation and other potential scope issues. This assumes land is contributed by the City. The budget does not include potential premiums for site remediation beyond an \$100,000 site development allowance.

Project costs per unit of \$236,600 are relatively high because of the relatively larger unit sizes compared to other affordable housing projects.

Rental Revenue and Debt Capacity: based on rental rates at the 60% AMI level, and operating expenses, taxes and reserves of \$5800/ unit, the net operating income is \$58,000 when stabilized in current dollars. This can support approximately \$784,000 of debt, leaving a sizable funding gap of \$1.1 million, or \$138,000/ unit.

Sales Projections: sales revenue was projected based on supportable prices at the 100 and 120% level, and then adjusted downwards to correspond to prices being achieved **today** in other affordable ownership projections. No price escalation was included in the projections. Based on sales prices of \$217,000 – \$235,000 for two bedroom units and \$245,000 - \$285,000 for three bedroom units, the project is roughly break-even.

Other Assumptions:

- **Land Cost:** land is included at no cost to the project.
- **Remediation:** no premiums for potential remediation costs are included beyond an \$100,000 site development allowance.
- **Parking:** two spaces are provided in the plans, and are designated as visitor parking, not parking for residents.

Financial summary pages follow, including:

Program and Development Cost Summary

Net Operating Income Projection

Gap Analysis: Loan Summary/Debt Capacity and Sales Projection

STANTEC CONSULTING SERVICES INC.

Carol Gladstone
Principal
Phone: 617-654-6035
Fax: Sender's Fax

**Munjoy Street Affordable Housing
Program & Development Cost Summary**

8/28/2014

Site and Building Area

Site SF			6,800
Gross Building Area SF			9,232
Net rentable SF (NSF)			7,312
Total Usable	79%	net-to-gross	7,312
Site Uses			
Parking Spaces on site	400	SF	2
Lanscaped Areas	2,520		
Building Footprint	3,880	SF	

Building Program

3 Levels/ side-by-side walk up units	NSF	Units	NSF/Unit
Level 1	3,240	4	810
Level 2	2,036	2	1018
Level 3	2,036	2	1018
Total	7312	8	
	<i>Average Unit Size (NSF)</i>	914	
	<i>Average Unit Size (GSF)</i>	1154	

Development Costs Summary

Acquisition			\$0
Construction			
Site Work + Remediation	LS		\$129,200
Construction	\$125	<i>Per GSF</i>	\$1,154,000
Construction Contingencies	10%		\$115,400
		TOTAL:	\$1,398,600
Soft Costs			
A&E + related fees	\$143,664		\$340,330
Project legal & insurance	\$137,963		
Financing & Interest	\$58,703		
Developer Fee	4%		\$67,000
Project Contingency	5%		\$86,947
TOTAL DEVELOPMENT COST			\$1,892,877
	Cost/ GSF		\$205
	Cost/ Unit		\$236,610

Net Operating Income Projection - Affordable Rental

Program

	SF	Market	High Home (60% AMI)	Total Units
2 BR	810		4	4
3 BR	1018		4	4
Unit Count		0	8	8
		0%	100%	100%

Monthly Rental Rates

	Market	HUD FMR	High Home
Studio		\$688	
1 BR	\$900-\$1000	\$819	\$831
2 BR	~ \$1250	\$1,012	\$1,019
3 BR	\$1300+?	\$1,339	\$1,273

Rental Revenue

	Market	High Home	All Units
Studio			
1 BR		\$0	
2 BR		\$4,076	
3 BR	\$0	\$5,092	
Total Monthly	\$0	\$9,168	\$9,168
	Market	High Home	All Units
Total Annual	\$0	\$110,016	\$110,016

Parking Revenue

Parking Spaces (Visitor spaces)	2
Monthly Rate	\$0
Monthly Revenue	\$0
Annual Revenue	\$0

Effective Gross Income

	Per Unit	Total
Apartments	\$13,752	\$110,016
Parking	\$0	\$0
Subtotal	\$13,752	\$110,016
Less: Vacancy Loss	5.00%	(\$688)
EGI	\$13,065	\$104,516

Expenses & Utilities

	Per Unit/Annual	Total/Annual
Expenses		
Total Expenses	\$4,450	\$35,600
Utilities		
Total Utilities	\$950	\$7,600
	Per Unit	Total
Total Annual Expenses & Utilities	\$5,400	\$43,200

