HOUSING AND COMMUNITY DEVELOPMENT COMMITTEE

DATE: **September 24, 2014 (Wednesday)**
TIME: **5:30-7:30 p.m.**
LOCATION: **Room 209, Second Floor**
Portland City Hall

A G E N D A

1. Review and accept Minutes of previous meeting held on August 27, 2014.

2. **Review and Recommendation to City Council -** Improvements to CDBG Process – See enclosed Memorandum from Mary Davis and Amy Grommes Pulaski.

3. **Review and Possible Recommendation to Proceed** – RFP for the Sale and Development of City-Owned property at 65 Munjoy Street. **Note:** Pursuant to 1 M.R.S.A. 405 (6)(C) and 5 M.R.S.A. 13119-A, the Committee may go into executive session to give guidance to staff on property disposition. – See enclosed Memorandum from Mary Davis.

4. **Review and Possible Recommendation to Proceed** – RFP for the Sale and Development of City-Owned property at 157 Brackett Street with the condition that adequate replacement parking be provided in any development proposal. **Note:** Pursuant to 1 M.R.S.A. 405 (6)(C) and 5 M.R.S.A. 13119-A, the Committee may go into executive session to give guidance to staff on property disposition. – See enclosed Memorandum from Mary Davis.

5. **Review and Comment on Communication Item –** FY13/14 HUD Consolidated Annual Performance Evaluation Report (CAPER) to be submitted to HUD by September 30 – See enclosed Memorandum from Mary Davis.

6. **Review and Comment on Communication Item: Update on Portland 2014-2015 Work Plan activities, including the 2014/2015 Portland Economic Scorecard** – See enclosed Memorandum from Greg Mitchell.

7. **Executive Session -** Pursuant to 1 M.R.S.A. 405 (6)(C) and 5 M.R.S.A. 13119-A, to provide City staff direction, the Committee will go into executive session to discuss:
   a. Provide guidance to staff related to a proposed Land Swap on Spring Street/Cotton Street and City property ownership.
   b. Provide guidance to staff related to a possible new tenant and lease terms for use of second floor office space at Portland Ocean Terminal.

8. **2014 HCDC Work Plan for Review and Discussion** – See enclosed Memorandum from Jeff Levine, Greg Mitchell and Mary Davis.

Public Comment will be accepted on action items. **Councilor Kevin Donoghue, Chair**

Next Meeting Date: October 8, 2014

Housing & Community Development Committee
Minutes of August 27, 2014 Meeting

A meeting of the Portland City Council's Housing and Community Development Committee (HCDC) was held on Wednesday, August 27, 2014 at 5:30 p.m. in Room 209 on the second floor of Portland City Hall. Present from the HCDC was its Chair Councilor Kevin Donoghue, and members Councilors John Coyne, Jon Hinck, and Nicholas Mavodones. City staff present included Housing & Community Development Division Director Mary Davis, Associate Corporation Counsel Michael Goldman, Senior Planner Christine Grimando, Planning and Urban Development Director Jeff Levine, Island/Neighborhood Services Administrator Mike Murray, Senior Executive Assistant Lori Paulette, and Corporation Counsel Danielle West-Chuhta.

Item 1: Review and accept Minutes from previous meeting held on August 13, 2014.

On motion made and seconded, the Committee voted unanimously to accept the minutes with an amendment on p. 1, Item #1, to delete the date of August 13, 2014, and change it to June 25, 2014.

Item 2: Review and recommendation to staff to move forward with disposition process for tax-acquired property at 16 Fisherman's Cove, Cliff Island. Note: Pursuant to 1 M.R.S.A. 405(6)(C), the Committee may go into executive session.

Mr. Murray introduced this update to the Committee, noting that the draft RFP now takes into consideration feedback received at the most recent Committee meeting, both from the public and Committee members. The update reflects the weighted criteria section, wherein now the maximum points are suggested at:

A.	Fuel Station Kept in Operation	50 Points
B.	Year Round Affordable Island Housing	30 Points
C.	Total price offered for property	20 Points
D.	Donation of Land for Public Services (1 to 2 acres buildable Land)	10 Bonus Points

Mr. Murray said that, conceivably, a proposal could score 110 points if all four items get these highest points.

Mr. Murray then indicated that Corporation Counsel would be able to address Councilor Hinck's question regarding environmental liability for the City in executive session.

The Committee consensus concurred to go into executive session at this time.

On motion made and seconded, the Committee voted unanimously at approximately 5:40 p.m. to go into executive session pursuant to 1 M.R.S.A. 405(6)(C) and (E) to consult with the City's attorney regarding disposition of property, where premature public disclosure may prejudice the competitive bargaining position of the City. At approximately 5:55 p.m., the Committee came out of executive session.

Councilor Donoghue asked Mr. Murray about the review committee, and perhaps a Cliff Island resident being on it. Mr. Murray noted that staff discussed this and it may be difficult to identify a resident who would be unbiased. Therefore, staff has suggested in the alternative that Bill Needelman, the City's Waterfront Coordinator and who is also an island resident on Casco Bay (not Cliff Island), be on the review committee.

Councilor Donoghue then opened the meeting for public comment.

Roger Berle, Cliff Island Resident and officer on Sustainable Cliff Island (SCI), said that SCI is a non-profit organization with a mission to sustain Cliff Island by fostering year-round housing and economic development. This property fits in with that mission and was one of the reasons/impetus why SCI was formed. SCI is a good candidate to be a proposer, and also noted that the State's "Land for Maine's Future" program may also be a component of their proposal, which targets, for one, rehabilitation of working waterfronts for fishermen.

Chair Donoghue, noting no further public comment, closed public comment.

Councilor Mavodones said that he appreciated staff re-working the weighted criteria, noting it does reflect the feedback from the last meeting. He also noted that an email suggested that there be robust notification/advertisement of this RFP to spur a lot of interest and proposals. Regarding Bill Needelman on the review team, Councilor Mavodones said that Mr. Needelman would offer a good perspective.

Chair Donoghue asked about the wharf/dock/boat launch, and Mr. Murray said that rehabilitation of the wharf/dock/boat launch would be considered as part of the Fuel Station points where there is a maximum of 50 points.

There being no further discussion, a motion was made and seconded for staff to advertise the RFP in substantially the form as presented.

Ms. West-Chuhta requested an amendment to the main motion that the draft Purchase and Sale Agreement, as an attachment to the RFP, be amended to include a release of indemnity to be exercised as part of the sale process.

On motion made, seconded, and passed unanimously, the Committee amended the main motion as indicated by Ms. West-Chuhta. Chair Donoghue then asked for a vote on the main motion and it passed unanimously.

Item #3: Review and recommendation to City Council of proposed Housing Trust Fund Annual Plan.

Ms. Davis said that the source of funds for the Housing Trust Fund (HTF) have been primarily the result of the Housing Replacement Ordinance. This HTF Annual Plan will be the first adopted by the City Council, and it is fashioned to be a part of annual budget process. The Plan identifies the balance of the Fund as of August 21, 2014 at $652,801, and identifies how funds should be distributed. For FY15, the staff recommendation is that the funds be focused on opportunities where other City funding sources do not work or are not effective, i.e., projects to create workforce housing targeted to households earning 80% to 120% of AMI, and rental housing projects targeted to very-low income households at or below 50% of AMI.

Mr. Levine added that since these funds are not federal funds, they are more flexible and less restrictive in their use. Therefore, the City should think about spending these funds in a thoughtful manner, given the amount is limited; staff is considering a revolving loan program.

Chair Donoghue asked if the HTF is for both home ownership and rental, and it was indicated it was for both. Chair Donoghue noted, in the "Staff Recommendation", that the "100%" should be "120%", and Ms. Davis concurred.

Chair Donoghue then opened the meeting for public comment.

Steve Hirshon, Bayside Resident, asked if there was any TIF money in the HTF, and Ms. Davis indicated that there was not. Mr. Hirshon suggested that some Affordable Housing (AH) TIF money be directed towards the Stone Street playground for a basketball court. There are many children at this playground, noting the Pearl Place affordable housing I and II are now completely done, and additional playground space is desperately needed.

Chair Donoghue, noting no further public comment, closed the public comment session. He said that in the Bayside TIF fund, there is approximately $600K that can be looked into for future expenditures.

There being no further comments/discussion, a motion was made, seconded, and passed unanimously to forward the HTF Annual Plan to the City Council for adoption.

Item #4: Review and recommendation to City Council of proposed Work Plan for the re-use of Reed School.

Ms. Grimando described the former Reed School, as well as noting the open space on the property in an area of Portland lacking substantial open space. The building, with 32,692 sq. ft., is conducive to workforce housing or a mix of housing. She said that a work plan for the re-use of the Reed School is proposed to follow the same process as the disposition of the former Nathan Clifford School. Particularly, the formation of a Re-use Advisory Task Force, which will report its findings to this Committee.

Mr. Levine added that staff would like the Committee's feedback on the proposed work plan. It would be staff's intention to inform the area residents of this process by placing information on door knobs.

Councilor Mavodones said that following the Nathan Clifford School process is a good idea to expedite this reuse. Future housing for the Reed School should fit in with the Riverton community, and representatives from that community can add that voice.

Councilor Coyne appreciated this first step in the process. He suggested to add on the Task Force listing of groups a parent/teacher organization representative. He would be willing to serve on this Task Force until the end of his term on the Council, but would also see it through if it goes longer than the end of the year.

Chair Donoghue asked why a GPCOG member was on the Task Force listing, and Mr. Levine indicated because of their planning expertise. Chair Donoghue indicated that the groups listed for the Task Force is a good listing, together with the additions suggested today. He also applauded that its re-use does not rely solely on zoning.

Councilor Hinck also agreed with the proposed Task Force and work plan, and noted that email lists for notification of this process, as well as placing information on door knobs, would be beneficial as well.

Chair Donoghue, noting no further comments/questions, said that the consensus of the Committee is to move forward with the proposed Task Force, with additional representatives as noted, and work plan.

Item #5: Update and recommendation to staff regarding proposed amendments to the R-6 zone.

Ms. Grimando updated the Committee saying that over the past few months, staff has met with neighborhood organizations concerning proposed R-6 amendments. The Planning Division's website has a link to the status of the process. The recurrent topics of concern with the proposed changes are: (1) the 5-foot minimum side setbacks, combined with a 45-foot height limit would create light and air impacts for adjacent properties; (2) allowing higher densities will hasten the loss of larger housing units; and, (3) the proposed parking exemption for the first 3 units will have negative impacts on the livability of the impacted neighborhoods. She noted that the last concern may garner the most attention in the next few months. Regarding the second concern about hastening the loss of housing units, she said that there is a provision that places size limits on the conversion of existing buildings into additional dwelling units.

Ms. Grimando said that one goal is to have the zoning better match existing patterns of development.

Chair Donoghue noted from Ms. Grimando's memo one idea that one parking space be mandatory, and the next 3 exempted to insure a driveway. Ms. Grimando said that this would provide for offstreet parking, and driveways tend to be able to park more than one car.

Chair Donoghue asked about a timeline for Planning Board review, and Ms. Grimando estimated that within the next two months she should have a date for its review.

Councilor Hinck thanked staff for the update, particularly the recurring concerns. Regarding the light and air impacts for some properties, he asked about varying footages depending on the size of the property. Mr. Levine said that with zoning you try to avoid that so that all lots have the same requirements. Councilor Hinck asked if staff looked at other cities' regulations, and Mr. Levine said that they did and many are doing what Portland is doing now to get zoning to go with what is already built.

Councilor Mavodones said that these proposed amendments make sense and appreciated the work to get this point. He would look forward to the Planning Board's recommendation to the City Council.

Chair Donoghue thanked staff for the update. He indicated that the best way for people to offer comments was through the website, and/or emailing Christine Grimando at cdg@portlandmaine.gov.

Item #6: Update and recommendation to staff regarding the potential sale and redevelopment of 65 Munjoy Street lot (former Adams School)

Ms. Davis said that she is requesting no action on this item, nor on items #7 and #8, but rather feedback from Committee members.

Ms. Davis said that at an HCDC meeting in April this year, the HCDC requested an Environmental Site Assessment (ESA) be done, as well as a development feasibility analysis. The ESA Phase I and Phase II have been done and the executive summaries are in the Committee backup. The findings mirror the findings on the other portion of the site for the Adams School Condo report. The RFP can have language that appropriate remediation steps be taken by the developer, to be highlighted in its proposal back to the City. In September, the development feasibility analysis should be completed.

Mr. Levine added that the feasibility analysis will include 2 or 3 alternatives. In general, this site can accommodate 8 to 12 units of housing. The consultant is running the financial feasibility based on ownership and rental, focusing on 100% of Area Median Income (AMI) to start with. If the City were to require permanent affordable housing on this site, it would have to offer the property at no charge. Regarding the ESA reports, it is not believed that remediation costs would be excessively high.

Chair Donoghue then opened the meeting for public comment for this item, and apologized for inadvertently not opening the Reed School item for public comment.

Paul Morrissey asked why this parcel was broken out, and Chair Donoghue said that it was at his direction to see about this lot being developed between the two abutting buildings.

Bob LeBlanc expressed concern about parking, as there is not much parking in that area now. The current lot serves a need now, and during snow bans. He also noted there could have been more notice about the item.

Chair Donoghue, noting no further public comment, closed the public comment session.

Ms. Davis said that notices were sent to property owners within a 750’ radius. She also noted that there was a glitch in the GIS system so the notices were mailed later than she wanted. There was discussion about also noticing renters, as well has having the Munjoy Hill Neighborhood Organization notified of the next HCDC meeting on this item.

Mr. Levine said that the report from the consultant will most likely be on an agenda for a September Committee meeting, at which time staff will seek guidance from the Committee on an RFP.

Chair Donoghue said that he would like to have some information on snow ban parking for this area. Noting no further comments/questions from Committee, he then thanked staff for the work to date on the item.

Item #7: Review and discussion to provide guidance to staff on potential redevelopment of City-owned property at 65 Hanover/52 Alder Street and 71 Hanover Street.

Ms. Davis said that this is intended to be a discussion to give guidance to staff on potential disposition of these properties. As part of the Tax Acquired Property Committee (TAPC) review of these properties, a Department wide survey was conducted to determine if these were excess to the City's needs. The responses are included in the backup. The TAPC recommendation was to hold these properties and market the Public Services site as a whole when available to maximize value. Ms. Davis then described the properties for discussion, noting that should the Committee want to move forward with disposition, it is recommended that 65 Hanover Street/52 Alder Street be marketed together for residential use through an RFP process, and a separate competitive RFP process for the 71 Hanover Street property for a commercial use.

Mr. Levine added that the 71 Hanover Street property is the sand/salt site for Public Services; the staff recommends that a contingency that allows the City to locate an alternative site and obtain regulatory approvals for the relocation of the salt/sand shed be a part of the RFP conditions.

There was discussion about the type of residential housing, either very low AMI or 80-120% of AMI could be a target as there will be market rate housing developed in this area.

Chair Donoghue opened the meeting for public comment.

Ron Spinella said that the entire Public Services site needs to be planned out more than it is now before disposing of properties.

Chair Donoghue said that the Bayside Vision speaks to the development of this area.

Deb Van Hoek said that she agreed with Ron Spinella, for a planned development that benefits the Bayside neighborhood. She noted that the average AMI in 2011 was $74,600, while the average AMI in Bayside was $23,845 at that time.

Steve Hirshon also agreed with Ron Spinella. A broader look at the entire Public Services campus is needed for a unique opportunity to do something different. The Bayside neighborhood needs more stakeholders; as it is now, families with young children do not stay long. Workforce housing would be beneficial. He also advocated for the reopening of Lancaster Street between Alder and Hanover Streets.

Robert Hains agreed with the sentiment that a plan needs to be in place first; it would be premature sell these properties.

Tom Blackburn agreed that a master plan should be done prior to putting out properties for sale, as there are a variety of uses that have been discussed – including an arts space, workforce housing, and commercial development. He suggested to place this on hold, particularly since USM is working on an arts and creativity innovation center which could possibly be housed in Bayside.

Bob LeBlanc said that he sees more value in disposing of the entire Public Services as one property.

Lou Sims said that he would like to see the properties placed for disposition now, adding that he believed they would bring positive development to the area.

Alex Landry encouraged workforce housing development for Bayside, as there will be market rate housing soon. He also encouraged commercial development on the ground floor and workforce housing on the upper floors for these two properties.

Chair Donoghue noting no further public comment, closed the public comment session.

Councilor Mavodones asked where the City's use for 65 Hanover/52 Alder would be relocated. Mr. Levine said that it is anticipated that they will vacate the premises by the end of year, being relocated to Canco Road. Councilor Mavodones said that he would like to see these properties move forward with the disposition process, with housing and commercial uses through the RFP process. He agreed that stakeholders for Bayside are important.

Councilor Hinck also agreed with the RFP process to move the disposition process of these two properties forward.

Chair Donoghue said that the neighborhood does need stabilization/stakeholders. Regarding 65 Hanover/52 Alder Street, this could be done through the RFP process for affordable home ownership on the upper floors, with ground floor commercial use. He would be interested in feasibility analysis of such a development, with options for development similar to the Adams School analysis underway now. The disposition process of this property does not have to be in tandem with the 71 Hanover Street property.

Mr. Levine said that it may be late fall for this analysis to be completed.

Chair Donoghue thanked the Committee and staff for the discussion/feedback.

Item #8: Review and discussion to provide guidance to staff regarding potential redevelopment of City-owned property at 157 Brackett Street.

Ms. Davis said that a Departmental survey was done with the results being that this lot is actively used for parking by Reiche School employees, as well as used after hours by the residents during snow bans and street maintenance projects. There are approximately 20 parking spaces there now, and Reiche School staff have indicated that a loss of this parking would be detrimental.

Chair Donoghue opened the meeting for public comments.

Robert Hains said that parking is very tight in this area, and additional development would require additional parking.

Noting no further public comment, Chair Donoghue closed the public comment session.

Councilor Mavodones said that he is open to maintain existing parking either at this location or close by. The School Department would need to feel comfortable with no impacts.

Councilor Hinck agreed.

Chair Donoghue added that Councilor Marshall indicated that he is open for creative ways to develop housing if a solution to the parking issues can be identified.

Consensus of the Committee was to bring a draft RFP for the property back to the Committee for its review/direction.

Item #9: 2014 HCDC Work Plan for review and discussion.

Chair Donoghue said that he anticipates the Public Services properties to be back on an agenda late Fall; the Munjoy Street property in perhaps 30 days; and the Brackett Street property draft RFP perhaps in late September/early October.

There being no further business, the meeting adjourned at approximately 8:00 p.m.

Respectfully,

Lori Paulette

Portland, Maine Yes. Life's good here.

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
Amy Grommes-Pulaski, HCD Program Manager
Housing and Community Development Division

DATE: September 19, 2014

SUBJECT: Review and Recommendation to City Council
Improvements to the FY 2014-2015 CDBG Process

Housing and Community Development staff are recommending the following adjustments to the CDBG allocation process.

Public Infrastructure/Public Improvement Projects

HCD staff recently met with the Acting City Manager to discuss ways to create a more efficient allocation process for public improvement projects that creates a more realistic expectation as to the number of projects that can be funded each year.

The City of Portland's HUD Citizen Participation Plan, updated and approved by council and submitted to HUD in May, requires that we solicit public input in the CDBG process in each of the eligible CDBG neighborhoods. To satisfy these requirements, HCD staff is suggesting that we hold one CDBG specific meeting in mid-October in a central location (with outreach to residents of all CDBG eligible neighborhoods) and include a discussion of the CDBG program at the district meetings in November.

Also, last year we worked with the three district councilors that represent HCD-eligible neighborhoods, and DPS staff, to identify 3 projects in each eligible neighborhood. HCD staff advised that projects which complement, complete or improve upon previously completed projects, or will result in a significant neighborhood impact, score better with the CDBG Allocation Committee. DPS completed applications for those projects, along with applications for handicap ramps, trees and Big Belly Solar Waste Compactors. However, of the twelve applications submitted, only 3 improvement projects plus the Big Belly Solar Waste Compactors were recommended for funding. Each application requires a significant amount of time to prepare.

In order to address these issues, the Acting City Manager has contacted the three HCD-eligible district councilors to obtain their thoughts on these suggestions. Additionally,

Mary Davis
Division Director, Housing & Community Development Division

she intends to meet with the three HCD-eligible district councilors in September to discuss priorities, with the goal of identifying one top priority in each district. This list will be finalized with HCD and DPS staff and presented at the CDBG Neighborhood meeting in mid-October.

Bonus Points

Last year, 3 bonus points were awarded for each project or program (both social services and development) that self-identified as addressing "Basic Needs." The definition of Basic Needs for this program, as provided by the 2008 CDBG Priority Task Force is "programs that respond to an acute need where no other options exist, and such a response is temporary in nature."

Last year's Allocation Committee recommended that these bonus points be eliminated for this program year, stating in their letter (full letter attached) to the City Manager that,

"The [Allocation] Committee feels that this definition is so broad that it removes the Committee's discretion to effectively score applications…three bonus points makes a significant impact on the resulting scores when the difference between receiving funding and not receiving funding falls to a tenth or one-hundredth of a point. If Basic Needs, or any Priority Impact Area, receives three (3) additional bonus points it effectively ensures that those applications have a high likelihood of being funded, while other highly needed applications are at a significant disadvantage."

Additionally, the Allocation Committee recommended eliminating *all* bonus points in both social services and development applications in order for the Committee's scoring criteria to guide the allocation process. The other bonus points awarded last year were for childcare programs/projects.

Recommendation: HCD staff support the Allocation Committee's recommendation to eliminate all bonus points.

Set-Asides

Last year, there were two set-asides: $150,000 for Community Policing (social service funds), and $400,000 for the Employment Development Program ($300,000 in development funds and $100,000 in social service funds).
Recommendation: Staff recommends preserving these set-asides for the upcoming program year.

Portland, Maine
Yes. Life's good here.
Mary Davis
Division Director, Housing & Community Development Division

Economic Development/Job Creation Activities

In the past businesses could apply directly through the CDBG Application process for economic development funds. The CDBG program also funds the Business Assistance Program through the City of Portland, the Portland Microenterprise Assistance Program through Coastal Enterprises, and the new Portland Jobs Alliance. Businesses looking for assistance or funding can utilize one of these resources.