Annual Net Operating Income (NOI)

	Per Unit	Total
EGI	\$13,065	\$104,516
Less: Expenses & Utilities	(\$5,400)	(\$43,200)
Less: Reserves	per unit (\$400)	(\$3,200)
NOI	\$7,265	\$58,116

Gap Analysis

Loan Summary - Debt Capacity

Loan Amount	
NOI	\$58,116
DSC	115%
Available for Debt Service	\$50,536
Debt Terms	
Rate	5.0%
Amortization (years)	30

Loan Amount	
Loan Amount	\$784,489
Fee	inc in costs
Total	\$784,489
Annual Loan Payment:	\$50,536
Total Development Costs	\$1,892,877
Gap	(\$1,108,388)
Gap per Unit	(\$138,549)

Affordable Home Ownership Sales Projection

	SF	100%	120%	Total Units
Studio	445	n/a		0
1 BR				0
2 BR	810	2	2	4
3 BR	1018	2	2	4
Unit Count		4	4	8
		50%	50%	100%

Sales Prices

	Per Unit	Per Unit	Total
2 BR Units	\$217,000	\$235,000	\$904,000
3 BR Units	\$245,000	\$285,000	\$1,060,000
			\$1,964,000
Less: cost of Sales - 2.0 %		2.0%	(\$39,280)
Total Revenue from sales			\$1,924,720
Project Costs			\$1,892,877
	Gap		\$32,000
	Per unit		\$4,000



**City of Portland
Request for Proposals
For the Sale and Reuse of Property
Located at
65 Munjoy Street**

RFP # XXXX

Notice and Specifications

Sealed proposals for furnishing the City of Portland with the Development of Affordable Housing, as specified herein, will be received by the Purchasing Office, Room 103, City Hall, 389 Congress Street, Portland, Maine 04101, until XXXday, XXXX, 2014 at 3:00 p.m. at which time they will be publicly opened. Proposals shall be submitted with the attached forms, and returned in sealed envelopes plainly marked on the outside “**SALE AND REUSE OF 65 MUNJOY STREET.**” Proposals that are late and/or submitted via fax or electronic communication will not be accepted. All proposals shall be held open to acceptance for sixty days from opening.

All questions must be submitted in writing to the Purchasing Office. These may be mailed; hand delivered, faxed to (207) 874-8652 or e-mailed to mff@portlandmaine.gov and be received no later than five (5) business days prior to the opening date. Questions received after this time will not be addressed. Any interpretation, correction, or change of this document will be made only by written addenda. Changes in any other manner will not be binding on the City of Portland.

The disposal of this real estate shall be on the basis of a negotiated proposal, with the City of Portland reserving the right to refuse any or all proposals. *All proposers are advised that the property will be sold “as-is” and “where-is”, in its existing condition, with no warranties either expressed or implied.* The City disclaims any and all responsibility for injury to proposers, their agents or others while examining the property or at any other time.

Proposals from vendors not registered with the Purchasing Office may be rejected; receipt of this document directly from the City of Portland indicates registration. Should a vendor receive this Request from a source other than the City of Portland, please contact (207) 874-8654 to ensure that your firm is listed as a vendor for this RFP.

GENERAL INFORMATION

The City of Portland, Maine seeks proposals from qualified developers for the purchase and development of the former Adams School parking lot site located at 65 Munjoy Street (hereafter, “the lot”). The site is designated on the City of Portland Tax Assessor’s Map as Map 3, Block M, Lot 5.

Summary of Request

The City of Portland is committed to provide a balance of housing opportunities and has set a goal to evaluate the use of city-owned property to construct affordable housing. As one step in accomplishing this goal, the City of Portland will accept proposals for the development of affordable housing on the lot located at 65 Munjoy Street, Portland, Maine (Map 3, Block M, Lot 5).

An environmental assessment was conducted at the lot by Crede Associates, LLC through a subcontract with the City. Polycyclic aromatic hydrocarbons (PAHs), lead, and arsenic were detected in soil exceeding Maine Department of Environmental Protection (DEP) regulatory guidelines, which should be considered during preparation of proposals. The property is currently being reviewed for inclusion in the Maine DEP Voluntary Response Action Program (VRAP) and the VRAP Work Plan is attached to this RFP as Exhibit 2.

To facilitate the development of this site, the City of Portland may make funding available from the following City resources:

1. FY 2014-2015 HUD Home Investment Partnership Program (HOME) Funds (which may include a mandatory set-aside for CHDO organizations or organizations eligible for CHDO certification). The HUD definition of a CHDO organization is attached as Exhibit #1 entitled Definition of a Community Housing Development Organization (CHDO).
2. Brownfield Revolving Loan Funds through the City of Portland’s Economic Development Department.
3. FY 2014 City Housing Trust Funds

The City of Portland’s Division of Housing and Community Development uses the RFP process to ensure that public resources are utilized for maximum public benefit while accomplishing specific objectives and providing fair access to all applicants.

General Guidelines

Developments shall provide affordable rental or home ownership units. Note that “affordability” is defined by the standards outlined in Division 30 Section 14-485 of the City’s Land Use Code. Proposals which include the use of HOME funds must meet the income and/or rent restrictions of the HOME program. Rental developments shall provide units to households earning no more than 60% of the area median income and ownership developments shall provide units to households earning no more than 80% of area median income.

Proposals which include the use of City Housing Trust Funds must meet the income and rent restrictions outlined in City Ordinance Chapter 14, Division 30, Section 14-485 which requires that rental developments shall be affordable to households earning no more than 80% of the area median income and ownership developments shall be affordable to households earning no more than 120% of the area median income.

The minimum term of affordability is 90 years, to be secured by a land use restriction covenant in the deed.

Redevelopment should incorporate costs and measures to properly manage contaminated soil in compliance with state and federal regulations. In general, any soil disturbance should be conducted in accordance with the requirements of the Maine DEP VRAP Work Plan.

The proposed use of funds, leveraging of other public and private resources, terms of affordability, design compatibility, readiness, financial feasibility, development experience, management capacity, and unit mix are among the scoring factors to be used in the review process.

This RFP outlines the selection criteria which all projects applying for these funds must meet, as well as scoring factors which will be used by the City of Portland to evaluate the proposals.

I. Background

The site at 65 Munjoy Street contains approximately 6,771 square feet. It is located on Munjoy Hill, on the southeast end of the Portland peninsula, in a neighborhood which is largely defined by 19th and early 20th century buildings. A public playground is adjacent to the site. The site is zoned R-6.

An ASTM E 1527-13 compliant Phase I Environmental Site Assessment (ESA) was conducted for the lot by Credere Associates, LLC dated July 1, 2014. The ESA identified surface staining, documented petroleum impacts, and historical industrial use of the lot and surrounding area as conditions of environmental concern. These conditions were assessed during a Phase II ESA conducted in July 2014. Results of the investigation identified approximately 150 to 200 cubic yards of petroleum impacted soil at a depth of approximately 5 to 7 feet, and approximately 950 to 1,250 cubic yards of PAH, lead, and arsenic impacted soil. These results were submitted to VRAP for review and inclusion in the program. These contaminated soils will likely require offsite disposal as special or hazardous waste during development in accordance with the VRAP Work Plan.

II. Goals for This RFP

The goal for the sale and development of the property at 65 Munjoy Street is to promote the development of affordable housing with a high standard of quality, design, and livability. Proposals should not require a contract or conditional zone (although other rezoning consistent with the City's Comprehensive Plan may be considered). Design principles should promote efficient use of land to create infill development that reflects and respects the existing pattern, streetscape, density, scale, massing, exterior materials and design elements that are reflective of the surrounding traditional

neighborhood. Heights shall be less than or equal to the surrounding buildings and should minimize the impact of shadows on the adjacent public playground. They should also incorporate high standards of energy efficiency and “green” design criteria.

Proposals should consider the recommendations outlined in the Munjoy Street Affordable Housing Feasibility Study completed by Bluestone Planning Group a copy of which is included as Exhibit #3. In summary, the study identifies the preferred design concept as two triple-decker styled flats with flat roofs. The design would create 8 home-ownership units targeted to households with incomes between 100% to 120% of the area median income (Family of Two = \$61,875-\$74,250 & Family of Four = \$77,313-\$92,760). The design concept suggests four units in each building – two 2-bedroom units on the ground floor of approximately 800 net square feet and one 2- 3 bedroom unit of approximately 1,000 square feet on the 2nd and 3rd floors and include two on-site surface parking spaces.

SCOPE OF SERVICES

General Specifications

All proposals submitted for this funding must meet the following selection criteria to be considered further in the review process.