Recommendation: HCD staff recommends eliminating the ability for individual businesses to apply through the CDBG Application Process for economic development projects.

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February 14, 2014

Mark H. Rees, City Manager
City Hall
389 Congress Street
Portland, Maine 04101

Dear Mr. Rees,

We are pleased to submit the CDBG Annual Allocation Committee's recommended budget allocations for Year 40 of the Community Development Block Grant (CDBG).

On a national level, funding for the Community Development Block Grant has decreased by approximately 1.3% this year. The budget listed below is based upon an estimated 1.3% cut in funding from Year 39 (2013-2014). HUD has already received their allocations and we are expecting to receive final budget numbers soon.

CDBG ALLOCATION	**Year 39 FY 13-14**	**Year 40 FY 14-15**	**Difference in Dollars**
Planning and Administration Cap	$394,110	$411,698	$17,588
Social Service Cap	$639,277	$636,961	($2,316)
Development Activities	$1,037,162*	$896,833	($140,329)
TOTAL Allocation	**$2,070,549**	**$1,945,492**	**($125,057)**

**The Development Activities amount for Year 39 includes $100,000 of funds reallocated from contingency.*

Based on Council approval, a portion of this year's Social Service and Development Activities funding will go toward a new initiative, the Employment Development Program. The amount of funding available for our annual CDBG process is in the far right column. Funding recommendations for the Employment Development Program will be presented through a separate venue.

CDBG ALLOCATION	**Year 40 FY 14-15**	**Employment Development Program Funds**	**Amount of CDBG Funds Available for Annual Requests**
Planning and Administration Cap	$411,698	$0	$411,698
Social Service Cap	$636,961	$100,000	$536,961
Development Activities	$896,833	$300,000	$596,833
TOTAL Allocation	**$1,945,492**	**$400,000**	**$1,545,492**

As in past years, the need for CDBG funding continues to exceed the amount of funds available. The total dollars requested is $3,950,044 resulting in a gap of $2,404,552 between CDBG funds available for annual requests and the total amount of annual requests. As in prior years, we were faced with difficult choices in this year's recommendation process and struggled with which applications to recommend for funding. The Committee stayed focused on the scoring criteria in order to be fair to all applicants.

The following sections of this letter outline our funding recommendations. The first section explains the history and progress Portland's CDBG Program has undergone over the last four years. The second section provides a description of this year's process, how the applications were reviewed and scored, and finally our recommendations for funding.

HISTORY AND CURRENT STATUS OF THE CDBG PROGRAM

Over the last six years, the CDBG program has undergone significant review. This review resulted in changes to the allocation process as summarized below.

In 2008 the following steps were implemented:

Council Order 70-7/08 (HCD Task Force Ten Point Plan)

- Creation of the CDBG Priority Task Force
- Creation of the CDBG Annual Allocation Committee
- Funded projects are to be completed within two years of award

In 2009 the following steps were implemented:

Council Order 70-7/08 (HCD Task Force Ten Point Plan)

- CDBG Application process is to comply with the City's Purchasing Ordinance

Council Order 91-08/09 (CDBG Priority Task Force Recommendations)

- Application and scoring reflect the goal of building strong, self sustaining neighborhoods by having applications address the priority impact areas and guiding principles.

In 2010 the final recommendations by the CDBG Priority Task Force were implemented, including:

Council Order 91-08/09 (CDBG Priority Task Force Recommendations)

- $20,000 minimum request.
- Small grants in the amount of $7,500 are available to social services for capacity building and to small businesses micro-enterprises for technical assistance
- Social service basic needs set aside for up to 10% of the HUD allocated CDBG grant
- Social service multi-year initiatives requests guidelines defined and encouraged
- Economic development job creation request guidelines defined
- The administration and planning request would be presented to and reviewed by the Committee, but would not be voted upon in a competitive environment

In 2011, the Council further reviewed the program and the implementation of all of the recommendations. Based on this review, the City Council implemented the following changes:

- *Eliminate* the small grants award of $7,500 made available to social services for capacity building and to small businesses micro-enterprises for technical assistance
- *Eliminate* the social service basic needs set aside, previously set to be up to 10% of the HUD CDBG allocation
- *Lower* the minimum grant request from $20,000 to $10,000

- *Create* a maximum grant request per applicant:
    - $150,000 for Social Service applicants
    - $250,000 for Development Activities applicants
- *Create* a Maximum Cumulative Grant Allocation for City Applications
    - 45% of funding available for Social Services
    - 85% of funding available for Development Activities
- *Create* an economic development set aside/ cap for job creation for $100,000
- *Create* a Priority Focus for Program Year 2011-2012:
    - For Social Services additional points can be allocated for applications meeting the Work and Shop priority criteria
    - For Development Activities additional points can be allocated for projects located in Libbytown, Census Tract 20.02

2012 Minor adjustments

- Based on pressure and direction from HUD we will be paying our grantees based on a cost per unit of service. Each applicant has provided a cost per unit of service. Funded applicants will be submitting funding requisitions and be paid based on the number of units provided and persons served. This does not apply to construction projects.
- Staff will be administering bonus and penalty points on the applications.
- Priority for Social Service applications is child care. Priorities for Development Activities are job creation and projects located in Libbytown or Census Tract 20.02.

2012 Priority Task Force focused priorities even further:

- To create <u>Sustainable Workforce Development Program</u>(s) that move Portland residents out of poverty into sustained employment and financial stability.

  1) Invest in businesses with Portland locations to enable them to expand and create jobs, as eligible by HUD regulations.

  2) Provide a continuum of services to increase a Program Participant's professional capacity, financial stability, and ability to maintain employment, through: career advancement services, financial stability and job retention support services.

- Place Program Participant's in newly created sustainable Portland-based jobs.

2013 Working Group determined how to implement the Priorities of the 2012 Task Force:

- Invest 1) in businesses to create net new jobs or 2) to create microenterprise businesses (businesses with less than 5 employees where the owner is LMI Portland)
- Fill 66% of the net new jobs with low to moderate income (LMI) Portland residents.
- Priority will be given to applicants that will hire or serve more LMI Portland residents, homeless persons, New Americans, or single-parent head of households will be given preference.
- Set aside $400,000 ($300,000 in Development Funds and $100,000 in Social Service Funds) for the new Workforce Development Initiative now renamed the Employment Development Program.
- Fund at least two applicants
- Funding requests can be for two years

- Tracking of jobs will be for two years after job creation or microenterprise creation
- Success will be evaluated based on return on investment (CDBG investment vs. increase of income of new employees/ business owners)
- The first round of funding will begin in 2014.

2014 Minor adjustments

- Priority for ALL Social Service and Development Activity applications is child care and basic needs. These applications will all receive an additional three bonus points.
- There is a set aside of $150,000 for Community Policing
- Penalty points were reduced: errors are only 0.25 points, and blanks are not penalized.
- The Employment Development Program received a $400,000 set aside, including $300,000 from Development Activities and $100,000 from Social Services

THE PROCESS AND REVIEW

CDBG Applications were available on October 15, 2013. The mandatory applicant's meeting was held on October 16, 2013 at 7:00pm in Merrill Rehearsal Hall. All applications were due on Tuesday November 19, 2013 at 10:00am.

We received twenty-one (21) Development Activities applications and fifteen (15) Social Service Applications, along with an Administration and Planning request of $393,910, for a total of $3,950,044 in funding requests.

There was a total of $2,369,027 of Development Activity requests with $596,833 available, and $827,097 of Social Service requests with $536,961 available.

The Allocation Committee Review and Funding Methods

Our Committee first met for this funding year on December 19, 2013. The Committee met seven (7) times to discuss Administration and Planning, Development Activities and Social Service applications.

The Committee read each application individually prior to the meeting. At the meeting the Committee would discuss each proposal. If questions arose, staff forwarded them to the applicant to answer. The answers were then forwarded back to the Committee.

Applications were organized by score from the highest to the lowest within each category. The City Council has directed the Committee to recommend full funding based on request for all applications; therefore each applicant was awarded full funding, until the funding was exhausted.

RECOMMENDATIONS

Administration and Planning Funding

The Committee reviews information regarding Administration and Planning, but does not score the application competitively. Administration funding is essential for operating the CDBG program and reporting to HUD. The Planning & Urban Development Department submitted a budget of $393,910 and the Committee is recommending full funding.

Organization	**Program**	**Request**	**Points**	**Comm. Recomm**
Planning & Urban Development Department	Administration	$393,910	NA	$393,910

Development Activities Funding

The Committee received twenty-one (21) Development Activities applications, requesting a total of $2,369,027 and $596,833 was available. The City Council's *85% Rule for Development Activities* is still in place, which specifies that a maximum of 85% of the Development Activity funding can go to fund City applicants, the remaining 15% must go to outside requests. This rule did not affect the Committee's recommendations this year. The following table outlines the highest scoring applications, their requests and the recommended allocation from the Committee.

Organization	**Program**	**Request**	**Points**	**Comm. Recomm.**
Living with Peace *Application # 21*	Portland Micros	$15,000	89.9	$15,000
Learning Works *Application #20*	Renovation of Historic Property at 181 Brackett Street	$70,700	88.94	$70,700
Portland Food Co-Op *Application #22*	Portland Food Co-Op Grocery Store, Job Creation	$60,000	88.65	$60,000
Preble Street* *Application #3*	Preble Street Resource Center Rehabilitation and Healthcare for the Homeless Clinic Floor Replacement***	$173,060	87.48	$64,493/ $108,567**
COP Public Services *Application #10*	North Boyd Street Multiuse Trail Phase II	$110,000	85.98	$110,000
COP Public Services *Application #13*	St John. Valley Streetscape Phase III Final	$210,504	84.05	$183,073

* These applications received a three (3) point bonus for addressing a Basic Need.

In light of recent funding changes for the Healthcare for the Homeless Program, the Committee feels strongly that if *the decision to close* the Healthcare for the Homeless Clinic is made *before* the start of the fiscal year (July 1, 2014), funding <u>*should not be awarded*</u> to Preble Street for renovation and floor replacement in the building located at 20 Portland Street, the space for the Healthcare for the Homeless Clinic. If this closure occurs, the Committee recommends funding ***only* the Preble Street Resource Center Rehabilitation portion of the project at $64,493. This leaves $108,567, the portion for the Healthcare for the Homeless Floor Replacement project, unallocated. Therefore the

Committee recommends funding the next two highest scoring applications: Milestone Shelter Bathroom Renovation for $21,778 and Public Services Oxford Street Crossing and Elm Street Crossing project with the remaining $86,789 (of $248,375 requested). If either project cannot go forward at this amount the Committee recommends funding the next highest scoring project that can begin and be completed in a timely manner.

If additional funds are available through contingency the Committee recommends funding the next projects in order, based on their score.

The City puts a ten year mortgage on all non-profit renovation projects to ensure that the space continues to be used for eligible purposes.

Social Service Funding

The Committee received fifteen (15) Social Service applications, including a multi-year request from Milestone Foundation for the H.O.M.E. Team and a $150,000 request from Community Policing which will be funded through a set-aside. There is $827,097 of Social Service requests with $536,961 available. The City Council's *45% Rule for Social Services* is still in place, which specifies that a maximum of 45% of the Social Service funding can go to fund City applicants, the remaining 65% must go to outside requests. This rule did not affect the Committee's recommendations this year. The following table outlines the highest scoring applications, their requests and the recommend allocation from the Committee.

Organization	**Program**	**Request**	**Points**	**Comm. Recomm**
COP Police Development	Community Policing	$150,000	Set-aside	$150,000
Preble Street*	Resource Center	$45,000	97.54	$45,000
Preble Street*	Food Programs	$50,000	96.13	$50,000
Opportunity Alliance*	Access to Basic Needs: Winter Heat and Summer Food	$62,400	95.51	$62,400
Preble Street*	Teen Center	$30,000	95.42	$30,000
Catherine Morrill/ Youth and Family Outreach***	Childcare Assistance Program	$89,432	95.1	$89,432
Preble Street*	Florence House	$30,000	92.98	$30,000
COP Social Service Division*	After Hours Emergency Assistance Program	$34,000	92.39	$34,000
COP Healthcare for the Homeless	Behavioral Health Program	$111,149	90.99	$46,129

* These applications received a three (3) point bonus for addressing a Basic Need.
*** These applications received a three (3) point bonus for providing Child Care.

If the Healthcare for the Homeless Clinic closes prior to the start of the fiscal year (July 1, 2014), the committee recommends this funding, in the amount of $46,129, be directed to the next highest scoring applicants identified on the scorecard attached who are able to deliver the services outlined in their application.

BONUS POINTS

Social Services

The Committee discussed the bonus points that were awarded this year to both Childcare and Basic Needs. According to the application Basic Needs is defined as "programs that respond to an acute need where no other options exist and such a response is temporary in nature." The Committee feels that this definition is so broad that it removes the Committee's discretion to effectively score applications. Nine (9) of the fourteen (14) social service applications qualified to receive an additional three (3) bonus points (8 for basic needs and 1 for childcare). Three bonus points makes a significant impact on the resulting scores when the difference between receiving funding and not receiving funding falls to a tenth or one-hundredth of a point. If Basic Needs, or any Priority Impact Area, receives three (3) additional bonus points it effectively ensures that those applications have a high likelihood of being funded, while other highly needed applications are at a significant disadvantage. Seven (7) of the eight (8) applications being recommended for funding by the committee (based on score) received Basic Needs or Childcare bonus points. Only one applicant who received the bonus points did not receive a recommendation for funding.

The Committee recommends that there be NO bonus points for social service applications for next year.

Development Activities

This is the first year that Development Activity applications received the same bonus points as Social Service applicants, for Basic Needs and Childcare. Five applicants received additional bonus points. The Committee feels strongly that these types of bonus points should not apply to Development Activity applications.

The Committee recommends limiting bonus points to location only for Development Activity applications, where the location compliments a larger City initiative.

SUMMARY

All projects that requested funding would be beneficial to our City, however due to limited dollars, not all were recommended for funding through this program. This is a competitive process; each applicant competed against all other applicants. The projects that are not being recommended for funding scored lower in the each of the evaluation categories, and therefore in total points. A spread sheet is attached which provides all scores for each application. A summary book has also been provided to you, and staff can provide full applications if requested. Please refer to the spreadsheet and Summary Book for more information.

As always, the Committee will continue to look for ways to improve the efficiency, effectiveness and transparency of the program. We welcome comments, suggestions, and feedback both from the Council and the public.

We thank you for your commitment to this program and your patience through its transition. We hope you are satisfied with the results.

We are especially grateful for our appointments to the Annual Allocation Committee, providing us with the opportunity to participate in this program, and offer our recommendations for your consideration. We look forward to seeing you on March 10 and 17 and hearing your response.

Sincerely,

The CDBG Annual Allocation Committee for Program Year 2013-2014
Funding Year 2014-2015

Karma Crawford, Chair
Jeremy Gabrielson, Vice Chair
Maxwell Chikuta
Wendy Harmon
Rhonda Juneau
Jeff Schwartz
Victoria Szatkowski
Jackie Wiegleb

Attachments: CDBG Allocation Committee Funding Recommendations 2014-2015 (spreadsheet)

CDBG Applicants, Requests, and Funding Recommendations
Program Year 2014-2015

SUMMARY OF APPLICANTS 2014-2015

#	Cat.	PII	Applicant	Program/Project	Request	Priority Impact / Goal 20 pts	Guiding Principles 35 pts	Partner/ Collab 15 pts	Capacity to Deliver 30 pts	Focus Area Bonus 3 pts	Penalty	Total	Committee Recomm Funding	City Manager's Recomm	Council Allocation
1	AP	ALL	COP Planning & Urban Dev Dept	CDBG Administration and Planning	$393,910								$393,910		
				Total Administration Request	**$393,910**										
											Total Administration Total		**$393,910**	**$0**	
						20 pts	35 pts	15 pts	30 pts						
21	DA	WS	Living with Peace	Portland Micros	$15,000	17.25	31.64	14.13	26.88	0.00	0.00	89.90	$15,000		
20	DA	WS	Learning Works	Renovation of Historic Property at 181 Brackett St.	$70,700	16.63	30.63	14.25	27.43	0.00	0.00	88.94	$70,700		
22	DA	WS	Portland Food Co-Op	Portland Food Co-Op Grocery Store	$60,000	16.85	31.01	14.57	26.22	0.00	0.00	88.65	$60,000		
3	DA	BN	Preble Street	HCH Clinic Floor Replacement & Preble Street Resource Center Rehab	$173,060	17.39	30.96	13.13	23.25	3.00	0.25	87.48	$173,060		
10	DA	MA	COP Public Services	North Boyd Street Multiuse Trail Phase II	$110,000	16.89	30.89	11.25	26.95	0.00	0.00	85.98	$110,000		
13	DA	MA	COP Public Services	St John/Valley Streetscape Phase III	$210,504	17.76	30.77	11.63	23.89	0.00	0.00	84.05	$183,073		
5	DA	BN/SN	Milestone, Inc.	Shelter Bathroom Renovation	$21,778	17.63	30.77	6.00	26.40	3.00	0.00	83.80			
11	DA	MA	COP Public Services	Oxford Street Crossing & Elm Street Sidewalk	$248,375	17.76	31.26	11.50	23.00	0.00	0.00	83.52			
4	DA	BN/SN	Milestone, Inc.	Air Quality Improvement	$9,656	16.37	29.77	6.56	26.95	3.00	0.25	82.40			
14	DA	MA	COP Public Services	West Commercial Street Trail, Beach St. to Harborview Park	$171,050	16.38	28.39	11.00	25.64	0.00	0.00	81.41			
8	DA	MA	COP Public Services	Libbytown-Park Avenue Pedestrian Accessibility	$238,325	17.26	29.01	11.50	22.89	0.00	0.00	80.66			
16	DA	SN	COP Public Services	Big Belly Solar Compactor Deployment	$50,000	16.88	30.02	7.25	26.42	0.00	0.00	80.57			
12	DA	MA	COP Public Services	Portland St. Streetscape, Forest to Brattle	$245,000	17.01	30.38	10.88	22.14	0.00	0.00	80.41			
19	DA	WS	Catherine Morrill Day Nursery	Frontage Restoration Project	$85,389	15.07	27.14	8.25	26.35	3.00	0.00	79.81			
7	DA	MA	COP Public Services	ADA Curb Ramps	$48,000	17.76	29.39	11.13	20.26	0.00	1.00	77.54			
9	DA	MA	COP Public Services	Monument Square ADA Accessibility Improvements	$64,000	17.26	29.76	11.25	20.02	0.00	1.00	77.29			
15	DA	SN	COP Public Services	Congress Street Lighting & Bike Climbing Lane	$210,000	15.13	26.39	11.38	22.51	0.00	2.00	73.41			
17	DA	SN	COP Public Services	CDBG Tree Planting	$15,000	15.00	28.51	7.38	22.14	0.00	1.00	72.03			
18	DA	SN	Committee to Restore the Abyssinian Meeting House	Abyssinian Meeting House	$250,000	13.32	24.89	8.75	22.38	0.00	0.00	69.34			
2	DA	BN	Park Medical Bldg Owner's Assn	Improvement of Entry and Windows	$43,200	13.00	26.19	8.63	19.89	3.00	2.00	68.71			
6	DA	HS	Machigonne Community Land Trust	Machigonne 1	$30,000	14.13	21.76	10.75	15.51	0.00	0.00	62.15			
				Total Development Request	**$2,369,037**										
				Total Development Available	**$596,833**						**Total Allocated Development**		**$596,833**	**$0**	**$0**

CDBG Applicants, Requests, and Funding Recommendations
Program Year 2014-2015

SUMMARY OF APPLICANTS 2014-15

	Cat.	PII	Applicant	Program/Project	Request	Priority Impact / Goal 20 pts	Guiding Principles 35 pts	Partner/ Collab 15 pts	Capacity to Deliver 30 pts	Focus Area Bonus 3 pts	Penalty	Total	Committee Recomm Funding	City Manager's Recomm	Council Allocation
23	SET	SN	COP Police Dept	Community Policing	$150,000								$150,000		
				Total set-aside	**$150,000**										
						20 pts	35 pts	15 pts	30 pts						
30	SS	BN	Preble Street	Resource Center	$45,000	19.76	33.88	13.63	27.27	3.0	0.00	97.54	$45,000		
27	SS	BN	Preble Street	Food Programs	$50,000	19.00	32.45	14.38	27.30	3.0	0.00	96.13	$50,000		
26	SS	BN	Opportunity Alliance	Access to Basic Needs: Winter Heat & Summer Food	$62,400	18.38	32.00	13.75	28.38	3.0	0.00	95.51	$62,400		
29	SS	BN	Preble Street	Joe Kreisler Teen Center	$30,000	18.88	31.63	14.38	27.53	3.0	0.00	95.42	$30,000		
36	SS	WS	Catherine Morrill/Youth & Family Outreach	Childcare Assistance Program	$89,432	18.88	31.01	14.25	27.96	3.0	0.00	95.10	$89,432		
28	SS	BN	Preble Street	Florence House	$30,000	17.51	31.13	13.88	27.46	3.0	0.00	92.98	$30,000		
25	SS	BN	COP Social Services Division	After Hours Emergency Assistance Program	$34,000	18.75	32.38	11.38	27.13	3.0	0.25	92.39	$34,000		
34	SS	SN	COP Healthcare for the Homeless	Behavioral Health Program-Healthcare for the Homeless	$111,149	18.19	32.63	13.38	26.79	0.0	0.00	90.99	$46,129		
35	SS	SN	Wayside Food Programs	Direct Service Program	$25,000	18.01	33.19	11.50	28.13	0.0	0.00	90.83			
31	SS-M	BN/SN	Milestone, Inc.	HOME Team - 2 year application	$75,000	17.50	31.39	11.75	27.06	3.0	0.00	90.70			
33	SS	SN	Amistad	Amistad Peer Support & Recovery Center	$30,000	18.26	32.19	11.50	28.13	0.0	0.00	90.08			
24	SS	BN	Frannie Peabody Center	HIV Client Services	$40,000	16.25	28.76	13.13	26.88	3.0	0.00	88.02			
32	SS	HS	Southern ME Agency on Aging	Social Service Support for Elderly & Disabled	$20,116	17.14	30.01	13.50	26.82	0.0	0.25	87.22			
37	SS	WS	Community Financial Literacy	Financial Education for Refugees & Immigrants	$35,000	16.13	29.26	13.13	25.44	0.0	0.25	83.71			
				Total Social Service Request	**$827,097**							**Total Allocated Social Services**	**$536,961**	**$0**	**$0**
				Total Social Services Available	**$536,961**										
				Total Requests	**$3,590,044**										

Portland, Maine   Yes. Life's good here.

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

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 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. Beckettt 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, Beckettt 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, Beckettt 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/adamsschoolfinalreport.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

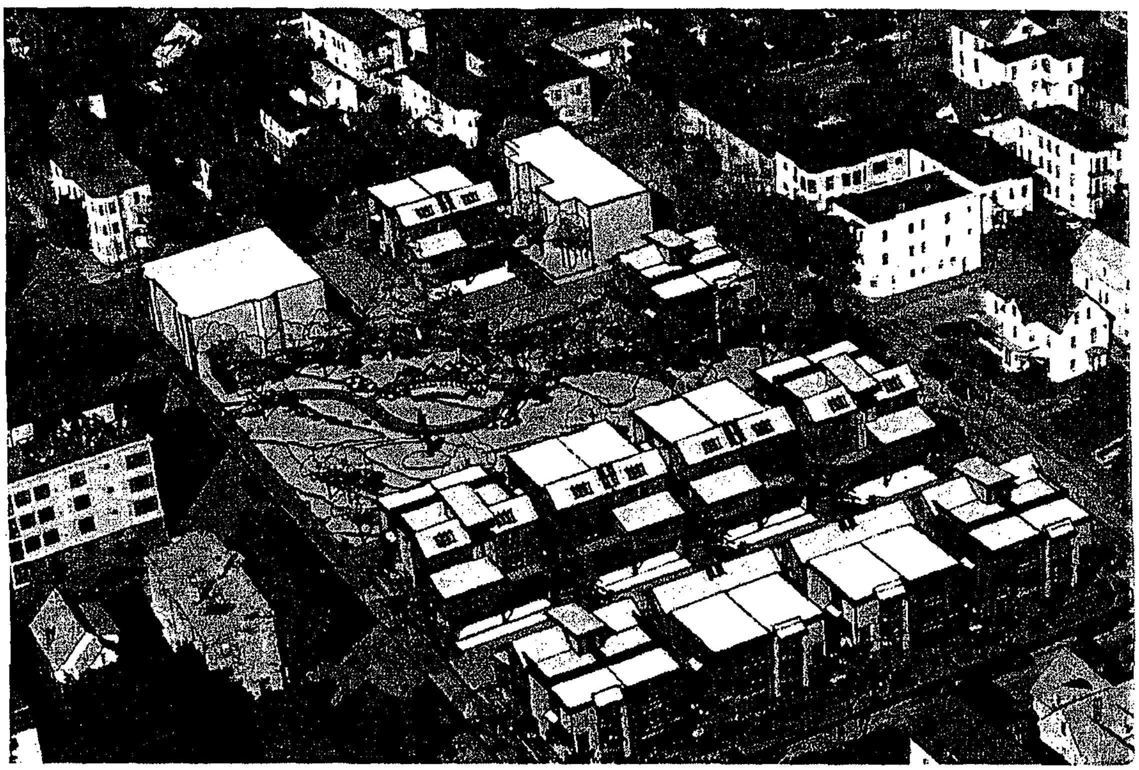
Reuse of the Adams School Site Final Draft Report is available for viewing in the City's Purchasing Office, Room 103, Portland City Hall, 389 Congress Street, Portland, ME between 8:00 am and 4:30 pm or online at http://www.portlandmaine.gov/adamschoolfinalreport.pdf.

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:

AVESTA HOUSING

PDT ARCHITECTS

WOODARD & CURRAN

BAY

Table of Contents

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.

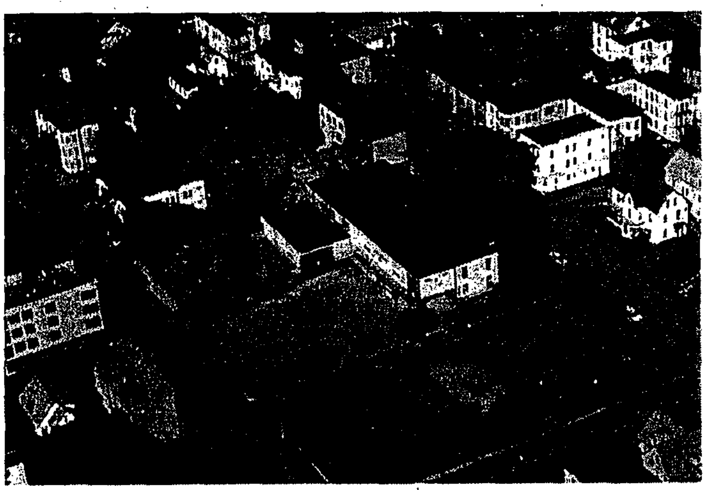
Beckett Green's design is based on the neo-traditional, New Urbanist principle of the private rear ally or "mews". Beckett Green's mews will place automobile circulation and parking to the interior of the housing development to deemphasize cars and garages and guarantee that public streetscape and park 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.

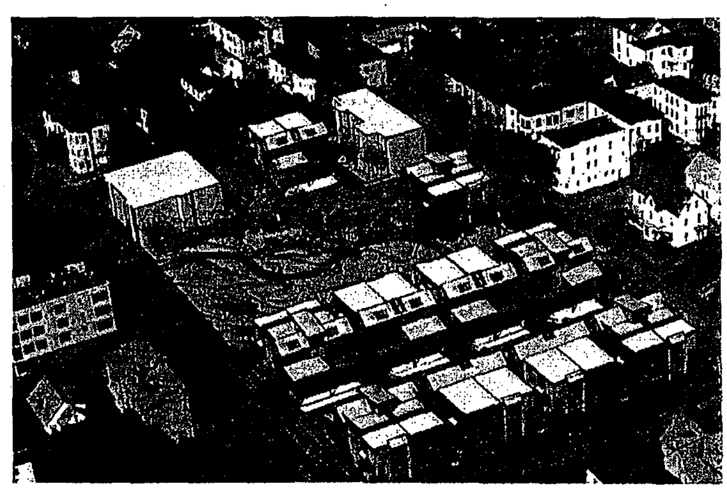
The redevelopment of the site will cost $10.6 million. Key sources of funds will include; home sales, Federal Home Loan Bank of Boston, NeighborWorks ® America, the City of Portland, and MaineHousing. The costs of the development include land purchase of $600,000, construction costs of $7.7 million and 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

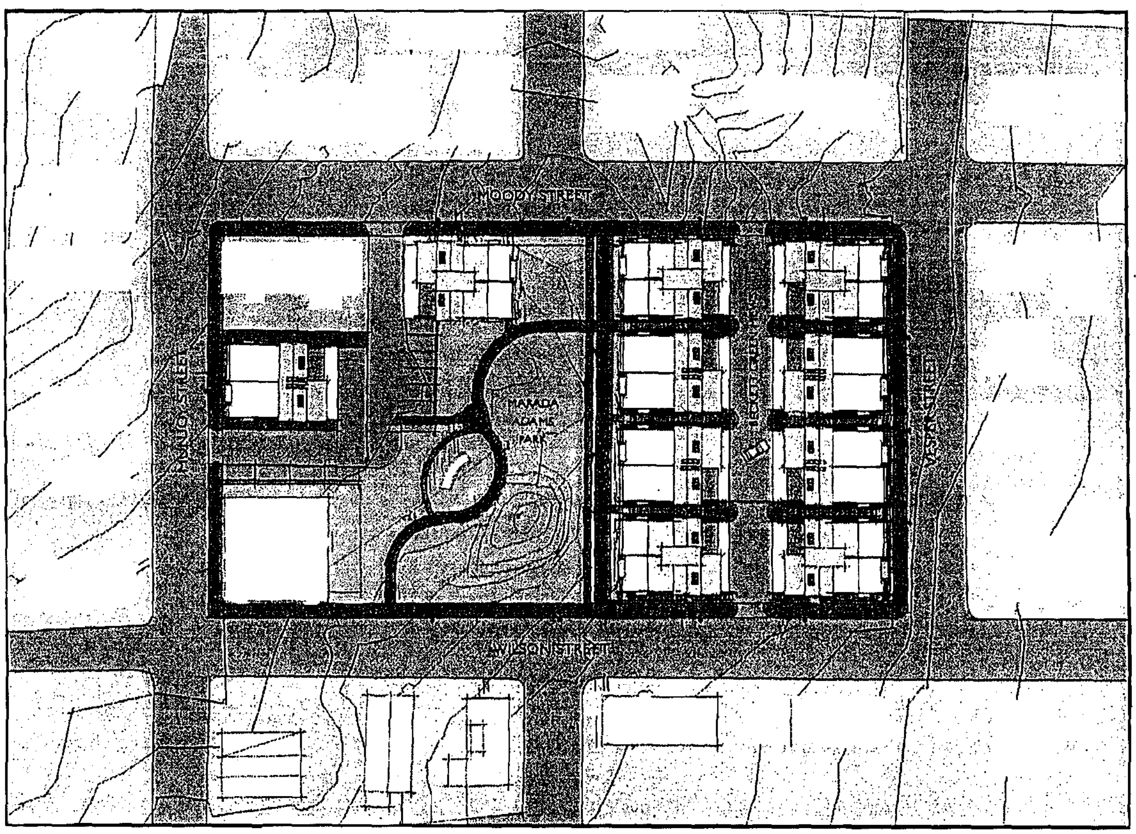
Architect:	Alan Kuniholm Marilyn Leivian PDT Architects 49 Dartmouth Street Portland, Maine 04101 (207) 775-1059 www.pdtarchs.com	kuniholm@pdtarchs.com leivian@pdtarchs.com
Landscape Architect:	Regina S. Leonard landscape architecture & design 29 Bridge St Topsham, ME 04086 Tel. (207) 450-9700	rsldesign@juno.com
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.



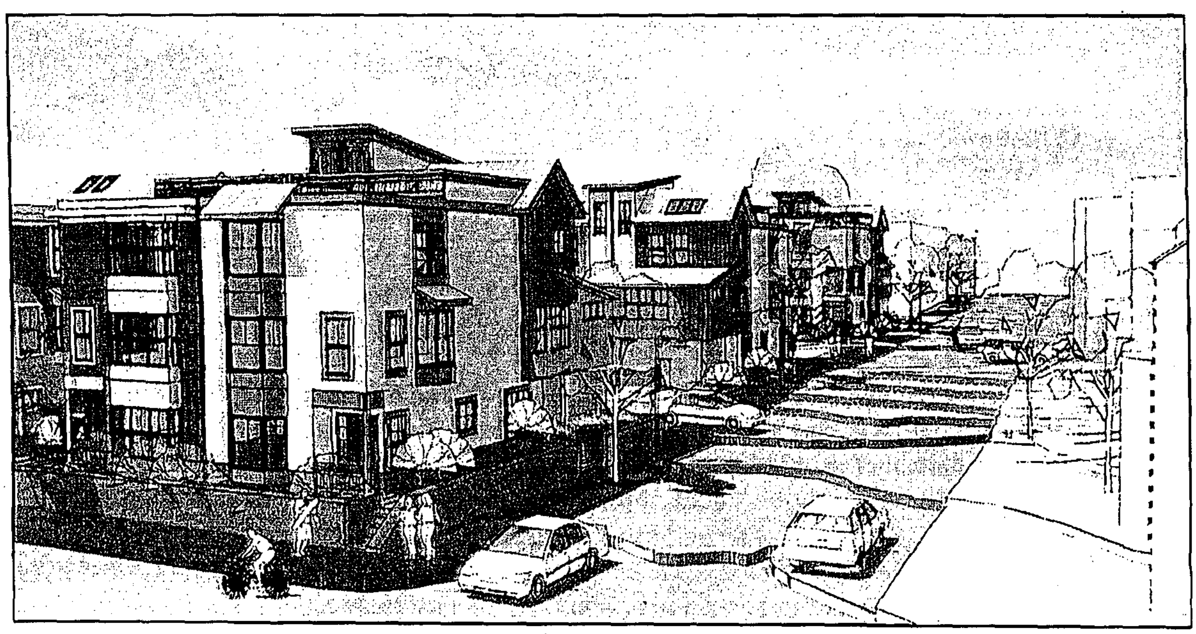
Beckett Green

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.

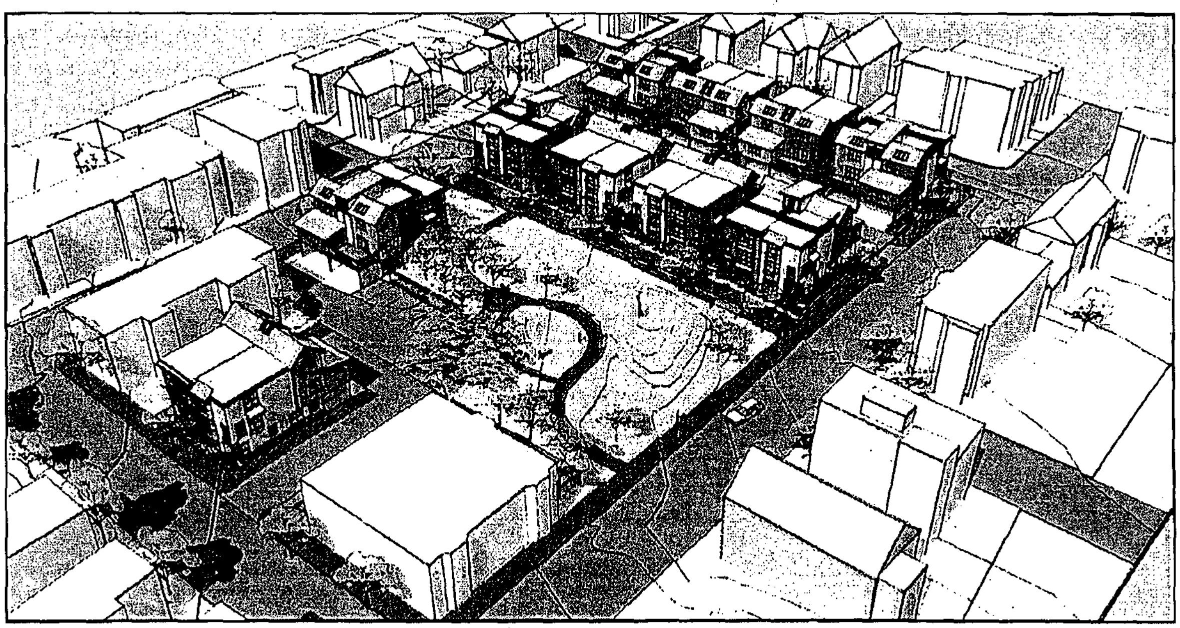
All homes sold as "affordable units" at Beckett Green will be so maintained in perpetuity through deed restrictions which will limit sales to moderate income buyers and will cap maximum sale price by formulaic reference to the Area Median Income as it changes from year to year.



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.

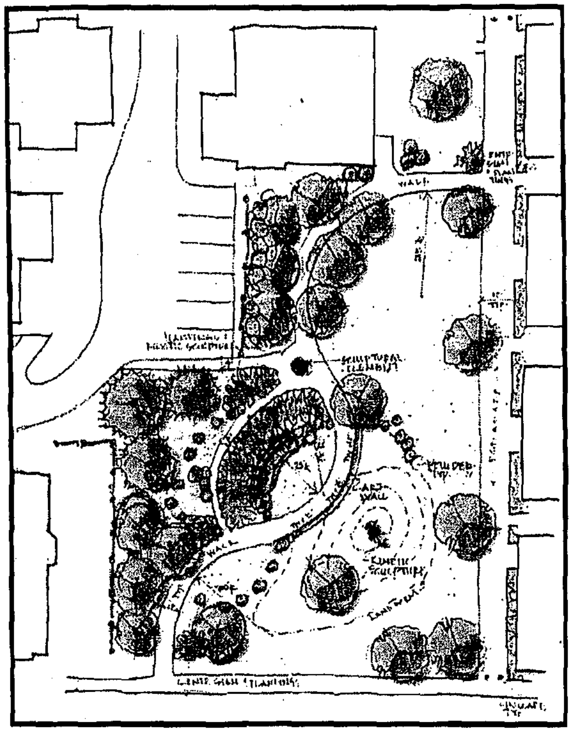
Avesta believes that the attached conceptual plan for Beckett Green can be accommodated by an R6 to R7 overlay map amendment. A zoning analysis is provided within this proposal. Avesta and the project design team look forward to the opportunity to work with the neighborhood, the City's Planning staff, 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 form the former Adams School is recast into a new curved seat wall at the center of the play space. All elements combine to create a dynamic play environment integral to the greater park experience and appealing to all ages.



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

B. Compliance with Adams School Reuse Committee Recommendations

1. Policy Issues

a. Life Cycle Living

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

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

b. Connect to the Neighborhood

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

2. Design Considerations

a. High Quality Design

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

b. Traditional Design

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

c. Green Design

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

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

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

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

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

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

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

3. **Housing Uses**
Beckett Green provides a maximum number of units possible on the site while respecting the existing neighborhood context, the standards of the R7 Overlay Zone, and the need to set aside significant land for pubic 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 to10 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 form the former Adams School is recast into a new curved seat wall at the center of the play space. All elements combine to create a dynamic play environment integral to the greater park experience and appealing to all ages.

D. Outdoor Public Space

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

E. Exiting Mural

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

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

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

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

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

3. Financial Feasibility

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

Development Costs	Housing	Public	Totals
Land	**400,000**	**200,000**	**600,000**
Site Improvements (Streetscape)		325,000	325,000
Demolition	125,000		125,000
Site Improvements (Housing)	640,800		640,800
Site Improvements (Park)		150,000	150,000
Construction	6,208,000		6,208,000
10% Contingency and Inflation	697,380		697,380
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.

<table>
<tr><th>Task</th><th>Date</th></tr>
<tr><td>Proposal selected by the Portland City Council</td><td>October 2008</td></tr>
<tr><td>Zone Change Application Process</td><td>November 2008 – May 2009</td></tr>
<tr><td>Phase I FHLBB Financing Application</td><td>April 2009</td></tr>
<tr><td>Site Plan / Subdivision Review Process</td><td>April – July 2009</td></tr>
<tr><td>Construction Bid Document Preparation</td><td rowspan="2">July – September 2009</td></tr>
<tr><td>Negotiate TIF and credit enhancement agreements</td></tr>
<tr><td>Phase I NeighborWorks Capital Grant Application</td><td rowspan="2">September 2009</td></tr>
<tr><td>Project Out to Bid</td></tr>
<tr><td>Construction Loan Closing – Commence Phase I</td><td>November 2009</td></tr>
<tr><td>Phase I Completion / Sales</td><td>July 2010</td></tr>
<tr><td>Phase II Capital Grant Applications to NeighborWorks and FHLBB</td><td>September 2010</td></tr>
<tr><td>Phase II Construction Start</td><td>November 2010</td></tr>
<tr><td>Phase II Completion / Sales</td><td>July 2011</td></tr>
<tr><td>Permanent TIF Loan Closing / Project Completion</td><td>November 2011</td></tr>
</table>

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 he 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 consistence with recent land sales on the Portland peninsula.

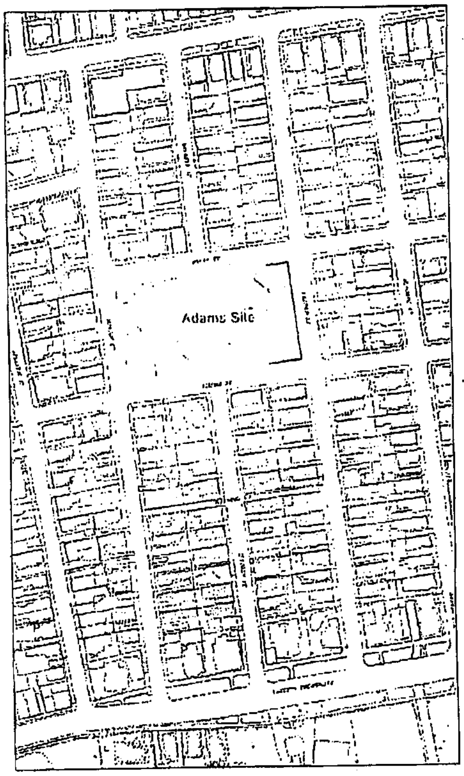
$400,000 of the sale price is capitalized to Beckett Green and $200,000 is capitalized to the development of Marada Adams Park and other off site public improvements as per the development budget contained herein.

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.