A. Eligible Projects

- 1) Projects must create affordable ownership housing units targeted to households with incomes between 100% to 120% of the area median income (Family of Two = \$61,875-\$74,250 & Family of Four = \$77,313-\$92,760).
- 2) Projects requesting HOME funds must provide home ownership units to households that meet the income the HOME Program.
- 3) Projects receiving funding through this RFP must include a written occupancy policy that prohibits smoking in the units and the interior common areas of the project in addition to including a non-smoking clause in the lease for every household and making educational materials on tobacco treatment programs available to residents through the resident service coordinator, occupancy specialist, or property manager, such as the phone number for the statewide Maine Tobacco HelpLine.
- 4) Projects that will properly manage contaminated soil in accordance with state and federal regulations.

B. Site Information and Criteria

- 1) Purchase Price: The City of Portland is willing to consider the value of the property as a subsidy source for projects that provide at least XXXX of affordable units.
- 2) Local Approvals: Local land use approval is not required prior to submittal of the proposal.

- 3) The applicant must submit an analysis of the project in relation to local land use regulations and site feasibility.
- 4) Proposals must not require a contract or conditional zone (although other rezoning consistent with the City's Comprehensive Plan may be considered).
- 5) Proposal must include language indicating the applicant has considered the environmental conditions of the lot and understands the implications of these conditions. The proposal may include a plan summary for addressing said environmental conditions and any planning institutional controls to be applied to the property.

C. Financial Feasibility

- 1) Financial Projections: Financial proposals must be developed in accordance with the underwriting guidelines of the primary funding source, including adequate cash flow and debt coverage ratio.
- 2) Use of City funding resources: All projects will be reviewed for the proposed use of City funds compared to other resources. Applicants must describe the proposed mortgage and security position for the City of Portland's funding.

D. Applicant Capacity

All applicants must demonstrate capacity to develop, own and manage the proposed project. In the case of a proposal for home ownership housing, applicants must demonstrate capacity to market the units for the sale. All proposals must provide evidence of a development team with the capacity to successfully complete the project including;

- 1) Key staff members assigned to the project with the abilities and experience to successfully complete the project within the proposed timeframe.
- 2) An architect, general contractor and professionals on the team with the experience and capacity to complete the project.
- 3) An environmental consultant to ensure proper management and handling of contaminated soils as well as establish an environmental management plan after development.
- 4) A management team with qualified personnel and the capacity and experience to operate, manage and maintain the affordable rental property of size and mix of the proposed project and/or effectively market affordable home ownership housing.
- 5) Qualified staff with the capacity to perform ongoing property ownership requirements such as budgeting, tax accounting and oversight of management and maintenance.

- 6) A portfolio of current affordable housing projects that are financially sound and meeting their established goals. Projects that successfully redeveloped contaminated properties should be highlighted.
- 7) Support Services: Proposals containing rental units targeted to special needs populations must include commitments for support services to be provided to the residents.

E. Term of Affordability

Term of affordability shall be defined by the standards outlined in Division 30 Section 14-485 of the City's Land Use Code. However, proposals which include the use of HOME funds for home ownership projects must have a plan for long-term affordability that meets HOME Program recapture or resale regulations.

F. Design Compatibility

Projects must be designed to contribute to the character of the neighborhood and adhere to the following guidelines.

- 1) **Connect the Neighborhood** The development should not be an island unto itself, but rather blend into and enhance the surrounding Munjoy Hill community.
- 2) **Design Considerations**
 - a. **High Quality Design** Excellence in architectural and landscape design is expected.
 - b. **Traditional Design** Design shall be reflective of the surrounding traditional neighborhood and shall create an infill development that reflects and respects the existing pattern, streetscape, density, scale, massing, exterior materials and design elements of the neighborhood. Buildings should orient to the street.
 - c. **Green Design** The site and buildings shall be designed to meet the City's Green Building Code.
 - d. **Streetscape** The development shall enhance the pedestrian experience and the public realm. Alternative transportation modes shall be accommodated and incorporated in the project.
 - e. **Height** Heights shall be less than or equal to the average of structures in a 2 block radius.
 - f. **Permeability** Design shall be permeable or porous. View corridors are encouraged.
 - g. **Heterogeneity** Design of the buildings on the site shall be heterogeneous, not homogenous.
 - h. **Accessibility** Universal Design principles shall be incorporated wherever feasible, to ensure that the design is physically accessible to the greatest range of users.