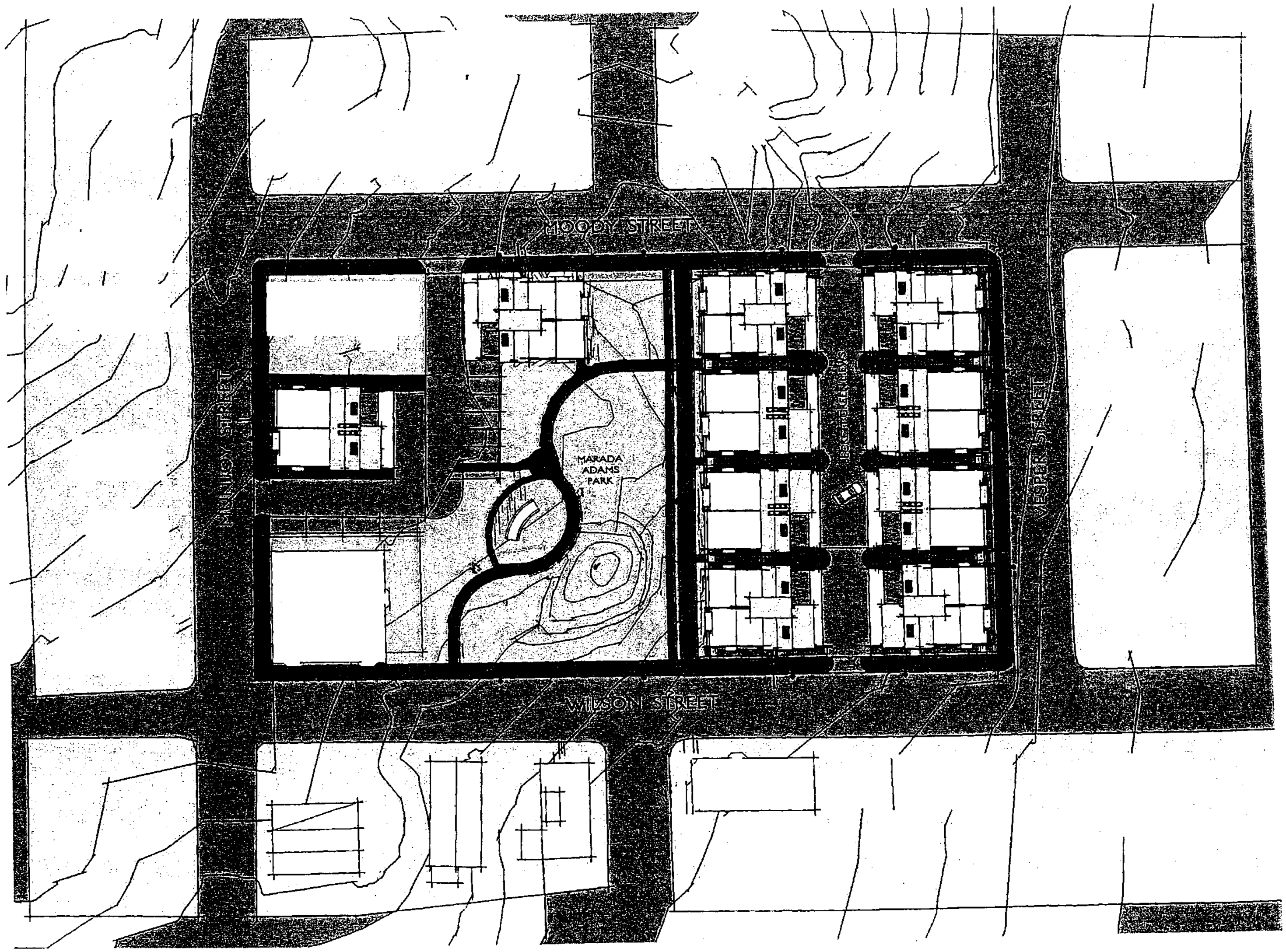
- ✓ *Beckett Green sets aside 37% of the property for a public park.*

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 Parcels 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 Analysis	Building Coverage	Floor Area Ratio	Density Net DU/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

PDT ARCHITECTS

AVESTA HOUSING

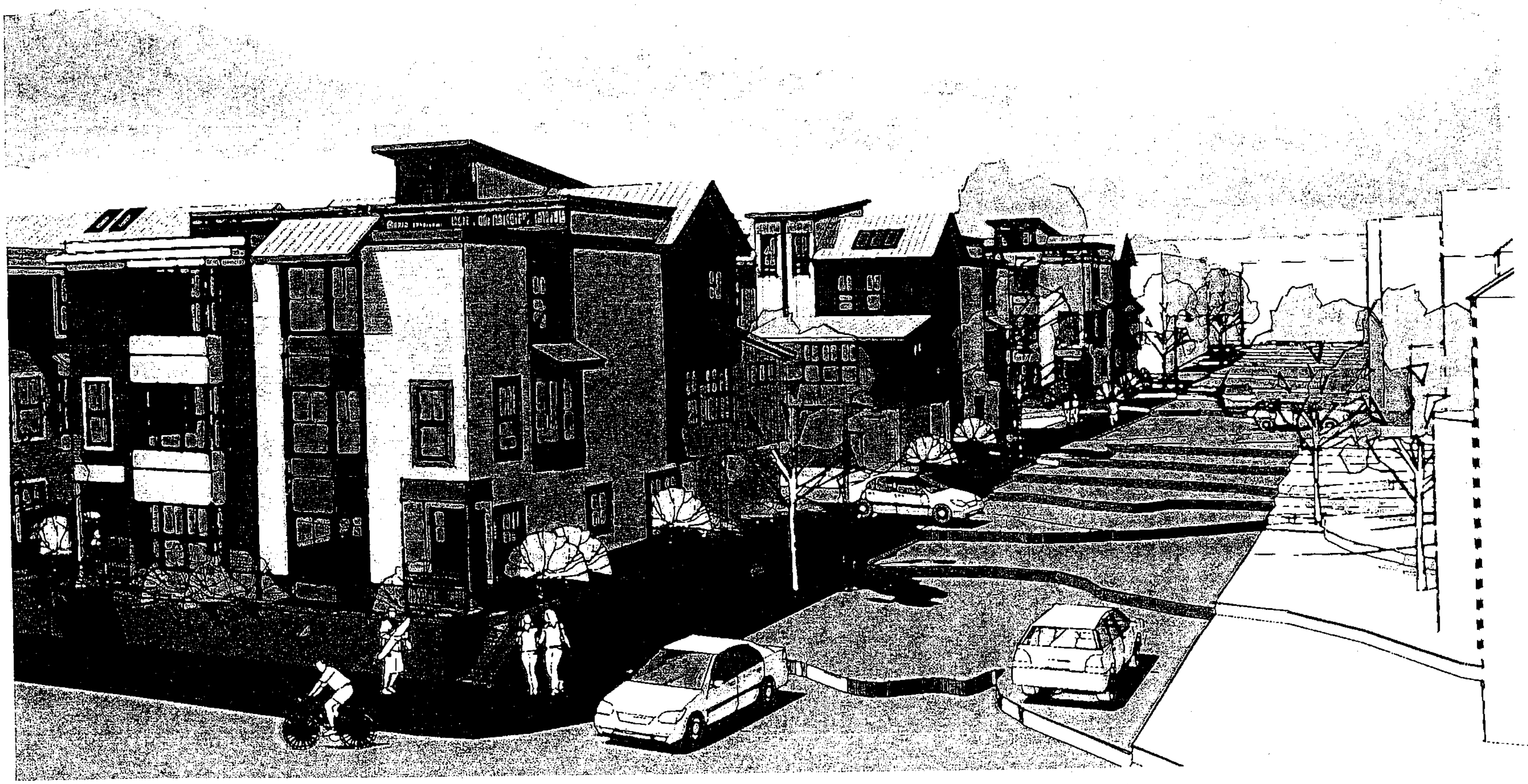
VIEW LOOKING LOOKING TOWARD ENTRY COURT

PDT ARCHITECTS

BECKETT GREEN

AVESTA HOUSING

NO SCALE
July 18, 2008



VIEW LOOKING SOUTH ALONG MOODY STREET

PDT ARCHITECTS

BECKETT GREEN

NO SCALE
July 18, 2008

AVESTA HOUSING

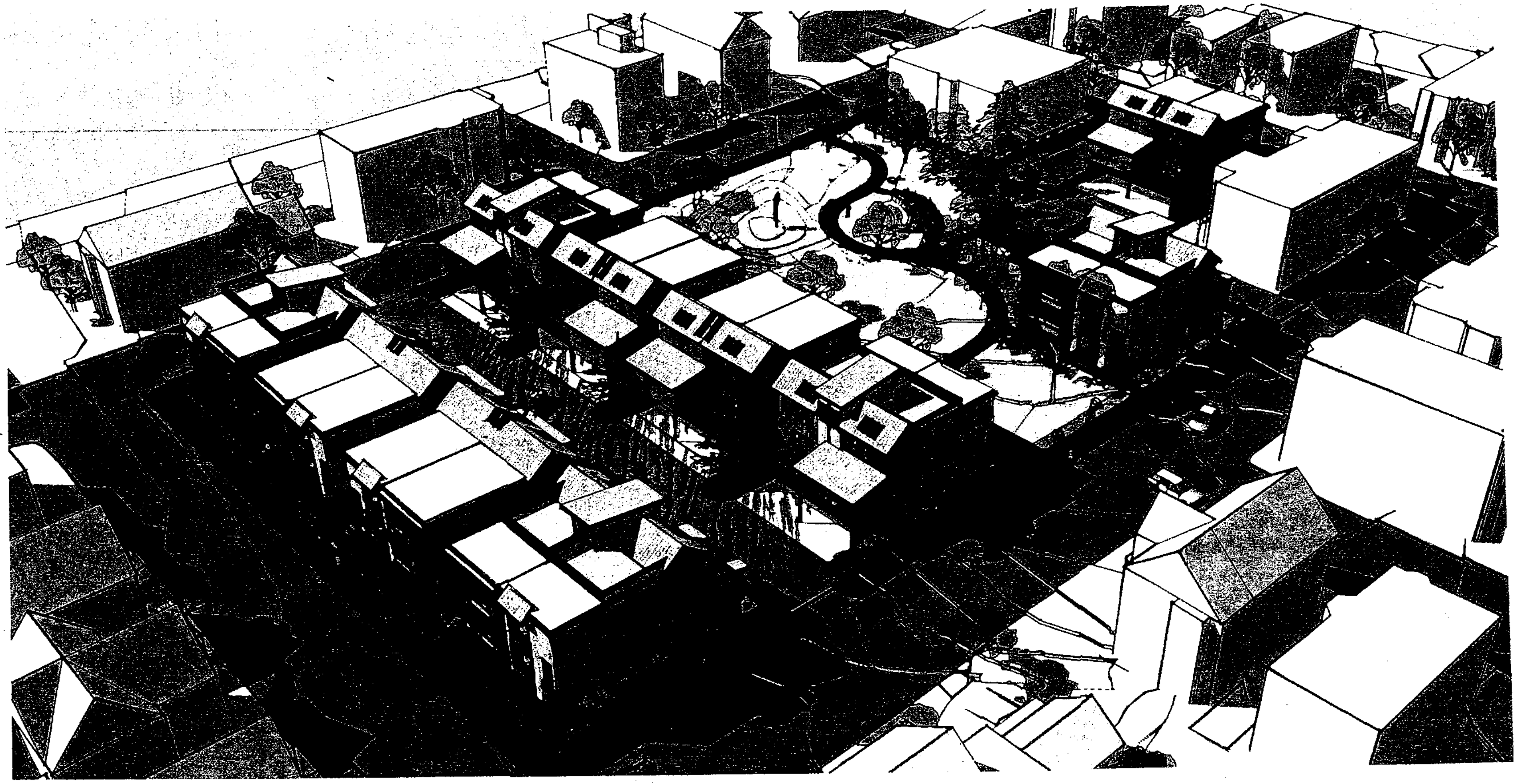
VIEW LOOKING LOOKING WEST ALONG VESPER STREET

PDT ARCHITECTS

BECKETT GREEN

AVESTA HOUSING

NO SCALE
July 18, 2008



SITE VIEW LOOKING SOUTH

P D T
ARCHITECTS

BECKETT GREEN
CONCEPT SITE PLAN

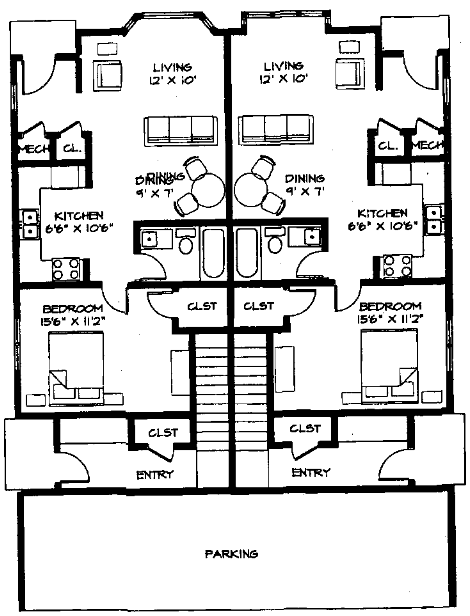
NO SCALE
July 18, 2008

AVESTA
HOUSING

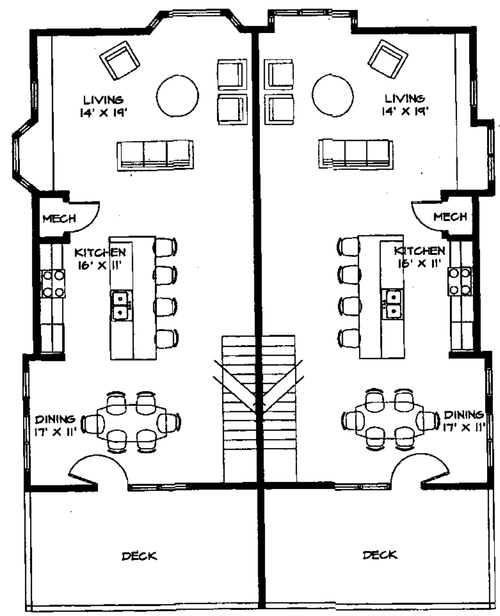
SCHEME B

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

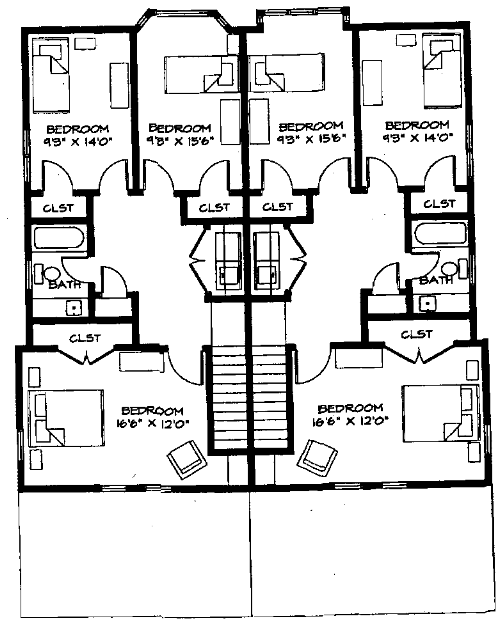
PARKING: 400 SF



FIRST FLOOR PLAN



SECOND FLOOR PLAN
3 BR - Scheme B



THIRD FLOOR PLAN
3 BR - Scheme B

PDT ARCHITECTS

BECKETT GREEN
CONCEPT PLANS

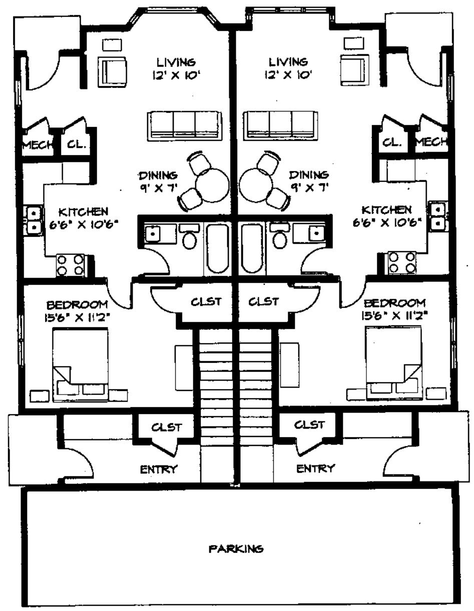
SCALE: 3/32" = 1'-0"
July 18, 2008

AVESTA HOUSING

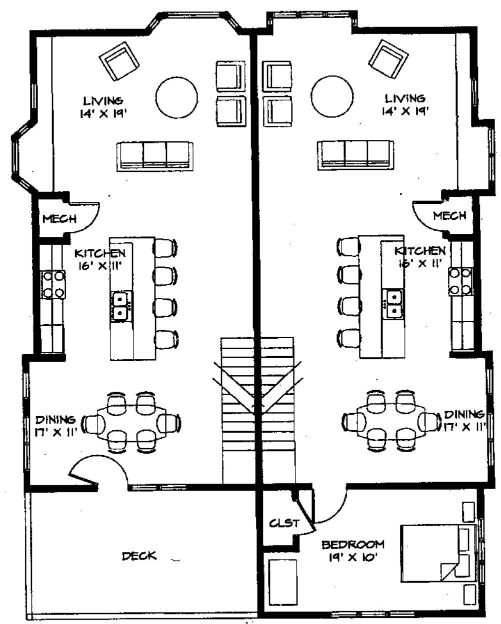
SCHEME A

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

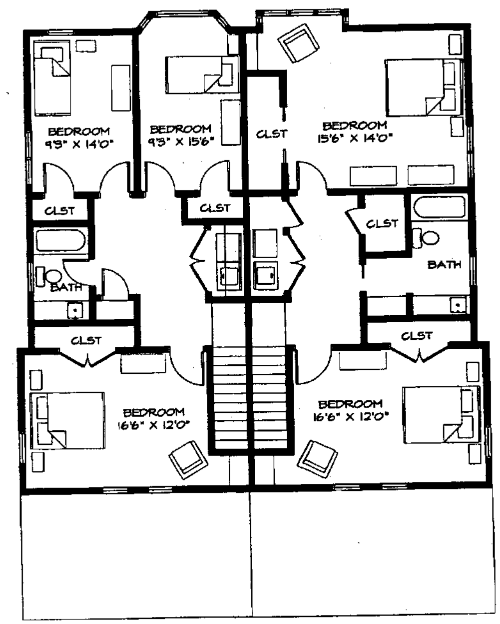
PARKING: 400 SF



FIRST FLOOR PLAN



SECOND FLOOR PLAN
3 BR - Scheme A



THIRD FLOOR PLAN
3 BR - Scheme A

PDT ARCHITECTS

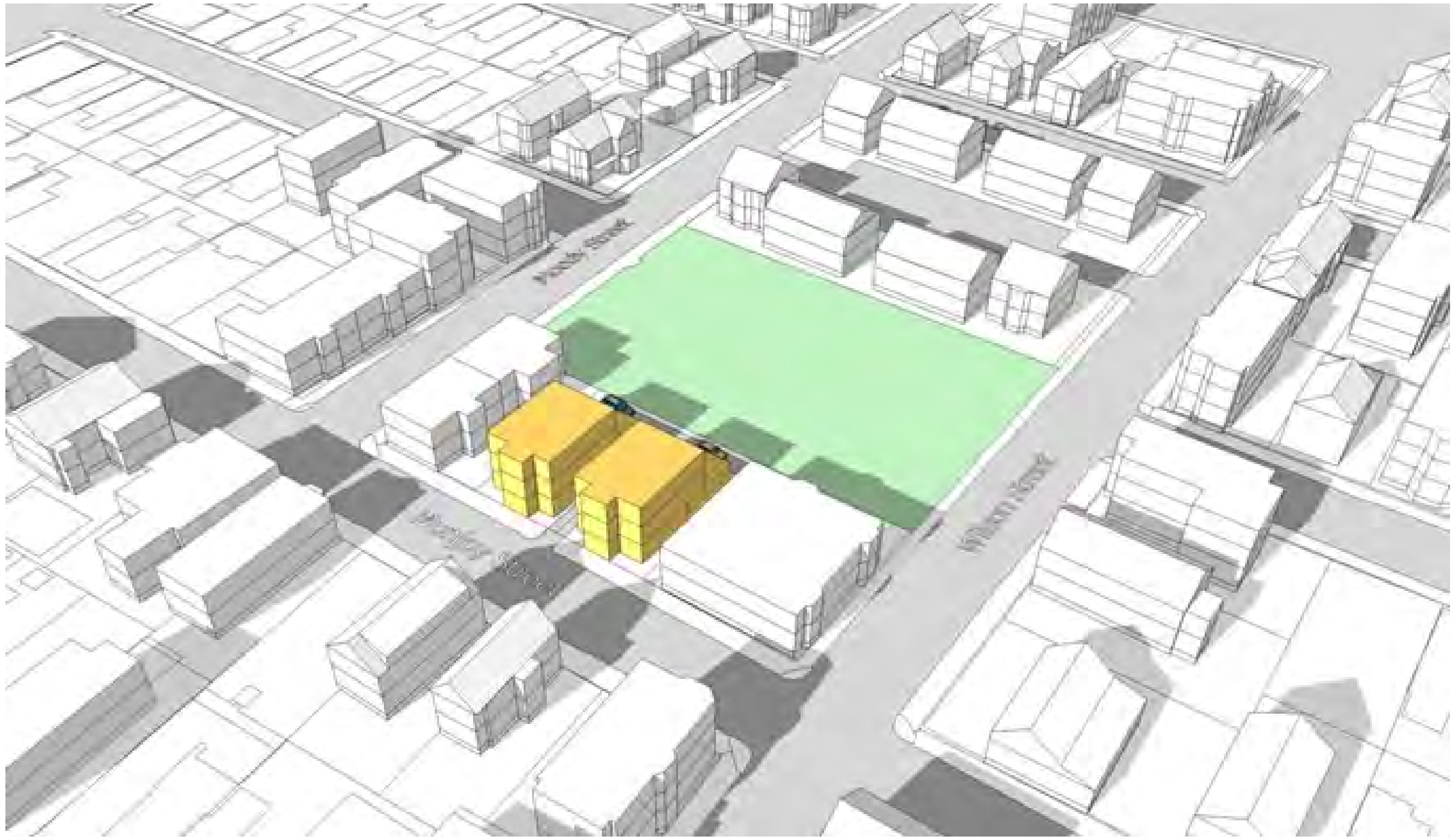
BECKETT GREEN
CONCEPT PLANS

SCALE: 3/32" = 1'-0"
July 18, 2008

AVESTA HOUSING

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

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.

Munjoy Street Affordable Housing Site

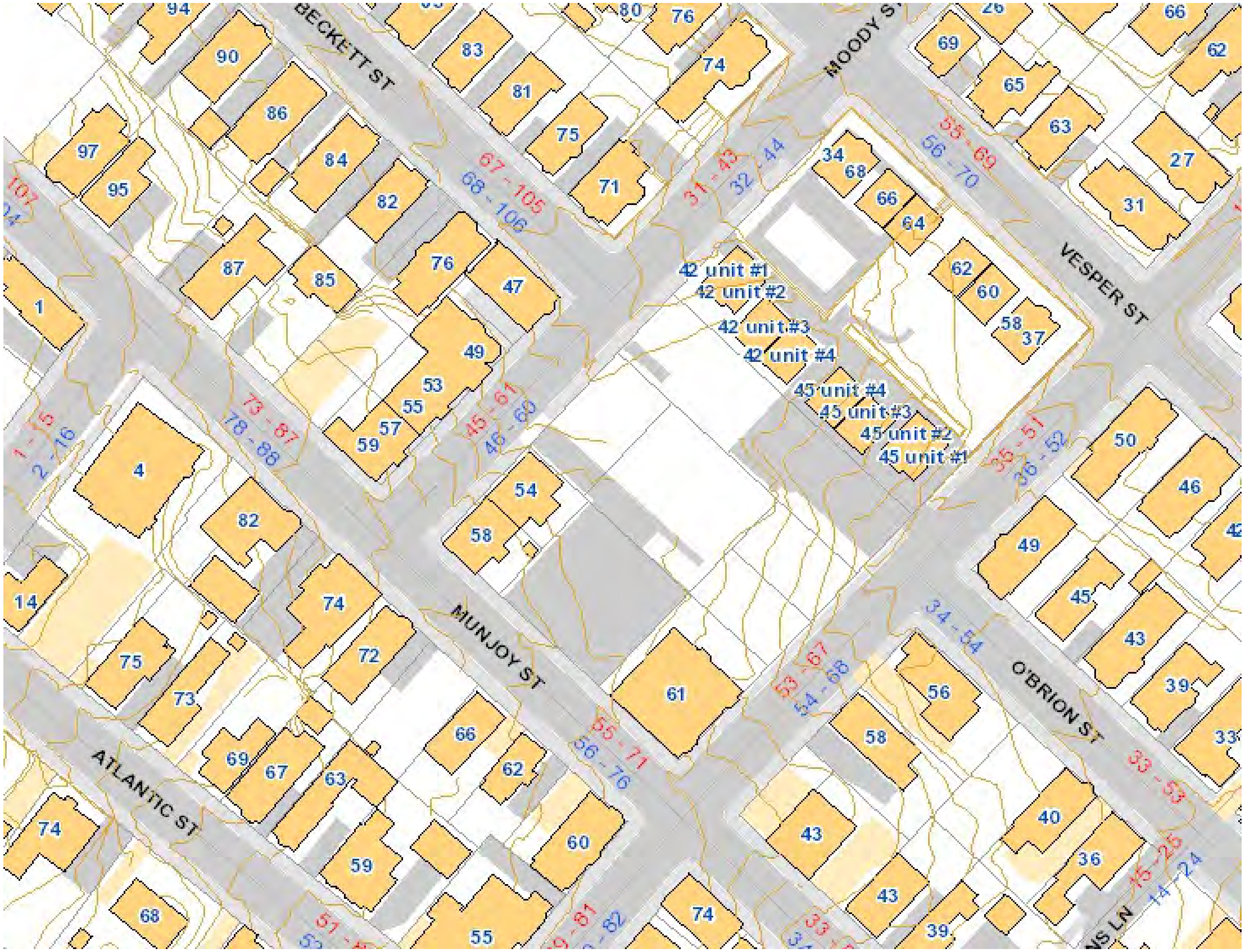
The assignment given our team was to explore physical alternatives and financial feasibility to maximize affordable housing options on the target site while simultaneously blending in size and scale with the surrounding two and three story multi-family residences on adjoining parcels and blocks. Specifically,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

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.

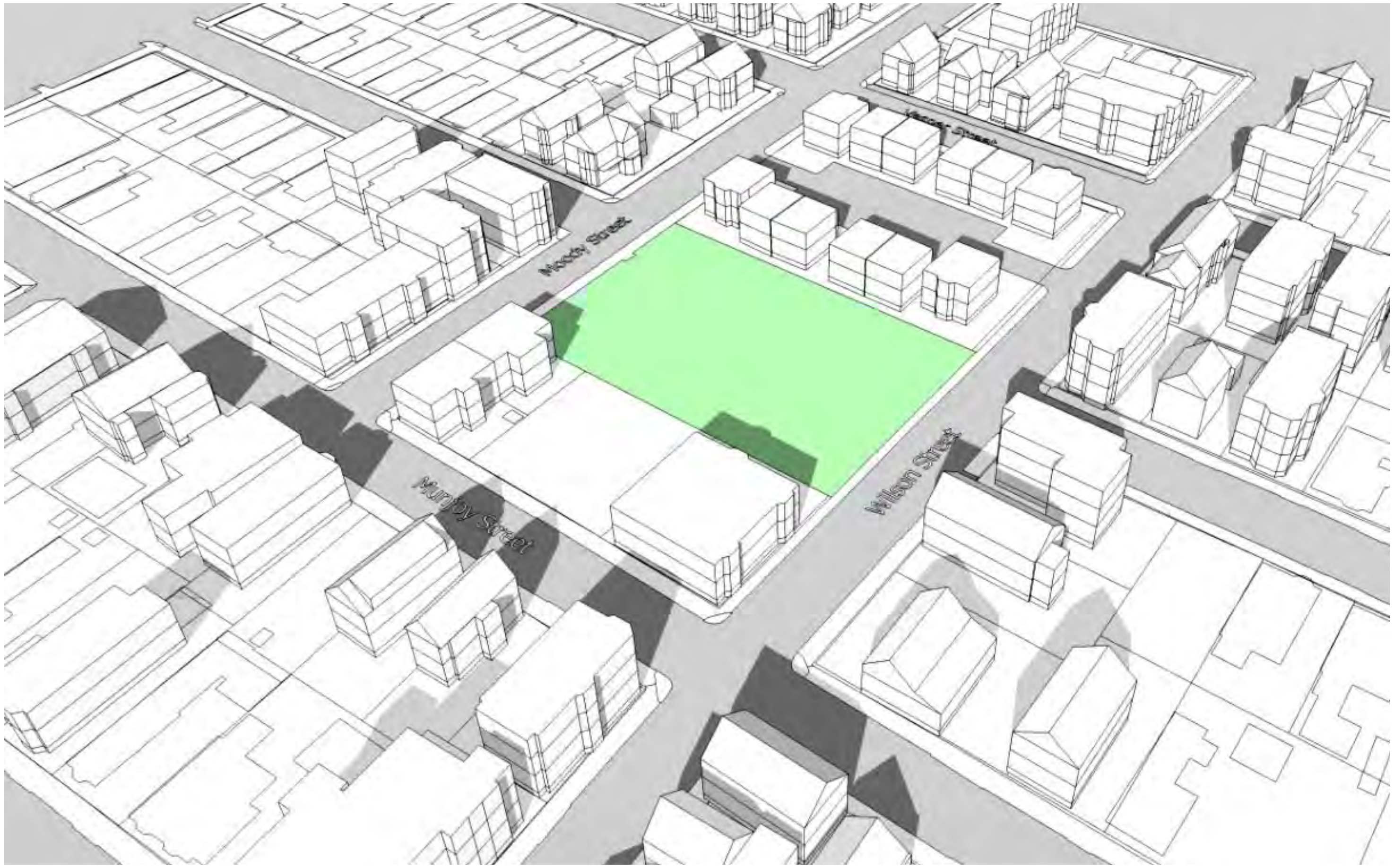


Adams School Condominiums on Vesper Street

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 Munjoy 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		
Residential Dimensional Requirements	***Existing***	***Proposed***
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 July1, 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]

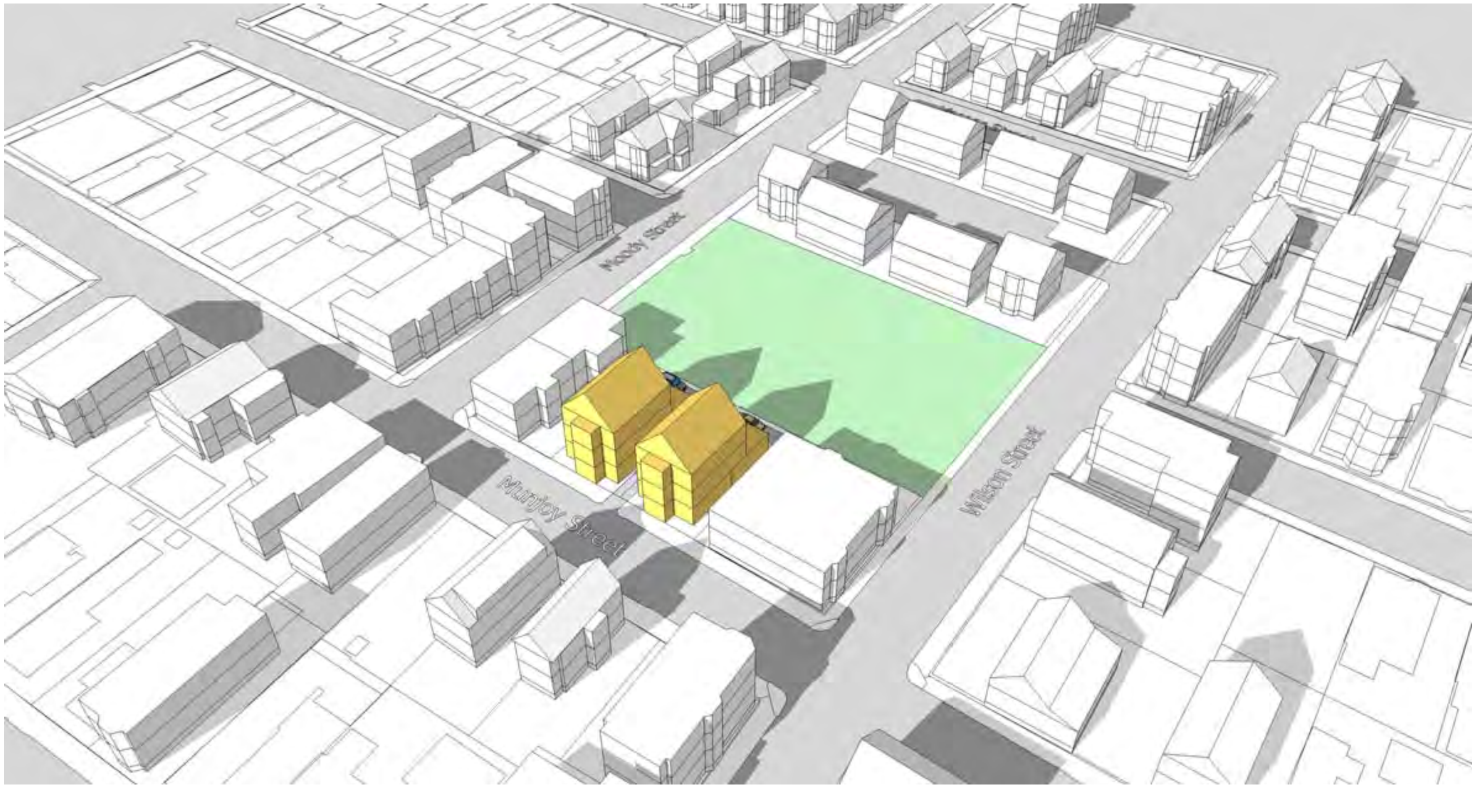
Alternative B2: Attached Two Story Townhouses over Ground Floor Flats – 12 DUs
[Building fronts facing both Munjoy Street and the Park]

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]

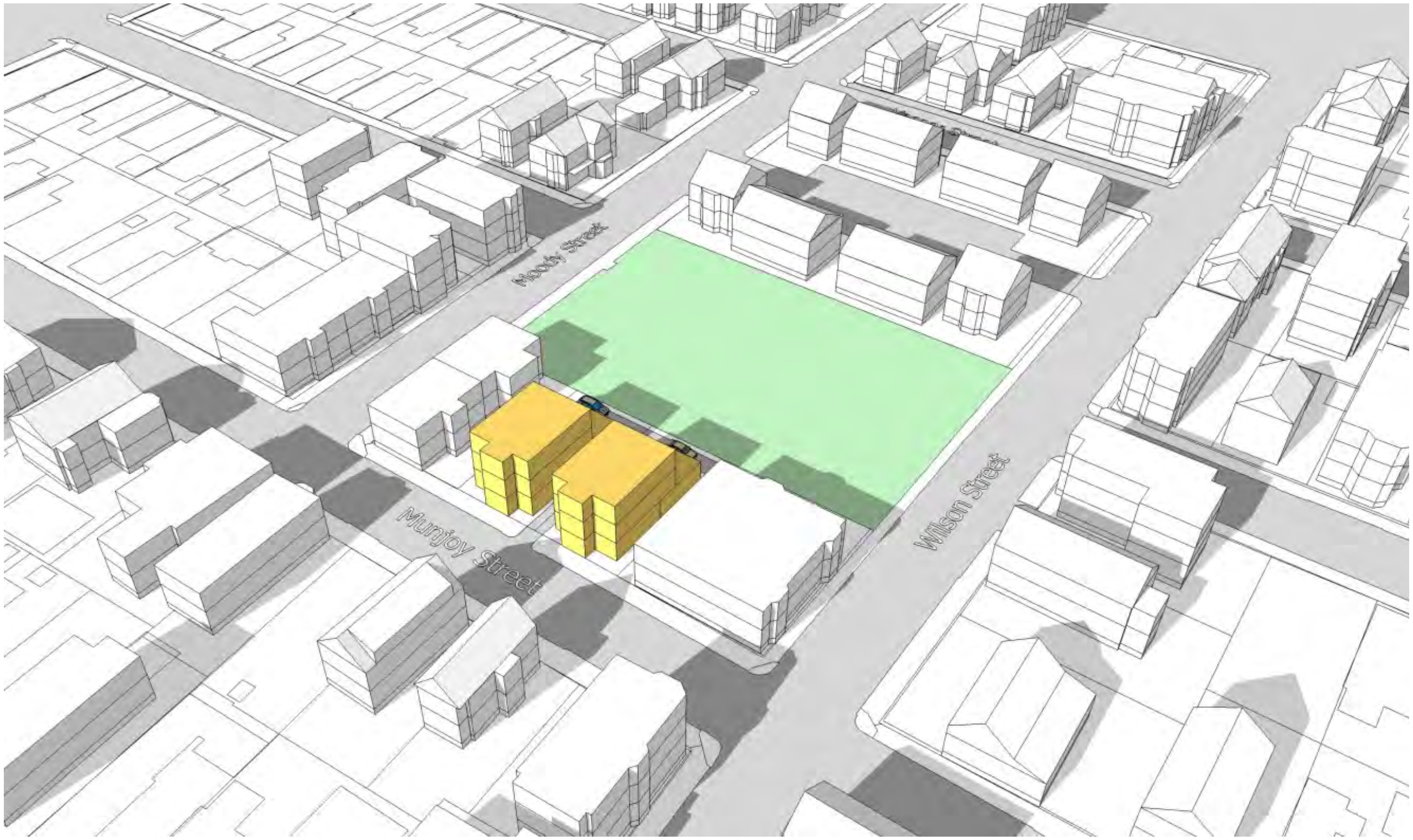
Alternative D2: Two 'Triple Decker' Styled Flats - 8 DUs
[Pitched roofs]



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.

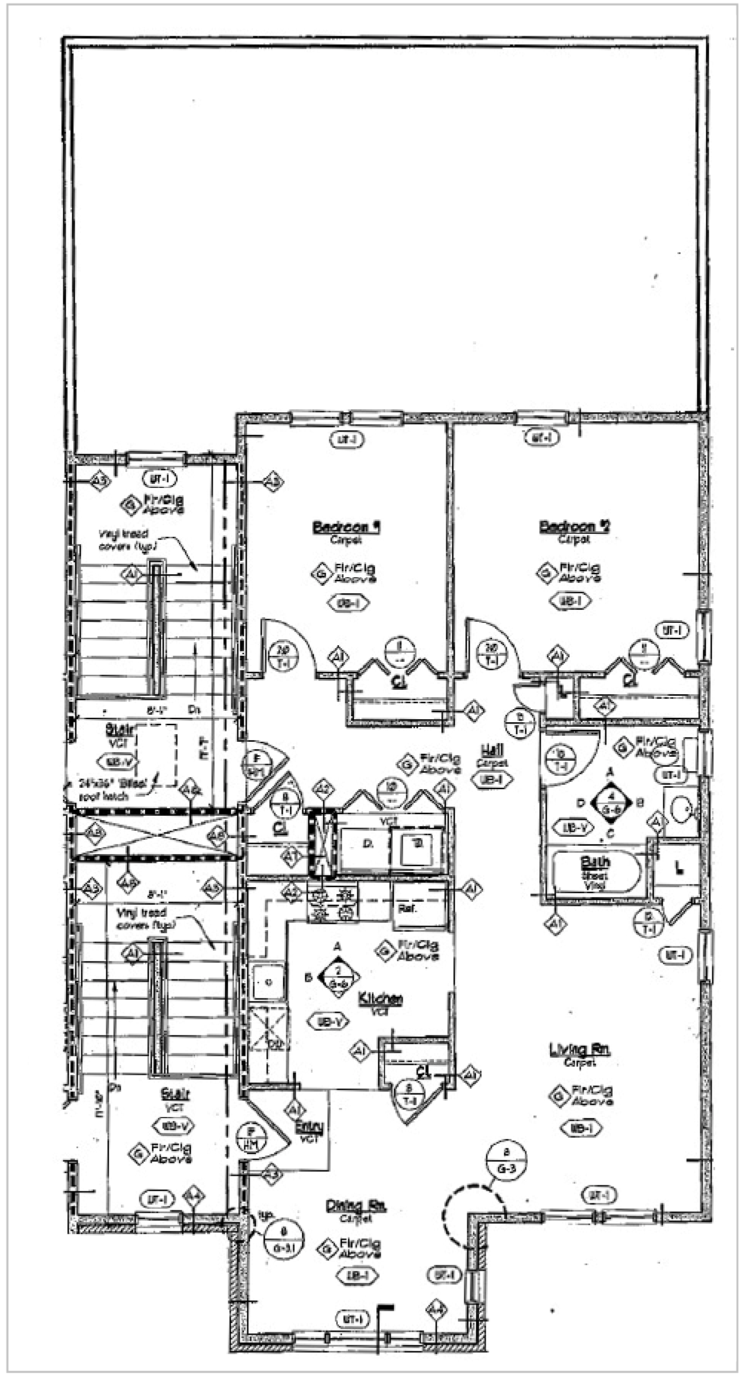


Preferred Housing Plan:
Example Upper Floor (Floors 2 & 3) Flat Plan

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.]

Stantec

Memo

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 and120% 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 *8/28/2014*

Program & Development Cost Summary

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	
Average Unit Size (NSF)	*914*		
Average Unit Size (GSF)	*1154*		

Development Costs Summary

Acquisition			$0
Construction			
Site Work + Remediation	LS		$129,200
Construction	$125	*Per GSF*	$1,154,000
Construction Contingencies	10%		$115,400
		TOTAL:	**$1,398,600**
Soft Costs			**$340,330**
A&E + related fees	$143,664		
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**

Munjoy Street Affordable Housing *8/28/2014*

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	
	Market	**High Home**	**All Units**
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)	($5,500)
EGI		$13,065	**$104,516**

Expenses & Utilities

Expenses	**Per Unit/Annual**	**Total/Annual**
Total Expenses	**$4,450**	**$35,600**
Utilities	**Per Unit/Annual**	**Total/Annual**
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**

Munjoy Street Affordable Housing **8/272014**

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 Credere 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.

Portland, Maine

Yes. Life's good here.

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 157 Brackett Street

SUMMARY

Over the last several years, it has been a goal of the City Council and the Housing and Community Development Committee to increase the availability of housing in the City of Portland. The use of city sites for residential development has been one of the tools suggested to meet this goal.

COMMITTEE GOAL/COUNCIL GOAL ADDRESS

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

This site has an approximate assessed value of $126,300.

STAFF ANALYSIS AND RECOMMENDATION

Staff is seeking direction and feed-back from the Housing and Community Development Committee as to future action on a city-owned site located at 157 Brackett Street.

This parking lot is currently used as employee and visitor parking for Reiche School, parking for customers of area businesses and off-street and snow-ban parking for the neighborhood. There has been public opposition to development of this site because of the loss of parking.

Housing and Community Development staff is seeking a recommendation from the Committee that the City proceed with an RFP process to solicit interest in this site for residential development. Staff is also seeking Committee approval of the RFP with discretion to staff to make minor edits. Staff recommends that the RFP include a condition that any redevelopment of the site must provide adequate replacement parking.

ATTACHMENTS
Draft of proposed RFP
Site Map
Public Comments

City of Portland
Request for Proposals
For the Sale and Development of Property
Located at
157 Brackett 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 DEVELOPMENT OF 157 BRACKETT 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 property located at 157 Brackett Street (hereafter, "the lot"). The site is designated on the City of Portland Tax Assessor's Map as Map 045, Block E, Lot 031.

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 157 Brackett Street, Portland, Maine (Map 045, Block E, Lot 031).

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

Development 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.

Mixed income projects serving households that are very low, low to moderate, and middle income are eligible. Projects with mixed unit types including efficiencies, one, two and three or four bedroom units are also eligible. The minimum term of affordability is 90 years, to be secured by a land use restriction covenant in the deed.

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 scoring factors which will be used by the City of Portland to evaluate the proposals.

I. Background

The site at 157 Brackett Street contains approximately 8,460 square feet. It is located on near Reiche School, on the southwest end of the Portland peninsula, in a neighborhood which is largely defined by 19^{th} and early 20^{th} century buildings. The site is zoned B-1.

II. Goals for This RFP

The goal for the sale and development of the property at 157 Brackett 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.

It is required that all proposals include a plan to provide adequate replacement parking to meet the existing need.

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 rental or ownership housing units.

2) 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.

B. Site Information and Criteria

1) Purchase Price: Proposals under this RFP must include a proposed purchase price for the property.

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) Proposals must include a plan to provide adequate replacement parking to meet the existing need.

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.

D. Market Demand

Proposers must provide an analysis and discussion of market demand justifying the need for the proposed project.

E. 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) 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.

4) Qualified staff with the capacity to perform ongoing property ownership requirements such as budgeting, tax accounting and oversight of management and maintenance.

5) A portfolio of current affordable housing projects that are financially sound and meeting their established goals.

6) Support Services: Proposals containing rental units targeted to special needs populations must include commitments for support services to be provided to the residents.

F. 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.

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

H. 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.

<u>Photographs and maps of the site and area are required.</u>

ii. All Proposals Must Provide The Following:

1) Proposals must include a purchase price for the property.

2) Conceptual architectural and site plans

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) 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

8) A sources and uses funding statement

9) Preliminary operating budget identifying rents and expenses for the first year

10) A 15-year operating pro forma for the project

11) 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.

12) Projects serving special needs populations must provide evidence of commitments of support services, and a description of the service provider and funding cycle for those services.

13) Applicant must include a management plan for the long-term management of the project including manager’s experience and capacity.

14) Applicant must include a marketing plan for the sale of home ownership units.