G. Timeframe

The applicant must describe projected dates by which commitments will be obtained; the closing will take place, construction start-up, substantial completion, final completion and occupancy. Timeframes

must be realistic and achievable. All funded projects must be able to start construction within 12 months of notice of award.

PROPOSAL REQUIREMENTS

Complete responses to this RFP, should include eight (8) complete copies of each proposal including one original bearing the hand written signature of an officer or employee having authority to bind the organization and the following, in the order outlined below.

Note: All respondents should investigate legal and zoning requirements for proposed projects prior to submission of proposal.

i. Project Summary

A brief description of the project, no longer than two pages, to include the number and type of units, tenants or owners to be served, special features, the impact on the neighborhood and other ways the proposal meets the selection criteria and preference guidelines.

Photographs and maps of the site and area are required.

ii. All Proposals Must Provide The Following:

- 1) Conceptual architectural and site plans
- 2) A soil management plan or provision to prepare one including who shall prepare the document and their qualifications upon award
- 3) A project schedule showing critical path events and their timeframe for completion;
- 4) Map showing location of site
- 5) Corporation/partnership articles and by-laws
- 6) Most recent audit or federal tax returns for the last three years, and financial statements for the last two years
- 7) Documentation demonstrating certification or eligibility to obtain certification as a CHDO (if seeking the HOME CHDO funds)
- 8) A brief development team summary, including:
 - The type of organization/ownership structure
 - The names of Board of Directors, Corporate Officers, or Owners, as appropriate
 - Name, title and relevant experience of individuals involved in managing the business entity and this proposed project. A copy of the 501(3)(c) exemption certification
 - Brief description of similar projects completed
 - A list of all projects currently in development with status and projected timeframe

- 9) A sources and uses funding statement
- 10) Evidence of financial commitments, or explanation of the ability and timing to secure those commitments. A statement describing the applicant's capacity for and experience in raising the type of capital needed to finance projects of this size and type.
- 11) Applicant must include a marketing plan for the sale of home ownership units.
- 12) An analysis and discussion of market demand justifying the need for the proposed project.

SELECTION PROCESS

Selection criteria will be used in reviewing and scoring the proposals.

I. Point System for Evaluating and Scoring Proposals (Maximum Points 100)

1. Proposed use of resources to achieve the City of Portland's goals and address demonstrated need. **25 points**

Maximum points will be awarded for those proposals that demonstrate sufficient market demand, create housing options which promote economic diversity in the neighborhood in which the development is located, and include a policy prohibiting smoking.

2. Financial feasibility, including cost, development budget, operating pro forma and the provision of secured and leverage funds. **25 points**

Maximum points will be awarded for those proposals that include a complete set of financial documents to support the financing request, contain a realistic set of sources and uses development budgets.

3. Applicant's ability to complete project, including development team, experience, capacity, project readiness and timeframe for completion. **20 points**

Maximum points will be awarded for those proposals that demonstrate a development team with a successful track record in projects of similar size, scale, type and complexity to the proposed project and capacity to fulfill their responsibilities and the readiness of the project to proceed.

4. Impact on surrounding neighborhood, including design compatibility and environmental issues. **30 points**

Maximum points will be awarded for those proposals where the design is consistent with neighborhood design characteristics, amenities and unit design are well thought out and appropriate, meet the requirements of the City of Portland's Green Building Code, and where

provisions to protect the surrounding community during contaminated soil disturbance are proposed.

II. RFP Evaluation and Selection Process and Timeframe

Proposals will be reviewed by an evaluation team that will include City of Portland staff. The following process will be used:

- 1) Upon closing of the RFP application period, all proposals will be reviewed for completeness.
- 2) Complete proposals will be reviewed under the scoring factors in order to recommend the most qualified proposals based on the information submitted. The proposal review team may confer with the applicants and/or third parties to clarify or verify information and request additional information.
- 3) Recommendations, along with all proposals and scoring information, will be forwarded to the City Council's Housing and Community Development Committee for review and approval. Their recommendations will be forwarded to the City Council for final review and approval. Public presentations may be required.
- 4) Applicants will be kept informed throughout the review process, specifically in regard to recommendations and funding levels.
- 5) The evaluation and review process should be substantially complete by XXXXXX, 2014. Applicants will be notified of their proposal status as soon as possible.
- 6) Based on City Council approval, a purchase and sale agreement will be negotiated (see legal requirements) and as appropriate, successful applicants will receive a letter of funds reservation. A letter of funds reservation is not a commitment letter but an agreement to set aside budgeted funds for up to six months, to allow the project sponsor to proceed with securing other commitments.

INSTRUCTIONS AND OTHER INFORMATION

- A. The City of Portland reserves the right, at its sole discretion, to award all, a portion, or none of the available funding from this RFP, as well as reject any and all proposals for city funding, based on the quality and merits of the proposals received, or when it is determined to be in the public interest to do so. Furthermore, the City of Portland may extend deadlines and timeframes, as needed.
- B. Confidentiality: Proposals received by the City of Portland shall become a matter of public record subject to public inspection, except to the extent, which an applicant designates in writing, proprietary data to be confidential and submits that data under separate cover, such information may be held from public inspection, as provided in Maine law: 5 MRSA Sections 13119-A and 13119-B

- C. Compliance with Federal Law: The selected applicant will be required to certify that the development and management of the proposed housing will be in compliance with all applicable laws, executive orders, OMB Circulars and federal regulations, including but not limited to: Fair Housing Act, Equal Opportunity and Non-discrimination, National Environmental Policy Act (NEPA), the Uniform Relocation Assistance and Real Property Acquisition Policies Act, the Davis-Bacon Act, the Lead Based Paint Poisoning Prevention Act, Flood Disaster Protection Act, Conflict of Interest, Contractor Debarment and Cost Principles.
- D. **All applications must meet the rules and regulations of the HOME Program as noted in 24 CFR Part 92 and the requirements of the Consolidated and Further Continuing Appropriations Act of 2012 (PL 112-55).**

LEGAL REQUIREMENTS

The selected developer will be required to provide a performance guaranty in the form of a letter of credit or a performance bond, the performance of the developer's obligations outlined in this Request for Proposal and subsequent contract to be negotiated with the City. This performance guaranty is separate from any performance guaranty that will be required as a result of the City's site plan review process.

The City shall convey the described real estate by quitclaim deed to the developer, or where the City has obtained a warranty deed for the real estate, it shall provide a warranty deed for the same to the developer. Any deed from the City will contain a restriction in the deed that the property must meet the permanent affordability requirements as described in this Request for Proposals.

In the event the City makes a financial contribution to a developer and to secure the developer's obligations, the City shall have a security interest in the form of a mortgage in the real estate to be developed. The terms of the mortgage shall be negotiated with the developer at the time of the commitment of funds.

EQUAL EMPLOYMENT OPPORTUNITIES

Vendor shall comply fully with the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998, as amended (WIA, 29 CFR part 37); the Nontraditional Employment for Women Act of 1991; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 37.

Reservation of Rights

The City of Portland reserve the right, at its sole discretion, to award all, a portion, or none of the available funding from this RFP, as well as reject any and all proposals based on the quality and merits of the proposals received, or when it is determined to be in the public interest to do so. Furthermore, the City of Portland may extend deadlines and timeframes, as needed.

The City of Portland reserves the right to substantiate any proposers' qualifications, capability to perform, availability, past performance records and to verify that the bidder is current in its financial obligations to the City of Portland.

All materials and equipment used as well as all methods of installation shall comply at a minimum with any and all Federal, OSHA, State and/or local codes, including applicable municipal ordinances and regulations. Additionally, all contaminated soil should be managed in accordance with state and federal regulations.

The successful bidder shall agree to defend, indemnify and save the City of Portland harmless from all losses, costs or damages caused by its acts or those of its agents, and, before signing the contract, will produce evidence satisfactory to the City of Portland's Corporation Counsel of coverage for General Public and Automobile Liability insurance in amounts not less than \$400,000 per person, for bodily injury, death and property damage, protecting the contractor and the City of Portland, and naming the City of Portland as an additional insured from such claims, and shall also procure Workers' Compensation insurance.

Pursuant to City of Portland procurement policy and ordinance, the City of Portland is unable to contract with businesses or individuals who are delinquent in their financial obligations to the City of Portland. These obligations may include but are not limited to real estate and personal property taxes and sewer user fees. Bidders who are delinquent in their financial obligations to the City of Portland must do one of the following: bring the obligation current, negotiate a payment plan with the City of Portland's Treasury office, or agree to an offset which shall be established by the contract which shall be issued to the successful bidder.