15) 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 and a pro forma operating budget, include sufficient reserves for operations and maintenance, including pre-funded reserves, and long-term financial sustainability of the project is highly likely.

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 site selection is appropriate for use, the design is consistent with neighborhood design characteristics, amenities and unit design are well thought out and appropriate, and meet the requirements of the City of Portland’s Green Building Code.

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.

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.

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

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: ____

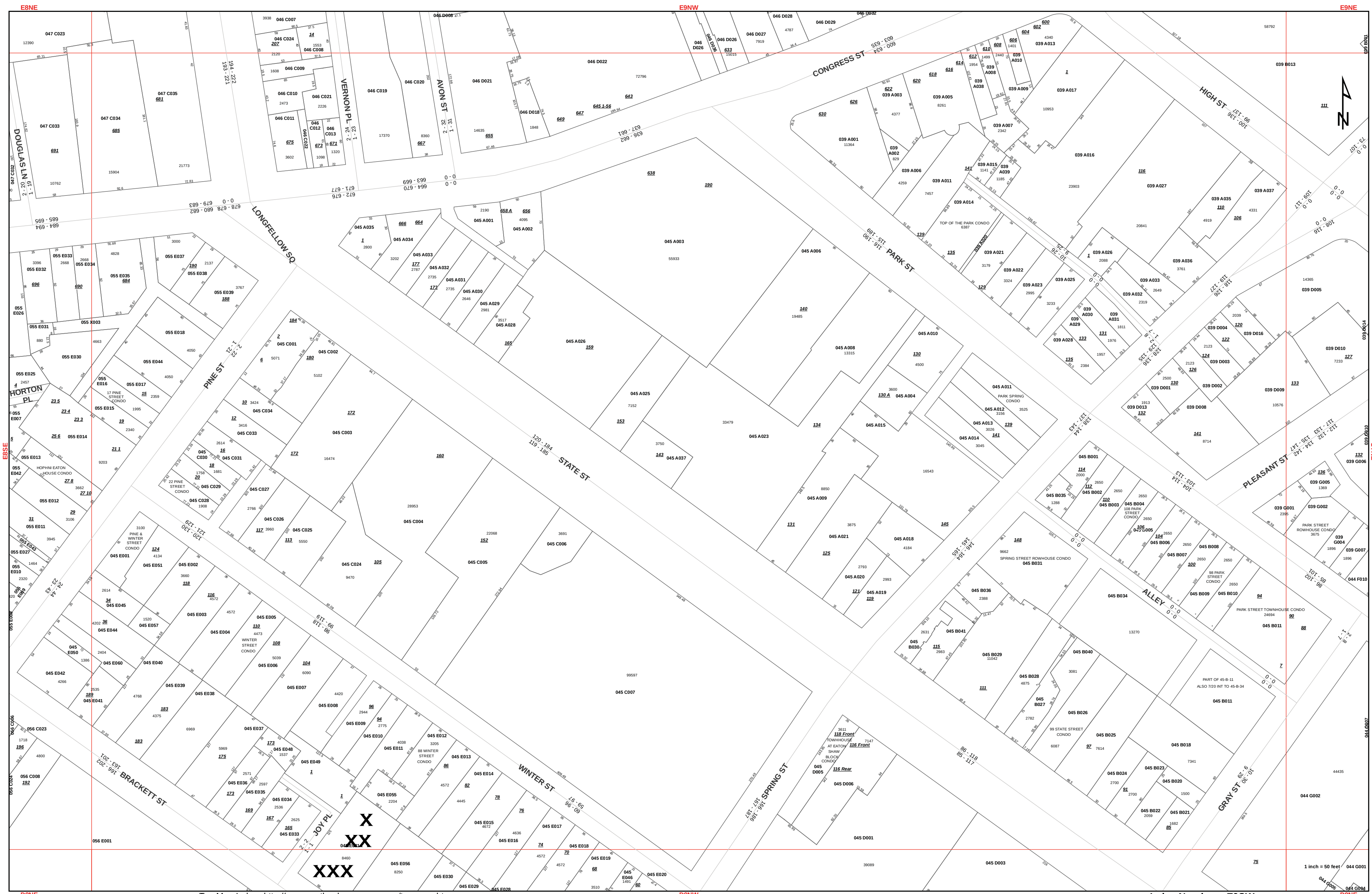
ADDRESS: ____

____

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.



April 1 2012 fy 2013

Tax Map Index; http://www.portlandassessors.com/taxmaps.htm

Index Number - E9SW

X = City Property at 157 Brackett St / 45-E-031

3 of 4

This page contains a detailed description of the Parcel ID you selected. Press the **New Search** button at the bottom of the screen to submit a new query.

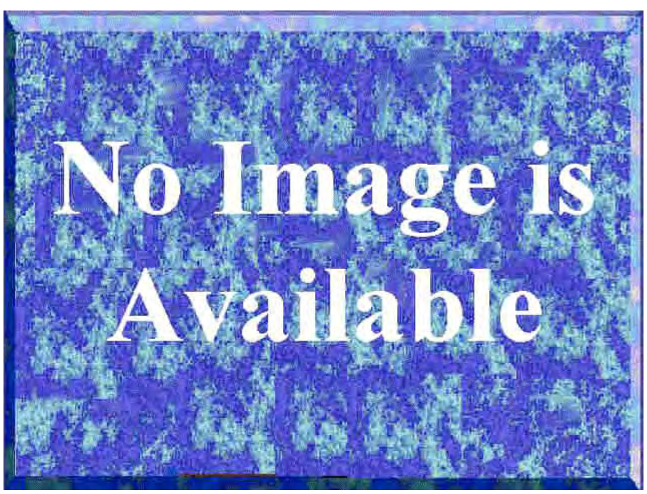
Current Owner Information:

CBL	045 E031001
Land Use Type Verify legal use with Inspections Division	GOVERNMENTAL
Property Location	157 BRACKETT ST
Owner Information	CITY OF PORTLAND 389 CONGRESS ST PORTLAND ME 04101
Book and Page	
Legal Description	45-E-31 BRACKETT ST 157-161 8460 SQ FT
Acres	0.1942

Current Assessed Valuation:

TAX ACCT NO.	7014	**OWNER OF RECORD AS OF APRIL 2013** CITY OF PORTLAND 389 CONGRESS ST PORTLAND ME 04101
LAND VALUE	$126,300.00	
BUILDING VALUE	$0.00	
PORTLAND, CITY OF	($126,300.00)	
NET TAXABLE - REAL ESTATE	$0.00	
TAX AMOUNT	$0.00	

Any information concerning tax payments should be directed to the Treasury office at 874-8490 or e-mailed.



View Map

View Map

New Search!

Imagery ©2014 DigitalGlobe, Maine GeoLibrary, U.S. Geological Survey, Map data ©2014 Google 100 ft

From: Mary Ann Foley
To: mpd@portlandmaine.gov
Date: 9/15/2014 2:44 PM
Subject: Parking lot on Brackett St.

Dear Ms. Davis,

I am very concerned about the proposal to sell the parking lot next to Fresh Approach. I am a teacher at Reiche School who uses this parking lot on a regular basis. This parking lot is needed by our staff. There are 60 people who come to Reiche on a daily basis. This lot accomodates many who work here. There are not enough spots in the other lots for all of us to use. There is very limited on street parking. Where will we park if this lot is sold? Please keep these thoughts in mind while you discuss this issue. Thank you.

Sincerely,
Mary Ann Foley

From: Kristen Fox
To: mpd@portlandmaine.gov
Date: 9/16/2014 11:31 PM
Subject: Reiche parking lot?

Dear Marie-
If this parking lot is sold, where will Reiche staff park? Whose responsibility is it to provide parking for school employees?
Kristen Fox, Reiche 3rd grade teacher

Mary Davis - Parking lot at 157 Brackett

From: Mat Holmes <mat.holmes@gmail.com>
To: <mpd@portlandmaine.gov>
Date: 9/12/2014 11:31 AM
Subject: Parking lot at 157 Brackett
CC: hazel holmes <hazelbholmes@gmail.com>

Hi Mary,
I received notice that the city is considering developing the parking lot at 157 Brackett St. I am a neighbor who owns 167 Brackett St. I am opposed to the city selling this parking lot. It is heavily used by teachers and families at the Reiche school. The traffic at pickup time is already dangerous and reducing parking spots there will lead to an increase in accidents, like the child that was hit by a car on Brackett after school 2 years ago. Also with the huge development at the corner of Pine and Brackett, the neighborhood has lost many parking spaces and will gain many inhabitants and visitors. The street parking is already under strain from out-of-towners visiting the many restaurants and bars around Longfellow Square. Don't develop our neighborhood parking lot.

Thanks.
Mat and Hazel Holmes
167 Brackett St

Mary Davis - Re: Housing and Community Development Committee - 157 Brackett St.

From: Mary Davis
To: Rosanne Graef
Date: 9/11/2014 10:08 AM
Subject: Re: Housing and Community Development Committee - 157 Brackett St.
CC: Christine Keegan; Christine McHale; Clifford Tremblay; Ian Jacob; Je...

Ms. Graef,

I touched base with Lori Paulette in the Economic Development Department, particularly with regard to the 8/27/2014 HCDC meeting when this was first discussed. She indicated that she emailed the interested party list for 8/27 HCDC meeting on 8/22/2014 at 2:26. There were 87 bcc notifications sent, and this included wendneighborhood@yahoo.com. If you could check to see that this email was received, that would be good to know.

Additionally, using the public notice process utilized by the planning board, notices of the upcoming 9/24 Housing and Community Development Committee meeting were sent to neighbors of the property on Monday 9/8.

Mary P. Davis, Div. Director
Housing & Community Development Division
Planning & Urban Development Department
City of Portland
389 Congress Street Room 312
Portland ME 04101
(207)874-8711
(207) 874-8949 FAX
mpd@portlandmaine.gov
www.portlandmaine.gov

>>> Rosanne Graef <rgraef@gwi.net> 9/11/2014 8:06 AM >>>
Ms. Davis -

It sure would have been nice to know about this! The West End Neighborhood Association(WENA) met last night and this morning's note from Chris Keegan is the first we've heard about this proposal. Please ensure that wendneighborhood@yahoo.com is included on any future proposals the City is considering for this neighborhood.

Sincerely,

Rosanne Graef
President, WENA

On Sep 11, 2014, at 6:09 AM, Christine Keegan wrote:

> The city is discussion selling the parking lot next to Fresh Approach to a developer.
> As you know, parking is a significant issue in the neighborhood.
> Below is some information for you. Mary Davis will forward remarks to the committee.
> Their next meeting is 9/24.
>
> >>> Mary Davis 09/10/14 2:46 PM >>>
> Chris: I wanted to share the following notice that went out to the neighborhood earlier this week. If you have any information you would like me to share with the committee, please send it to me prior to

Mary Davis - 157 Brackett St.

From: joanna frankel <jojofrankel@yahoo.com>
To: "mpd@portlandmaine.gov" <mpd@portlandmaine.gov>
Date: 9/17/2014 8:40 PM
Subject: 157 Brackett St.

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i

Dear members of the Housing and Community Development Committee,
I write to you as a parent of a kindergarten student at Reiche Community School, and as a resident of the West End neighborhood of Portland. I am concerned about the possible development of 157 Brackett St. for a number of reasons. My main concerns stem from the proximity of this parcel to the main entrance of Reiche, a location already busy with cars, school buses, and children on foot and bicycle. It is an area that needs to be preserved for the sake of safety for the children, families, and staff of Reiche School. In addition, there is already considerable development happening on that block, and I fear that added building will only further increase the congestion of the street and cause additional safety, as well as parking, concerns.
I hope that you will take my concerns, as well as those of other members of the Reiche community, into consideration when passing judgment on the future of Brackett St.
Sincerely,
Joanna Frankel
148 Spring St.
Portland, ME

Mary Davis - Concerns regarding RFP for the sale and development of the city-owned parking lot at 157 Brackett St.

From: Jeanne Swanton <jmswanton@gmail.com>
To: <mpd@portlandmaine.gov>
Date: 9/19/2014 3:33 AM
Subject: Concerns regarding RFP for the sale and development of the city-owned parking lot at 157 Brackett St.

Ms. Davis,

I am a West End homeowner and parent of two Reiche students. I have great concern about the sale and development of 157 Brackett St. My main concern is the safety of our neighborhood school children with the increased traffic around a poorly designed building.

The location of the property, 157 Brackett, is adjacent to Fresh Approach market, and directly across the street from Reiche Community School and Community Center. Reiche Community School serves over 360 elementary students, ages 5 through 11. The main entrance of the school/community center is poorly designed such that the bus lane is directly in front of the school doors. Pedestrians are not to walk in the bus lane but are directed (via painted crosswalk which has since worn away) to walk west up Brackett to cross the street. This is not followed by most because the directed path is out of the way from the parking lot and the convenience store (that serves inexpensive ice cream and snacks making it a popular place among the school children). In 2013, Portland Schools recognized the problematic entrance and proposed changes to the School's front entrance and bus path, however, the bond for the changes was not put on the ballot per City Council Finance Committee decision.

Brackett Street is a very busy street, both with pedestrians and cars. In February of 2012, a Reiche parent studied traffic and pedestrian numbers on both sides of the Reiche Community School Building. The following data were collected between 8:15 and 9 am in the morning (45 minute span of time!) :
CLARK STREET: 87 Cars - 54 Pedestrians crossing the street
BRACKETT STREET: 195 Cars - 82 Pedestrians crossing the street

With Brackett, there is ALOT going on in the morning and afternoon: there a lot of cars and pedestrians, business deliveries for Fresh Approach at drop off time, back-ups due to the tight bus turn around and many frustrated drivers making turns on one of the 13 driveways across the street from our school. But it is not only in the morning and afternoon, with Brackett St serving as the connector between Maine Med and Mercy, there is always foot and car traffic.

This said, the problem is even going to get WORSE with the new apartment building already under construction on the corner of Pine and Brackett. That building will have businesses and 39 apartments. More traffic!!

I understand that an interested party would like to purchase both the parking lot and the adjacent residential lot to make more available housing. Development of these properties would only increase the traffic and bottlenecks already experienced at Reiche. Most distressing, however, is that development across the street from our elementary school puts our children at risk. Bus transportation is not offered to students in grades 3-5 so a great number of pedestrians are children. Additionally, many families choose to walk instead of drive (parking is not easy to find). Reiche School design makes crossing the difficult and riskier than it should. Development is already in process at the corner surely to result in increasing traffic. Additional development directly across the street is unsound.

Sincerely,
Jeanne Swanton
69 Thomas Street
Portland, ME 04102
207-809-9879

Mary Davis - Concern re: the possible sale of parking-lot at 157 Brackett Street

From: Leslie Pohl <leslienpohl@gmail.com>
To: <mpd@portlandmaine.gov>
Date: 9/19/2014 12:32 PM
Subject: Concern re: the possible sale of parking-lot at 157 Brackett Street
CC: Bob Fiske <bob@jetpig.com>

Ms. Mary Davis
Housing & Community Development Office
City Hall Room 312

Portland, Maine

Dear Ms. Davis

As residents of Portland's West End, my husband and I are writing to express our concern about the possible sale of the city-owned parking lot at 157 Brackett Street.

The Parking area by Fresh Approach Market on Brackett Street (across from Reiche School) is one of a very few spots in the West End that has not been buttoned down and treated like Private or controlled Property. We feel that such spaces are of great importance to the community, in order to have just a little elbow-room in which to live. In this case, the parking lot allows Reiche Employees and the many Families who are involved with the school to be able to come and go without the considerable added stress of finding street parking and then managing little ones around traffic and longer distances to reach the school entrance.

This lot has also become a community Common Ground for the neighborhood as the Annual Halloween Parade's staging and warm-up area.

It is really essential that the city recognize the value of having these spaces that 'the people' own and can use in unstructured ways. As with the issues around Congress Square Park, we might need to rethink how spaces are set up, or how to improve their usage, but the urge to cash in these rare, valuable locations is one we really have to steer away from.

In closing, we want to go on record as strongly opposing the sale of this parking lot for development.

Sincerely,

Leslie Pohl & Bob Fiske
263 York Street
Parents of a former Reiche Student

Portland, Maine
Yes. Life's good here.
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: Communication Item
2013-2014 HUD Consolidated Annual Performance Evaluation Report (CAPER)

Attached is the written CAPER for FY 2013-2014. The CAPER is a report required by HUD in which the City of Portland reports accomplishments for the CDBG, HOME and ESG Programs. The CAPER must be submitted to HUD by September 30.

Highlights of Accomplishments:

(1) Creation of a Tenant Based Rental Assistance Program
(2) $162,785 expended on Economic Development projects including job creation, microenterprise assistance, creating assets for artists and a façade improvement program
(3) $225,365 expended on non-profit rehabilitation projects including renovation of a child care facility to create additional child care slots and a new job, historic preservation renovations and shelter improvements
(4) $612,946 expended on social service programs including community policing, after hours assistance, shelters, homeless resource centers, peer support services, food programs, behavioral healthcare programs, and assistance to homeless individuals.
(5) $499,128 expended on owner-occupied housing rehabilitation projects
(6) $138,999 expended to assist first-time home buyers
(7) $250,000 expended to create new affordable rental housing.

CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The City has identified two priority goals: build strong, safe neighborhoods and transition persons out of poverty. All projects funded over the past year meet one of these two goals. Additionally there have been two initiatives that have focused on the second goal of transitioning persons out of poverty: 1) creating a tenant based rental assistance program and creating an employment development program.

1. In November 2011, the Portland City Council established a Task Force to develop a strategic plan to prevent and end homelessness. The Homelessness Task Force submitted its Report to the City Council in November of 2012. The report outlined an Implementation Plan comprised of four recommended actions including "Rapid Rehousing". One task under the Rapid Rehousing recommended action was to develop a short-term rental assistance program similar to the very successful HPRP Program. HOME Program funds were identified as resource to implement this program. Funding for the program was approved in the FY 2013-2014. The program is managed by the City's Social Service Division and began offering assistance in February 2014. The program is designed to assist up to 110 homeless individuals with short-term rental assistance such as security depost and/or first month's rent with the average payment of $1,200 per client. The program began providing assistance in February 2014 and since then has assisted 14 households.
2. Create <u>Sustainable Workforce Development Programs</u> that combine resources and build partnerships between public and private entities with a goal of moving Portland residents out of poverty into sustainable employment and financial stability, by 1) investing in Portland businesses to expand and create jobs and 2) engaging Portland’s residents in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Program participants will then be placed and supported in the newly created jobs in the partnering Portland businesses. This program was approved by the Portland city Council in 2013 and awarded to the lead agency Coastal Enterprises to implement during the 2014-2015 program year.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	2924	17677	604.55%	2924	17677	604.55%

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	13095	8791	67.13%	13095	10433	79.67%

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Facade treatment/business building rehabilitation	Business	5	0	0.00%	5	0	0.00%

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Brownfield acres remediated	Acre	2	0	0.00%	2	0	0.00%
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Rental units constructed	Household Housing Unit		0		0	0	

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Rental units rehabilitated	Household Housing Unit		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Homeowner Housing Added	Household Housing Unit		0		0	0	

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Homeowner Housing Rehabilitated	Household Housing Unit		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Direct Financial Assistance to Homebuyers	Households Assisted		0		0	0	

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Tenant-based rental assistance / Rapid Rehousing	Households Assisted		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Homeless Person Overnight Shelter	Persons Assisted		0		0	0	

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Homelessness Prevention	Persons Assisted		0		0	0	

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Jobs created/retained	Jobs		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Businesses assisted	Businesses Assisted		0		0	0	

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Housing for Homeless added	Household Housing Unit		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Housing for People with HIV/AIDS added	Household Housing Unit		0		0	0	

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	HIV/AIDS Housing Operations	Household Housing Unit		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Buildings Demolished	Buildings		0		0	0	

Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Housing Code Enforcement/Foreclosed Property Care	Household Housing Unit		0		0	0	
Build strong, safe neighborhoods	Homeless Non-Homeless Special Needs Non-Housing Community Development Neighborhood improvements, Services for homeless, special needs, and	CDBG: $1045872	Other	Other	117488	0	0.00%	117488	0	0.00%

Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	59	67	113.56%	59	67	113.56%
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	Households Assisted		0		0	0	
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	7438	2954	39.71%	7438	2954	39.71%

OMB Control No: 2506-0117 (exp. 07/31/2015)

Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted		0		0	0	
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Facade treatment/business building rehabilitation	Business		0		0	0	
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Brownfield acres remediated	Acre		0		0	0	

OMB Control No: 2506-0117 (exp. 07/31/2015)

Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Rental units constructed	Household Housing Unit	8	0	0.00%	8	0	0.00%
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Rental units rehabilitated	Household Housing Unit		0		0	33	
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Homeowner Housing Added	Household Housing Unit		0		0	0	

Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Homeowner Housing Rehabilitated	Household Housing Unit	22	0	0.00%	22	16	72.73%
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Direct Financial Assistance to Homebuyers	Households Assisted	3	0	0.00%	3	7	233.33%
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	39	0	0.00%	39	0	0.00%

Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Homeless Person Overnight Shelter	Persons Assisted	90	177	196.67%	90	177	196.67%
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	0		0	0	
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Homelessness Prevention	Persons Assisted	230	0	0.00%	230	0	0.00%

Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Jobs created/retained	Jobs	5	0	0.00%	5	0	0.00%
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Businesses assisted	Businesses Assisted	8	0	0.00%	8	0	0.00%
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Housing for Homeless added	Household Housing Unit	0	0		0	0	

Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Housing for People with HIV/AIDS added	Household Housing Unit	0	0		0	0	
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	HIV/AIDS Housing Operations	Household Housing Unit	0	0		0	0	
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Buildings Demolished	Buildings	0	0		0	0	

Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Housing Code Enforcement/Foreclosed Property Care	Household Housing Unit		0		0	0	
Transition persons out of poverty	Homeless Non-Homeless Special Needs Non-Housing Community Development Services for the most vulnerable	CDBG: $935009 / HOME: $1824429 / ESG: $159643	Other	Other	915216	0	0.00%	915216	0	0.00%

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

Of the programs funded in 2013-2014 all of the planning/ administration and social service projects were completed, including Milestone HOME Team, Catherine Morrill Day Nursery Child Care Assistance, Community Policing, After Hours Emergency Assistance, Amistad Peer Support and Recovery Center, Parkside Neighborhood Center, Preble Street Women's Shelter , Teen Shelter and Food Program and the Wayside Food Program. One social service program was unable to meet the requirements of the CDBG program, Maine Center for Deafness Community Rehab Provider Program. The City is working with their attorneys to determine the next steps.