The City of Portland, Maine, reserves the right to waive any informalities in proposals, to accept any proposal or portion thereof, and, to reject any and all proposals, should it be in the best in the best interest of the City of Portland to do so.

It is the custom of the City of Portland, Maine to pay its bills 30 days following equipment delivery and acceptance, and following the receipt of correct invoices for all items covered by the purchase order. In submitting bids under these specifications, bidders should take into account all discounts, both trade and time allowed in accordance with this payment policy and quote a net price. The City of Portland is exempt from the State's sales and use tax as well as all Federal excise taxes.

XXXXX, 2014

Matthew F. Fitzgerald
Purchasing Manager

Appendices

Exhibit #1. HUD definition of a Community Housing Development Organization (CHDO)

Exhibit #2. VRAP Work Plan

Exhibit # 3 Munjoy Street Affordable Housing Feasibility Study completed by Bluestone Planning Group

PROPOSAL***THIS PAGE MUST BE INCLUDED***

The UNDERSIGNED hereby declares that he/she or they are the only person(s), firm or corporation interested in this proposal as principal, that it is made without any connection with any other person(s), firm or corporation submitting a proposal for the same.

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 there from, 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 of Portland employee who would be paid to perform services under this proposal. An example of indirect interest would be a City of Portland 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).

The proposer acknowledges the receipt of Addenda numbered _____
If Applicable

COMPANY NAME: _____
(Individual, Partnership, Corporation, Joint Venture)

AUTHORIZED SIGNATURE: _____ DATE: _____
(Officer, Authorized Individual or Owner)

PRINT NAME & TITLE: _____

ADDRESS: _____

TELEPHONE: _____ FAX: _____

E-MAIL: _____ FEDERAL TAX ID NUMBER: _____

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

EXHIBIT #1 – DEFINITION OF A COMMUNITY HOUSING DEVELOPMENT ORGANIZATION

1. Is a private nonprofit organization under State or local laws;
2. Has no part of its net earnings inuring to the benefit of any member, founder, contributor, or individual;
3. Is neither controlled by, nor under the direction of, individuals or entities seeking to derive profit or gain from the organization. A community housing development organization may be sponsored or created by a for-profit entity, but:
 - i. The for-profit entity may not be an entity whose primary purpose is the development or management of housing, such as a builder, developer, or real estate management firm.
 - ii. The for-profit entity may not have the right to appoint more than one-third of the membership of the organization's governing body. Board members appointed by the for profit entity may not appoint the remaining two-thirds of the board members; and
 - iii. The community housing development organization must be free to contract for goods and services from vendors of its own choosing;
4. Has a tax exemption ruling from the Internal Revenue Service under section 501(c)(3) or (4) of the Internal Revenue Code of 1986;
5. Does not include a public body (including the participating jurisdiction). An organization that is State or locally chartered may qualify as a community housing development organization; however, the State or local government may not have the right to appoint more than one-third of the membership of the organization's governing body and no more than one-third of the board members may be public officials or employees of the participating jurisdiction or State recipient. Board members appointed by the State or local government may not appoint the remaining two thirds of the board members;
6. Has standards of financial accountability that conform to 24 CFR 84.21, "Standards for Financial Management Systems;"
7. Has among its purposes the provision of decent housing that is affordable to low-income and moderate-income persons, as evidenced in its charter, articles of incorporation, resolutions or bylaws;
8. Maintains accountability to low-income community residents by:
 - i. Maintaining at least one-third of its governing board's membership for residents of low-income neighborhoods, other low-income community residents, or elected representative of low-income neighborhood organizations. For urban areas, "community" may be a neighborhood or neighborhoods, city, county or metropolitan area; for rural areas, it may be a neighborhood or neighborhoods, town, village, county, or multi-county area (but not the entire State); and

- ii. Providing a formal process for low-income program beneficiaries to advise the organization in its decisions regarding the design, siting, development, and management of affordable housing;
9. Has a demonstrated capacity for carrying out activities assisted with HOME funds. An organization may satisfy this requirement by hiring experienced key staff members who have successfully completed similar projects, or a consultant with the same type of experience and a plan to train appropriate key staff members of the organization; and
 10. Has a history of serving the community within which housing to be assisted with HOME funds is to be located. In general, an organization must be able to show one year of serving the community before HOME funds are reserved for the organization. However, a newly created organization formed by local churches, service organizations or neighborhood organizations may meet this requirement by demonstrating that its parent organization has at least a year of serving the community.

Marianna Bonetti
P.O. Box 483
Portland, Maine

August 30, 2014

Mary Davis, Director
Housing and Neighborhood Services
City of Portland
389 Congress Street
Portland, Maine 04101

Subject: 65 Munjoy Street Lot
Former Adams School Parking Lot

Dear Ms. Davis:

As owner of the house at the corner of Munjoy and Wilson Streets, I want to voice my opposition to the proposal to sell subject property and its redevelopment. I was not able to attend the public hearing on August 27, 2104 as I did not receive sufficient advanced notice of the meeting.

This lot has been used for many years by residences of the area during snow storms when cars must be removed from the street. This is the only off street parking in the immediate area of the top of Munjoy Hill and is far closer than off street parking on the roadway leading to the boat ramp at the Eastern Prom.

I have talked to a number of residences on Munjoy Hill on the eastern side of Congress Street and they agree that this lot should be retained by the City of resident parking.

I request that this letter be passed on to the City Council's Housing and Community Development Committee to notify them of the opposition to this proposed sale.

Attached is a petition of people (property owners and tenants) in the vicinity that signed their opposition to subject property sale. It only took one hour of time to gain this many people to sign their opposition, an indication of the amount of opposition by the neighborhood to the sale of the property.

Sincerely



Marianna Bonetti

Cc: Michael Brennan, Mayor
Kevin Donoghue, Councilor District 1
Jon Hinck, Councilor at Large
Nichols Mavodones Jr., Councilor at Large

August 30, 2014

The City Council's Housing and Community Development Committee is investigating the potential sale and redevelopment of the former Adams School Parking Lot at 65 Munjoy Street. Redevelopment could include new rental apartments or condos. I am in opposition of this proposal and would like the City to continue its use as neighborhood parking, which is very important during winter snow emergencies when all cars must be removed from the City streets.

<u>Name</u>	<u>Address</u>
Katharine Black	80 Wilson ^{#4} St., Portland 04101
BRIAN MAGNIN	63 Wilson St A, Portland ME, 04101
Amanda Marino	65 Wilson Street, Portland, ME 04101
Robin Lee	65 Wilson Street, Portland, ME 04101
Heather Bruce	65 Wilson St, Portland ME
Sarah Auld	43 Munjoy St. Portland, ME 04101
Bru Mason	62 Munjoy St Portland ME
Kelsey Munroe	66 Munjoy Street #2
TODD WINNER	76 MUNJOY ST. #1
Kelly Beattie	80 Wilson St. #1
Andrew Andrew Foster	80 Wilson St #1
JOE FORESTELL	60 WILSON ST 1R
Kirsten McGinn	55 Atlantic St #6
Sarah Davis	45 Quebec Street #2
Rebecca Ober	55 Atlantic St. #4
Arl Beck	60 Munjoy St
Ann LeCom	60 Wilson St

August 30, 2014

The City Council's Housing and Community Development Committee is investigating the potential sale and redevelopment of the former Adams School Parking Lot at 65 Munjoy Street. Redevelopment could include new rental apartments or condos. I am in opposition of this proposal and would like the City to continue its use as neighborhood parking, which is very important during winter snow emergencies when all cars must be removed from the City streets.

<u>Name</u>	<u>Address</u>
Sybil McElrath	42R Munjoy St. Portland, ME 04101
Margaret Daniels	72 Munjoy Portland
RAFAEL STREET	72 MUNJOY ST. #2 Portland
Brian Fisk	66 Munjoy St. Apt. 3 Portland
Meriamma Benetti	74 Wilson St (owner)
Josh Boston	42 Munjoy St Portland
Cadence Atkinson	42 Munjoy St. Portland
Caleb O'Connell	49 Moming St. Portland
Den Dean	74 Wilson St. #1 Portland 04101
Monique Grier	80 Wilson St Apt 6 Portland
CHLOE MARTIN	55 ATLANTIC SE #4 04101
Mahlia Carey	54 Moody St 04101
Jake Jones	56-58 Moody St 04101
JUSTIN MECHAM	55 MOODY ST 04101
Paul Morrissey	82 Munjoy St.
Jenifer Wikstrom	82 Munjoy St.
Alex Wheelwright	76 Wilson St
Jaqueline Rogers	76 Wilson St. Portland 04101