Economic Development programs that were funded are well underway, both the Business Assistance for Job Creation and Portland Microenterprise Assistance Program have assisted several individuals but are not yet completed and have not met final goals. Previously funded economic development projects which were ongoing or completed in the last year include: CEI Microneterprises Assistance project, Star East Job Creation, Creating Assets for Artists, Portland Business Assistance Program and the Façade Improvement Program.

One of the non-profit rehab projects was completed, Youth and Family Outreach Program Expansion which created 8 new childcare slots and a new job. The other non-profit rehab projects funded this year: Portland Housing Sagamore Village Playground and Iris Network have began but are not completed. However, several non-profit rehab projects from past years were completed, including: Serenity House, Catherine Morrill Window Project, Mayo Street Roof Repair, and Preble Street Soup Kitchen Improvements. Another non-profit rehab project that was previously funded but not complete is the Abyssinian Meeting House.

Only one infrastructure project funded last year was completed- Big Belly Solar Waste. Other projects funded that began design but are not yet complete include Anderson Street Byway, Cumberland Avenue Sidewalk. Handicap Ramps and Tree Planting projects are also not complete. Several infrastructure projects funded previous years were ongoing or completed last year, including: Libbytown Streetscape, Grant Street Sidewalk, St John and Valley Street Projects, Fox Field, Cumberland Avenue sidewalk, Fox Anderson Streetscape, Elm Street Sidewalk, Libbytown Trail, Fort Allen Park Improvements, Portland Observatory, Handicapped ramps, and trees.

CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted). 91.520(a)

	CDBG	HOME	HOPWA
White	2,822	27	0
Black or African American	701	0	0
Asian	89	0	0
American Indian or American Native	60	0	0
Native Hawaiian or Other Pacific Islander	2	0	0
Hispanic	114	0	0
Not Hispanic	3,560	27	0
Total	**7,348**	**54**	**0**

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative

According to the data collected here, our CDBG program serves 76.8% White, 19% Black or African American, 2.4% Asian, 1.6% American Indian or American Native, .05% Native Hawaiian or Pacific Islander of which 3% are Hispanic. For the City as a whole 85% are white, 7% are Black or African American, 3.5% are Asian, 0.5% American Indian or American Native, and 0 Native Hawaiian or Pacific Islander of which 3% are Hispanic. Based on this information we are serving a lower proportional percentage of Whites than the city population, an equal percentage of Hispanics, but a higher (sometimes much higher) proportional percentage of minorities, including Blacks or African Americans, Asians, American Indian or American Natives and Native Hawaiians. Thus based on this information, minorities in the City of Portland receive a disproportionally higher benefit from CDBG funds.

Through HOME Program funds, assistance was provided to 40 households, of which 98% are white, non-hispance households. Two percent (2%) of the households assisted were Black or African American households. Additionally, the City was able to assist 14 households with CDBG program income funds dedicated to the City's housing rehabilitation program. Of these 14 households, 50% were white, non-hispanic households, 43% were Black or African American households and 7% were American Indian households.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Expected Amount Available	Actual Amount Expended Program Year X
CDBG			2,194,332
HOME			1,005,900
HOPWA			
ESG			134,254

Table 3 – Resources Made Available

Narrative

Community Development Block Grant funds were spent on a combination of current year's allocation and of administration and planning activities, social services programs, economic development projects, non-profit rehabilitation, and a select number of infrastructure improvement projects. Funding was also expended during this fiscal year on past yearsÂ¿ funded economic development, non-profit rehabilitation and infrastructure improvement projects.

Of the CDBG funds expended in the past fiscal year $372,094 was spent on Administration and Planning, $818,519.02 was spent on Infrastructure projects located in the City of PortlandÂ¿s eligible areas, $162,785.84 was spent on Economic Development projects including job creation, microenterprise assistance, creating assets for artists, and façade improvement projects, and $225,365.29 was spent on nonprofit rehabilitation including renovating a child care facility to expand to create additional child care slots and a new job, window renovations, historic preservation, and shelter improvements. Finally $612,946.71was spent on social service programs including community policing, after hours assistance, shelters, homeless resource centers, peer support services for persons with mental illness, food programs, behavioral healthcare programs, and assistance to homeless individuals.

HOME Funds are divided by program and by location. HOME is spent on Administration, homeownership through our HOMEPort Program, owner-occupied rehabilitation, tenant based rental assistance and new construction. In this fiscal year $109,776 was spent on administration, $499,128.30 on owner occupied rehabilitation ($243,897.10 within the City of Portland and $240,430.20 in Cumberland County), $138,999 on home-buyer assistance ($59,223 within the City of Portland and $79,776 in Cumberland County) $23,167.57 on tenant based rental assistance and $279,223 on affordable housing development. The affordable housing development project is located at 409 Cumberland Avenue and will create 57 new rental units, including 46 new units affordable to households earning at or below 60% of the area median income.   It is anticipated that this project will be completed in 2015.

The Emergency Shelter Grant is divided into programs as well administration, operations and essential services, homeless prevention and rapid rehousing. In the past fiscal year $18,203 was spent on administration, $50,846 on operations and essential services, and $35,588.70 on homeless prevention and $29,615.82 was spent on rapid rehousing.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Census Tracts 5, 6, and 10	19	30.6	$1,019,766.84 spent in East Bayside, Bayside and Parkside Neighborhoods
Cumberland County	11	9.6	$320,206.20 spent throughout Cumberland County, exculding Portland
Eligible Census Tracts	12	27.7	$923,790.18.18 spent primarily located downtown on Portland's peninsula
PORTLAND, MAINE	58	32.1	$1,070,742.63 spent throughout the City of Portland

Table 4 – Identify the geographic distribution and location of investments

Narrative

A higher percentage of funds were spent in our target areas: census tract 5,6, and10 and our eligible census tracts than expected. This resulted in lower percentage of funds being spent throughout Portland and Cumberland County.

$1,019,766.84 was spent in CT-5, 6 &10 which received significantly higher percentage of the investment than was expected (30.6% vs. 19%) This is a results of several past year projects located in those areas being under construction and many of them complete during the past fiscal year and the new construction project, 409 Cumberland Avenue is located in Census Tract 6. A total of $377,297.06 of funds from previous years were expended in this area including Grant Street sidewalk, Fox Field Basketball Court, North Boyd Street trail, Cumberland Avenue sidewalk from Washington to Franklin, Fox Anderson Streetscape, and Elm Street. Additional non-profits in this area also completed rehab projects including Serenity House window restoration, Mayo Street Arts roof rehabilitation, and Preble Street Soup Kitchen Improvement.

$923,790.18 was spent in the Eligible Census Tracts which also received a higher than expected investment of funds, 27.7% vs the expected 12%. This is also a result of $486,027 of funds were from previous years and a HOME Port project was located in the eligible census tracts. Past funded projects that were under construction this year included Libbytown Streetscape, St John and Valley Street Improvement Streetscape improvement project, handicap ramp construction, tree planting, Fort Allen, and the Portland Observatory. Additionally Catherine Morrill Windown project completed construction this fiscal year.

$1,070,742.63 was spent throughout the City of Portland from projects ranging from administration, economic development, food programs, owner occupied rehabilitation and all emergency shelter grant programs.

$320,206.20 was spent throughout Cumberland County on owner occupied rehabilitation and the homebuyer program, HOMEPort.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

Housing resources are highly leveraged. HOME and CDBG funds leveraged private bank monies for both rehabilitation and home-buyer programs. The Cumberland County HOME Consortium also leveraged HOME resources in the construction of new affordable housing. The Homeport Program, which is the home-buyer program, leveraged $882,822 from local banks; the Multi-Family Rehabilitation Program leveraged $1,020 in owner matching funds; and the Affordable Housing Development Program leveraged $20,228,476 in low-income housing tax credits, Maine State Housing Authority and private development funds.

CDBG is also highly leveraged, especially by the non-profit social service programs funded. During the last fiscal year CDBG leveraged 3.4 times the amount of CDBG dollars spent throughout the City of Portland. That equates to $7,473,520. $5,859,102 was funds leveraged from social service programs funded and expended over the past year. The remaining $1,614,478 is matching funds from non-profit rehab, economic development, grant administration and planning, facade projects and infrastructure projects.

Emergnecy Solution Grant funding is equally matched dollar for dollar. For the $134,254.21 dollars expended from federal resources an equal match was spent from City or State funds.

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	38,971,161
2. Match contributed during current Federal fiscal year	5,191,348
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	44,162,509
4. Match liability for current Federal fiscal year	127,573
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	44,034,936

Table 5 – Fiscal Year Summary - HOME Match Report

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	**Date of Contribution**	**Cash (non-Federal sources)**	**Foregone Taxes, Fees, Charges**	**Appraised Land/Real Property**	**Required Infrastructure**	**Site Preparation, Construction Materials, Donated labor**	**Bond Financing**	**Total Match**

Table 6 – Match Contribution for the Federal Fiscal Year

HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period $	**Amount received during reporting period $**	**Total amount expended during reporting period $**	**Amount expended for TBRA $**	**Balance on hand at end of reporting period $**
245,138	302,802	157,501	0	390,439

Table 7 – Program Income

Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period						
	Total	**Minority Business Enterprises**				**White Non-Hispanic**
		Alaskan Native or American Indian	**Asian or Pacific Islander**	**Black Non-Hispanic**	**Hispanic**	
Contracts						
Dollar Amount	476,644	0	0	0	0	476,644
Number	18	0	0	0	0	18
Sub-Contracts						
Number	2	0	0	0	0	2
Dollar Amount	13,050	0	0	0	0	13,050

	Total	**Women Business Enterprises**	**Male**
Contracts			
Dollar Amount	0	0	0
Number	0	0	0
Sub-Contracts			
Number	0	0	0
Dollar Amount	0	0	0

Table 8 – Minority Business and Women Business Enterprises

Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted						
	Total	**Minority Property Owners**				**White Non-Hispanic**
		Alaskan Native or American Indian	**Asian or Pacific Islander**	**Black Non-Hispanic**	**Hispanic**	
Number						
Dollar Amount						

Table 9 – Minority Owners of Rental Property

Relocation and Real Property Acquisition – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition		
Parcels Acquired	0	0

Businesses Displaced	0	0
Nonprofit Organizations Displaced	0	0
Households Temporarily Relocated, not Displaced	1	3,880

Households Displaced	**Total**	**Minority Property Enterprises**				**White Non-Hispanic**
		Alaskan Native or American Indian	**Asian or Pacific Islander**	**Black Non-Hispanic**	**Hispanic**	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

Table 10 – Relocation and Real Property Acquisition

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	20	14
Number of Non-Homeless households to be provided affordable housing units	30	62
Number of Special-Needs households to be provided affordable housing units	0	0
Total	**50**	**76**

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	20	14
Number of households supported through The Production of New Units	8	0
Number of households supported through Rehab of Existing Units	22	52
Number of households supported through Acquisition of Existing Units	0	10
Total	**50**	**76**

Table 12 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

The City of Portland/Cumberland County HOME Consortium exceeded its goals to rehab existing units. The TBRA/rental assistance program fell short of its goals due to a delay in the start of the program. However, the program has proven very successful and we anticipate that we will meet or exceed our goals over the next program year. While no new construction projects were completed during the program year, one project went under construction and two other projects received funding commitments. Over the next two program years we anticipate 120 new units will enter the rental housing market as a result of funding provided by through our HOME Affordable Housing Development Program.

Discuss how these outcomes will impact future annual action plans.

The City of Portland/Cumberland County HOME Consortium will continue to allocate a portion of our future HOME entitlement towards the development of new affordable rental housing. Since 2001 the City of Portland and the Cumberland County HOME Consortium have contributed more than $8.7 million dollars towards the creation of 26 new rental housing developments with 817 new units of which 710 were available to households earning at or below 60% of the area median income. In addition, it is likely that the City will continue to fund the Tenant Based Rental Assistance Program. The TBRA Program has proven to be a successful tool in the City's efforts to prevent and end homelessness.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Persons Served	CDBG Actual	HOME Actual
Extremely Low-income	12	51
Low-income	2	7
Moderate-income	0	18
Total	**14**	**76**

Table 13 – Number of Persons Served

Narrative Information

Portland is blessed with many assets, such as the balance between urban living and the outdoors, that has helped drive development. The City of Portland is experiencing a housing boom, with several hundred housing units permitted over the past two years. This demand is driving up the cost of existing housing and producing new housing priced for the more affluent. In 1999, six in 10 households who rented were able to find homes that did not cost more than 30 percent of their income. By 2012, the number had reversed, with six in 10 households spending more than they can afford to rent in Portland. The 2014-2015 Portland Economic Scorecard issued recently by the Portland Community Chamber also highlighted housing affordability as a "lagging" indicator that needs to be addressed. While gentrification is an issue, it is a far better challendge to have than disinvestment. However the City needs to respond to the trend with proactive planning.

The City is utilizing many tools towards this effort, such as updating the zoning code to allow for more residential density and inclusionary zoning which would require new housing developments to keep a fraction of the units priced right for the middle-class working families. The City is developing changes to the zoning code to allow construction of traditional single, two and three-family buildings which are very difficult to build under current zoning. These changes would allow housing growth to occur organically, in ways that match the existing fabric of the City's neighborhoods. As developers profit from building high-end housing, the City is exploring whether an inclusionary zoning ordinance is warranted. An inclusionary zoning ordinance would leverage housing development by requiring new housing developments to provide their fair share of middle and working class housing. The City has several non-profit partners who build affordable and work force housing. City leaders are working with staff to identify city-owned parcels where housing for middle-class families could be developed.

The City is exploring ways to better capitalize its Housing Trust Fund, which provides funds for projects that may not meet the requirements of federal programs but are nonetheless worthy of City support. The City is in the process of hiring our first housing planner to work with the City Council's Housing and Community Development Committee, other agencies and the community to build on our existing housing programs and provide a consistent resource to move these housing issues forward.

Portland is a great place to live and work. By working to increase housing opportunities at all levels, the City will enable those who have been here forever, and those who are new to our community, to stay for a long time.

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The City of Portland continues to be a leader in responding to the needs of people experiencing homelessness. The City of Portland's Health & Human Services Department operates the Oxford Street Shelter and the Community Overflow Shelter(s). Our shelter programs provide a safe haven on a temporary basis for Portland's homeless population, as well as efficient and effective support services to promote rapid re-stabilization and the achievement of permanent housing.

HUD recommends that communities establish a centralized or coordinated homeless assessment and intake process that includes a comprehensive and standardized assessment process with a client centered plan focused on locating and retaining housing. This approach reflects our belief that early intervention and immediate connection to housing and casework services can make a difference in reducing the number and length of homeless occurrences, resulting in an overall reduction in the need for emergency shelter and allowing for a more focused effort and increased resources to assist those in the shelter with the longest lengths of stay and leads to permanent housing and ultimately self-sufficiency.

It is the responsibility of shelter staff to assist each new client through the intake process. A "new client" is any person who has never been to the shelter or who has been away for more than 90 consecutive days. During intake, shelter staff will:

- Welcome the client to the shelter, acknowledging the extreme stress and possible resulting trauma that the person is experiencing having to resort to accessing a shelter and provide the client with a copy of the document, *Welcome to the Shelter*;
- Inform the client that the shelter is intended to provide temporary, emergency shelter and that professional support and services will be available to them to help them through this process;
- Reassure the client that Housing Counselors are available to assist in locating housing;
- Whenever possible, introduce the client to a Housing Counselor;
- Explain the purpose of the weekly Orientation Meeting;
- Inform the client of the date, time, and location of the next Orientation Meeting;
- Review the weekly open access hours for Housing Triage so that the client and Triage Counselor can develop a self-sufficiency/housing plan;

The Intake Worker or Housing Counselor will make a referral to in-house or community mental health services for diagnostic assessment, as needed, in order to help the person gain housing and access community resources such as housing subsidies and mental health or recover treatment and/or counseling. Every attempt will be made to have this review completed within seven (7) days after the initial intake.

The Family Shelter also serves as a Welcome House for New Mainers or refugees/immigrants. New Mainers often arrived in Maine without resources or housing, speaking limited or no English. . New Mainers initially present themselves to the Family Shelter as homeless. In FY 2014, a total of 391 of the 916 individuals served by the Family Shelter are of Refugee/Immigrant status. This is a decrease from FY 2013 by 23%. Refugees/Immigrants present from a variety of nations, including: Afghanistan, Angola, Belgium, Burundi, Eritrea, Iran, Iraq, Republic of Congo, Rwanda, Somalia and Sudan. 352 New Mainers, 64% of individuals, self-reported as being homeless for the first time.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City of Portland's Health and Human Services Department, Social Services Division operates the Oxford Street and Family Shelters.

The Oxford Street Shelter is the largest emergency shelter in the State of Maine. This low-barrier shelter provides safe, temporary housing for homeless adults. The Shelter offers a variety of support services to assist homeless individuals enhance their self-esteem, secure housing, and work towards a self-sufficiency plan. The shelter has a capacity of one hundred and fifty-four (154) mats. This year the shelter has experienced a greater number of clients requesting special accommodations due to medical conditions which require the use of specialized beds. This has reduced the shelter capacity to an average of one hundred and forty-one (141) beds. The Oxford Street Shelter reaches full capacity on a nightly basis, requiring staff to operate up to two overflow facilities. The Preble Street Resource Center is currently used as an emergency overflow for men when Oxford Street reaches full capacity for 75 additional mats. When this is full staff opens the General Assistance lobby for 16 more beds. The Oxford Street Shelter served 1,715 men and 506 women for a total of 2,221 individuals (unduplicated numbers) in FY 14. This represents an increase of 6.6% compared to the 2,166 individuals served last year. The shelter provided 82,754 bed nights in FY 14, which represents a decrease of 3.2% in bed usage compared to the 85,494 bed nights provided in FY 13.

The Family Shelter is the largest shelter for families in the State of Maine. The Family Shelter provides temporary housing to families with children under the age of eighteen (18). It offers both preventative services for families at risk of experiencing homelessness and support services to assist families locate housing and achieve stability. Combined, there is a total capacity of ninety-four (94) beds in an apartment style living environment.. The Family Shelter provided shelter for 269 families consisting of 916 individuals for a total of 43,218 bed nights. Of those sheltered, 151 were placed in permanent housing and 38 were placed in transitional housing. Shelter Staff also work on transitional housing opportunities with families and this year placed 20 families temporarily with family members, 3 families went to Stepping Stones Transitional Housing Program, 7 families received Vouchers and 42 families left for reasons not known. When it reaches maximum capacity the Family Shelter utilizes area motels to ensure families who present as homeless will have a safe place to stay This year, the Family Shelter reached maximum capacity and utilized area motels for overflow for a total of 331 nights, or 91% of all nights, in FY 2014; this is a dramatic increase from 198 nights in FY 2013. The Family Shelter overflow had a total of 1,200 family motel placements for a total of 6,468 bed nights during that period.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Homeless prevention: The Family Shelter utilizes crisis intervention, case management and advocacy, to prevent homelessness for 20 families, or 56 individuals. Likewise at Oxford Street Shelter through the Emergency Shelter Grant prevented 11 individuals from becoming homeless.

Permanent Housing: The Family shelter placed **128 families into permanent housing** without a subsidy, 8 families were re-unified with other family and 13 families were placed into permanent housing with a Housing Choice Voucher. Likewise the Oxford Street Shelter staff located **permanent housing for 496 homeless,** 380 men and 116 women, (*including 79 Veterans and 175 chronically homeless individuals*). This intensive outreach approach is very successful in terms of the long-term outcomes, with a 10.8% recidivism rate (returned to Oxford Street Shelter within the same year).

Initiatives: The 100,000 Homes Campaign is a national movement to house 100,000 chronically homeless and vulnerable people. Resources were focused on only on the most chronic and vulnerable homeless people and Oxford Street staff began working exclusively with this group in December, 2013. Oxford Street staff have provided intensive housing to dozens of the most chronic and vulnerable clients in our shelter system to great success. Portland is a member of the Campaign's 2.5% Club which means 2.5% or more of our chronic homeless are being housed each month.

The Long Term Stayer Initiative is based on the theory that if the program is successful in securing housing for individuals who are chronically homeless, it will create capacity in the shelters and free up resources that can be made available for others. Prioritized housing resources are for those who have been in the shelter the longest. During calendar year 2013, the Oxford Street Shelter (OSS) staff assisted over 650 single adults in securing permanent housing.

The goal of the Emergency Solutions Grant program is to help people who become homeless by quickly moving them into permanent housing and to also prevent individuals and families living in the City of Portland from becoming homeless in the first place. In FY 2014, 101 individuals and families received a wide range of comprehensive housing related services, including: full assessments to identify barriers to housing and housing stability, connection to appropriate mainstream resources in the community, employment and training opportunities, as well as at least three months of follow-up services after housing placement. Of the 101 enrolled in the program this year: 78 were rapidly re-housed, 11 were prevented from becoming homeless and 12 received needed case management and referrals.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

Foster Care: Maine DHHS oversees foster care and contract with The Opportunity Alliance (TOA) to help youth & families develop healthy transition plans to help youth aging out obtain TH, PH, PSH, or remain in care until they finish their education. TOA & the Teen Shelter work to prevent & actively monitor whether teens are discharged from foster care to the streets or shelters & advocate with Maine DHHS for improved policies and resources. Youth can remain with their foster parents past age 18 to complete their education.

Health Care: As part of the 100K Homes Campaign Portland shelters are identifying consumers that have multiple medical needs. The Statewide Homeless Council is leading an effort to create a Medicaid Waiver for long term homeless individuals. Portland CoC is exploring funding & models for respite care & PSH for CH that have serious medical needs. United Way is leading an effort to implement a medical home model of respite & treatment for patients discharged from the hospital but needing care.

Mental Health: 2 of Maine's publicly-funded MH hospitals have adopted a discharge planning process that begins at admission & is pursued during the hospital stay to connect clients back to community supports & housing. A treatment team works with clients and community partners to identify community-based housing & services needed. Maine DHHS' top priority is to use BRAP (TH vouchers) to house those being discharged from psych hospitals. Portland homeless providers have regular d/c meetings with hospitals for "difficult to discharge" patients.

Corrections: ThePortland CoC and the Statewide Homeless Council (SHC) oppose any policy language allowing release to a shelter or the streets, for any length of time. Maine Department of Correction's (DOC) goal is to not release to shelters but no written policy exists yet.

The Home to Stay Program, funded by Maine Housing, assists homeless clients seeking permanent housing with education, services and support to meet their health, housing, and employment needs in order to overcome barriers to obtaining and maintaining housing. Of the 114 participants, 47 have exited the program, including 39 or 80% who have secured housing. 69 participants remain actively engaged in housing search.

The Homeless Employment Project, funded by HUD, provides employment training and support to homeless persons experiencing multiple barriers to employment. Employment Services provided assessments to 95 individuals, 20 resulted in FT and 53 PT placements with 16 individuals being offered benefit packages.

The Job Training Program, funded by HUD, provides homeless individuals with a challenging training experience, which will lead to employment. This project provides job training stipends to homeless adults experiencing multiple barriers to employment who at the time of Intake are living in the streets or in homeless shelters. This year, 13 individuals participated in this program and 7 participants secured employment.

CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

Safety and Security: The safety and security of PHA residents remains a high priority. The Portland Housing Authority continued its commitment to fund a Community Policing Coordinator specifically for public housing. We continue to staff Community Policing Centers in Riverton Park and East Bayside serving the public housing developments of Riverton Park, Kennedy Park, Bayside Terrace, and Bayside East, as well as the entire East Bayside neighborhood. The Portland Police Department's increased presence in both of these neighborhoods has significantly improved the safety and security of the area.

Energy Conservation: During the fiscal year 2014 PHA completed the implementation of a $4.3million Energy Performance Contract. The program replaced almost 900 toilets, 900 hundred refrigerators, 11,000 light bulbs and 35 natural gas boilers in our public housing. The early results and savings in water, natural gas and electricity are very promising. Furthermore, living conditions for our tenants with new appliances, insulation and heating systems have been greatly improved.

Recycling: During the fiscal year 2014 PHA initiated its residential recycling program in our two high rise properties, Franklin Tower and Harbor Terrace. Residents in these buildings have enthusiastically embraced the program. The volume of recycled waste has far exceeded expectations. The program will expend to three more properties in FY 2015. The program will be implemented over a three year period and cover all properties.

Actions taken to encourage public housing residents to become more involved in management and participate in homeownership

Resident Services: In FY 2014 PHA continued to provide and expand its community partnerships and resident service program. Health care continued to be an important focus of our service program. The Riverton Park Health Center was very successful during its first full year of operation. Renovations are underway for another health center at our Franklin Tower elderly/disabled development. Portland Community Health Center will also operate this facility in partnership with the University of Southern Maine School of Nursing who will provide the nursing interns. The demand for case management services for the mentally ill continues to grow. Our service agreement with Preble Street has been extremely valuable to helping resident with mental illness cope and maintain their housing. The agreement with Preble Street for these services is expanded for the coming year. In FY 2014 the PHA scholarship program was expanded. Key Bank donated $5,000 to match the $5,000 for the scholarship investment fund. A total of $10,000 was awarded to six graduating high school seniors entering college. Academics and community service were the primary criteria for the awards. The gardening programs, study centers, USDA summer lunch program and the Boys and Girls Clubs continued to be very popular in our developments.

Fiscal Year 2013 started the third year of PHA's HUD ROSS Service Coordination Grant. The grant provides case management for families in public housing. The focus is on identifying a family's specific needs, and making referrals and service coordination. This program supplements PHA's ongoing Family Self-Sufficiency Program.

Actions taken to provide assistance to troubled PHAs

Not applicable.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

The City of Portland has been addressing barriers to affordable housing through regulatory reform on an ongoing basis, particularly through zoning, density requirements, and neighborhood strategies. **Rail Yard Deed Restrictions** : The City worked with the Maine Dept. of Environmental Protection to amend the environmental permit for the Bayside rail yard property by eliminating a housing restriction while retaining appropriate environmental safeguards. This help facilitates the redevelopment of the rail yard into a 650-775 unit rental housing project proposed by the Federated Companies, funded in part by the City's BEDI/108 grant and loan. The rail yard is the most strategic and largest vacant property in Bayside thus removal of the restriction is an important step in revitalizing the neighborhood. Bayside zoning(B-7) has no restrictions on residential density making the availability of this property a critical resource for housing. **E. Bayside Rezoning** : The City considered a rezoning for the entire E.Bayside neighborhood from R-6 to R-7 to increase residential density and provide flexible zoning provisions for new housing and conversions. In the end the City approved a more limited zone change that facilitates a 45 unit housing development proposed by the Portland Housing Authority which could be a model for other infill projects within their underutilized Bayside Campus. This was one of the largest R-7 map amendments to date. **R-6 Residential Amendments** : The R-6 zone which is the primary zone on the peninsula has a base of 1,000 square feet of land area per dwelling for the first three dwelling with a requirement of 1,200 square feet of land area per dwelling for subsequent units such as new construction of building additions. The City has been engaged in an extensive process this year in exploring opportunities with neighborhood organizations in providing more flexible residential density and other zoning provisions to encourage housing. This effort is ongoing and 8 meetings with peninsula neighborhood groups have been held to date. **B-2/B-2b Residential Amendments** : The City made revisions to the B-2 and B-2b zone adjusting density provisions and providing flexible requirements to encourage housing. In general terms higher residential densities will be allowed in off-peninsula locations and a first floor requirement of commercial space as a pre-requisite for higher residential density was removed. Density provisions were simplified and minimum lot size standards were eliminated while building height was increased in some cases.

Planning staff is also conducting research on a variety of housing topics including flexibility in residential dwelling conversions, residential density, variance provisions, disabled adult housing options and peninsula small lot development that may form the basis for future housing amendments. The city is undertaking a comprehensive strategy to reinvigorate Forest Avenue, a major business corridor. While no revisions have been made to the City ordinances, the strategy focuses on improving the livability and attractiveness of the area for affordable and market rate housing, including mixed use development along a corridor that has public bus service. The plan emphasizes the role of transit supported development that can enhance access to housing and employment opportunities. The zoning analysis of densities in the B-2 and B-2b zones along arterial corridors off the peninsula will also facilitate transit supportive development and will increase the capacity and opportunities for more affordable housing with access to transit and walkable jobs and services.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

In the City of Portland the majority of allocations for 2013-2014 addressed underserved needs of the City, including:

- *Food*- $43,538 to fund emergency food resulting in 574,852 meals to 4,488 persons and $22,488 to provide 89,656 community meals to 2,782 community members.
- *Safety*- $126,300 to provide community policing services in four neighborhoods which assisted 6542 persons through 9391 hours of service providing 121 health, safety, and education presentations, 516 community meetings, and 422 youth programs.
- *Shelter*-
- $35,118 to funds a day shelter that served 1,083 persons and provided 481,507 contacts
- $26,698 to provide 14,508 bed nights to 215 women
- *Child care*- $76,750 to provide childcare in two facilities located in our low to moderate income census tracts, assisting 31 families and combined provided 385 weeks of subsidized child care and 25 hours of social work assistance.
- *Support for persons with Mental Illness*- $23,330 to a peer support and recovery center to enable them to open on Saturdays thereby facilitating 6,285 Saturday visits to the support center and serving 420 new persons.
- *Health Services*- $101,149 to Healthcare for the Homeless to provide 377 individuals with assistance through 4,134 visits.
- *Emergency After Hours Assistance*- $28,628 to provide assistance to 726 clients in the evenings, on weekends and during holidays to connect them with emergency shelter, fuel assistance, diapers and infant formula, and emergency medication through 1,700 hours of service.
- *Homeless Outreach* - $75,000 to provide outreach to 466 homeless individuals in the downtown arts district and Bayside. Outreach includes 7,268 contacts, interventions, and referrals for individuals suffering from alcohol and drug dependence and mental illness.
- *Tenant Based Rental Assistance* - $23,167.57 was spent on short term rental assistance, security deposits and utility payments.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

Dating back to the fall of 1994 the City of Portland has received five Lead Hazard Control grants. These grants addressed lead paint hazards in 434 housing units. The most recent grant (2007) was a combination of government and community agencies dedicated to eliminating lead poisoning in children. There were three collaborators: The City of Portland, lead applicant; Cumberland County, coapplicant; and the region's Community Action Agency, PROP, as a sub-contracting organization. Although the grant funds have ended, the consortium lead hazard reduction efforts live on in the housing rehabilitation program.

In 2013-2014 the City enrolled a three unit building into the housing rehab program. A combination of interim controls and abatement are being used to complete three Lead-Safe units. Program income generated from previous grants will be utilized. $34,000 is being spent on abatement of these units.

Properties eligible for the program include single family and owner occupied homes with household incomes at or below 80% AMI where a child under the age of six resides. Multifamily buildings are eligible if half of the tenants have incomes at or below 50% AMI and the balance have incomes at or below 80% AMI. In buildings of 5 or more units, 20% of the units may be occupied by families with incomes above 80% AMI. The program's focus is the reduction of lead-based paint hazards as well as reducing energy cost. Typical rehabilitation activities start with a lead assessment and heat loss analysis. LHC funds are utilized to remediate all lead hazards. Such work may include, replacing windows and doors, floor covering, paint stabilization, new siding and trim. Housing Rehab funds are used to weatherize and insulate. This whole house approach is consistent with HUD's Healthy Homes Model.

The City of Portland has a long standing referral agreement with the Maine Healthy Homes Program and City of Portland Public Health Healthy Maine Partnership. This is the source of education, screening, environmental investigations, as well as case management services for all lead poisoned children. Through this collaboration families are referred to the Housing Program for financial assistance to remediate lead hazards.

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

Through the City's HOME program housing opportunities are provided for individuals and families at varying income levels. CDBG funds are used to focus on child care and future employment opportunities.

For those who own their own homes, Owner Occupied Rehabilitation. This program is targeted to low and moderate-income homeowners many of whom are elderly and/or disabled. Rehabilitation enables owners to remain in their homes. Over the last year $489,694.51 in HOME funds and $33,602 in CDBG funds were spent on the owner-occupied rehabilitation program in the City of Portland and throughout Cumberland County.

For those who would like to own their own homes, Home Ownership opportunities were available for first time homebuyers allowing families to build wealth. $138,999 was spent on low and moderate income individuals through the HOMEPORT program in the City of Portland and throughout Cumberland County.

For the first time the City made available $135,622 in HOME funding for tenant based rental assistance targeted at individuals or households residing in homeless shelters earning less than 30% of the area median income. This funding is to prevent homelessness or rehouse those who in need. $23,167.57 was expended on short term tenant based rental assistance (rent, security deposits, utility deposits) for 14 households who were either homeless or in danger of becoming homeless.

Portland has a shortage of affordable rental units. For that reason HOME funds are used to build new affordable rental housing for low and moderate-income families and individuals. No new construction projects were completed in 2013-2014 however one project, 409 Cumberland Avenue is under construction. This project will provide 57 units of which 46 will be affordable to individuals earning 60% or less of the area median income.

In order to climb out of poverty an individual needs more than just housing, they need stable work and families need child care. During 2013-2014 CDBG funds were used to fund two child care facilities, which served 31 families and provided 385 weeks of subsidized child care and 25 meetings with a family support specialist. This assistance helped families through obtain or maintain a job when going through a difficult situation, whether applying for a state funded voucher, or experiencing illness, or other challenge that could jeopardize other program subsidies or their ability to maintain employment.

Also during this year the City of Portland approved a $400,000 set aside for the Employment Development Program. This is $300,000 in development funds to create jobs and $100,000 in social service funds to help support new employees to gain and maintain those jobs. The program is aimed at employing populations that have varying barriers to employment including: homeless, new Americans, and single parent head of households. This program is aimed to: create Sustainable Workforce Development Programs that combine resources and build partnerships between public and private entities with a goal of moving Portland residents out of poverty into sustainable employment and financial stability, by 1) investing in Portland businesses to expand and create jobs and/or investing in the expansion or creation of microenterprise and 2) engaging Portland's residents in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Program participants (66% of which are low to moderate income Portland residents) will then be placed and supported in the newly created jobs in the partnering Portland businesses.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

The City has embarked on a multi-year priority setting process that engages various community members, stakeholders, applicants and experts. A Working Group in 2013 was the latest in a series of efforts to continually focus and improve the City's use of CDBG funds. Prior groups such as the Priorities Task Force of 2012, the Priorities Task Force of 2008, the HCD Task Force of 2007, and the Shapiro-Boxer Memo to the City Manager in June of 2006 were all part of an ongoing process that has been examining and improving how Portland utilizes CDBG funds.

The CDBG Task Force of 2012 called for sustainable workforce development program that moves Portland residents out of poverty into sustained employment. The Working Group of 2013 was tasked with defining the proposal. Their work helped to define a Request for Proposals that was released in January 2014. A requirement of the RFP is to create partnerships among all levels of government and the private sector, including for-profit and non-profit organizations, with a goal of moving Portland residents out of poverty into sustainable employment and financial stability, by 1) investing in Portland businesses to expand and create jobs and/or investing in the expansion or creation of microenterprise and 2) engaging Portland’s residents in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment.

As a result a community initiative has been born to address this need. The collaboration of partners is known as the Portland Jobs Alliance who are working together to connect people with jobs, with a goal of focusing on populations with multiple barriers to employment, specifically homeless, new Americans and single parent head of households. Partners include: the City of Portland Housing and Community Development Division, Coastal Enterprises, Inc. City of Portland Refugee Services, Catholic Charities, Preble Street, Portland Adult Education, Southern Maine Community College, and numerous business partners. This institutional structure is expected to grow and develop over the next several years.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

Over the last year the City of Portland carried out its Housing and Community Development Plan in partnership with the other management and delivery entities for housing and community development activities. These organizations include the City's Housing and Community Development Division, Social Services Division, the Portland Housing Authority and a network of individual non-profit housing and social service providers.

City of Portland Housing and Community Development Division administers the City's housing rehabilitation, new construction and homebuyer programs and was responsible for overseeing the budget and distribution of the City's CDBG, HOME and ESG entitlement funds, and development of the Five-Year Consolidated Plan, Annual Action Plan and CAPER.

City of Portland Social Services Division administers the General Assistance Program, the City's emergency shelters for single male adults and families, transitional housing facilities, housing location services, job readiness training and employment services and several other support activities in coordination with non-profit housing and social service agencies. The Social Services director manages the Continuum of Care.

Portland Housing Authority owns and manages ten public housing developments with 1,003 dwelling units and administers over 1,700 HUD Section 8 rental subsidies. PHA is a partner in the Family Investment Center and funds other resident initiatives to improve residents' skills and education. PHA also oversees the modernization of its developments to improve their livability.

Non-Profit Housing and Social Service Agencies play a large role in directly providing housing and services to low income and special needs populations throughout Portland. Many outside organizations are funded through the City of Portland’s CDBG Program or part of the Continuum of Care, managed by the Social Service Division.

Working collaboratively, these entities implemented the City's Housing and Community Development Plan. The system's strengths include the collaborative manner in which these diverse groups work together to maximize available resources. Portland is a large enough City to have many institutional resources, yet small enough to be able effectively communicate and collaborate.

Currently there are no gaps in types of housing and services, but there is a lack of adequate amounts of both due to insufficient resources. The City and its partners will continue to seek additional resources to improve the system's ability to meet community needs.

HCD Staff facilitated two meetings to organize and create a housing liaison system to resolve landlord/ tenant issues. The first meeting was held on November 14, 2013 and included representatives from various social service agencies that provide case management and housing placement services to the most vulnerable of our population. The second meeting was held on March 27, 2014 and included representatives from property management companies and local landlords. In addition staff participated in a landlord tenant informational event called **Opening Doors: Bringing Landlords and Tenants Together.** This event was held on April 3, 2014 and hosted by the City's Refugee Services Office, Portland Police, Southern Maine Landlord Association, Avesta Housing, Portland Housing Authority, Burundi Community Association of Maine, Rwandese Community Association of Maine, Congolese Community of Maine, Pine Tree legal Assistance, Mahoro Maine Association, Community Financial Literacy, Maine People's Alliance, Opportunity Alliance and Maine Equal Justince Partners.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

An updated Analysis of Impediments (AI) to Fair Housing was approved by the City Council on June 3, 2013 which identified the following impediments to fair housing choice: Geographic concentrations of race and poverty in certain neighborhoods of the city, Landlords in need of information regarding fair housing/accommodations for persons with disabilities, and High cost of both rental and home ownership housing.

Recommended Actions include: Actively pursue regional partnerships that work to widen the public transportation network and provide housing opportunities for a diversity of people throughout the region, Prioritize mixed income housing developments, Promote the development of affordable housing in a variety of locations in Portland and work to encourage other communities in the region to develop affordable housing, Set-up a City tenant-based rental assistance program, Create a partnership with the Cumberland County Community Development Office and local landlord associations to provide landlord awareness workshops, Set up a housing liaison system to resolve landlord/tenant issues.

Over the past year, the City worked with Regional partners to create and adopt a regional Analysis of Impediments. As a result Portland will benefit from the assistance and collaboration of the communities and partners and better meet its requirements under the Federal Fair Housing Act. The HCD office worked in collaboration with the Social Service Division to create a Tenant Based Rental Assistance program. HCD Staff facilitated two meetings to organize and create a housing liaison system to resolve landlord/ tenant issues. The first meeting was held on November 14, 2013 and included representatives from various social service agencies that provide case management and housing placement services to the most vulnerable of our population. The second meeting was held on March 27, 2014 and included representatives from property management companies and local landlords. In addition staff participated in a landlord tenant informational event called **Opening Doors: Bringing Landlords and Tenants Together.** This event was held on April 3, 2014 and hosted by the City's Refugee Services Office, Portland Police, Southern Maine Landlord Association, Avesta Housing, Portland Housing Authority, Burundi Community Association of Maine, Rwandese Community Association of Maine, Congolese Community of Maine, Pine Tree legal Assistance, Mahoro Maine Association, Community Financial Literacy, Maine People's Alliance, Opportunity Alliance and Maine Equal Justince Partners.

CR-40 - Monitoring 91.220 and 91.230

Description of the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

For social service programs, our staff ensures compliance on a monthly or quarterly basis through Performance Reporting and Fund Requisitions or Invoices from each Agency. Staff tracks the number of clients served and how many of those clients are eligible low to moderate income. Staff also tracks the disbursements and revenues of each agency. This ensures that each agency is using the Grant for the proposed use in the signed contract.

For development activity projects, federal requirements are included in contracts. Staff conducts environmental reviews for all projects, and where applicable receives the appropriate approval from the State Historic Preservation Office. Davis Bacon requirements, and Section 3 when applicable, are explained to each sub-recipient and staff presents the information and reporting requirements to contractors and sub-contractors. Before payment is released each project must submit a request for payment, supporting invoices from subcontractors and correct Davis Bacon paperwork. Onsite inspections are also typical prior to the release of funds.

The City reaches out to minority businesses and broadly markets its housing rehabilitation programs. The City advertises in newspapers, radio public service announcements, press releases, the local cable access channel and on the city's website. Technical assistance for small, woman or minority owned businesses is available through the Economic Development Department.

To comply with comprehensive planning requirements, the City of Portland created its Five Year Consolidated Plan in 2010. This was a combined effort with several City Departments including Planning, Health and Human Services, and Public Services (combined public works and parks department). The City also worked with Portland Housing Authority, several social service providers, affordable housing developers, and neighborhood organizations. The collaborative effort led to new priorities and guidelines for ways to direct federal resources for the next five years. This process will be repeated for the next five year plan 2015-2020.

Additionally, every three to five years the Portland City Council asks that our division re-examine our local priorities. The priority process involves citizen committees, public forums, advertising and public outreach, and public meetings. The Council convened a CDBG Priority Task Force in 2008 and again in 2012. Another Working Group was created in 2012-2013 to determine how to implement the recommendations from the 2012 CDBG Priority Task Force.

The Housing and Community Development committee reviews the expenditures of HOME funds and the priority of funding one eligible activity over another. For the first time, the Committee decided to fund Tenant Based Rental Assistance for the 2013-2014 program year.

CDBG & HOME housing projects are monitored regularly to ensure that rent levels, income guidelines and occupancy are being met. Owner occupied properties are monitored through an annual mailing to ensure occupancy and tenant requirements are being met. Large rental projects are monitored through annual contact with property management staff. Site inspections are conducted every two-three years. Typically tenant income certifications are completed in the spring and site inspections are completed in the fall. Site inspections are completed by the City's Housing Rehabilitation Specialist and include inspection of all HOME assisted units as well as common areas and exterior of each property.

Citizen Participation Plan 91.105(d); 91.115(d)

Description of the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

Prior to submission of the Consolidated Annual Performance Evaluation Reports (CAPER), the City will make available to citizens and public agencies, such as the Cumberland County Community Development office, the Consortium of Care, Portland Housing Authority, etc., as well as other interested parties, a summary of the report published in a local newspaper and on the City web site. A reasonable number of free hard copies will also be made available for review at City Hall in the Housing and Community Development Office, Room 312, at the Portland Public Library, 5 Monument Square, and the Cumberland County Community Development office at 142 Federal Street. The report or summary will contain information regarding goals and outcomes, racial and ethnic composition of persons served, resources, affordable housing, homeless and special needs populations served, public housing contributions, monitoring, and about specific HUD grants such as CDBG, HOME, HOPWA and ESG. These publications will commence a 15 day comment period for the Consolidated Annual Performance Evaluation Reports (CAPER).

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

In the past, the City of Portland has spread its federal funds thinly between social service agencies and sidewalk and park projects, balanced between the eligible districts. While this method has succeeded in keeping neighborhoods and District Councilors relatively content by distributing a small amount of money for a multitude of projects, it dilutes the effectiveness of available funding, and has not allowed the Community Development grant to make a significant impact in any one area of need or area of the city. The program would have a bigger impact if funds were focused by strategic issues and by geographic location.

Over the last several years the program has shifted priorities, and identified priorities for funding. The last two years that priority has been child care. In 2012, a new Priority Task Force was created that identified workforce development as a new priority initiative. The focus of the initiative is to create sustainable workforce development programs that combine resources and build partnerships between public and private entities with a goal of moving Portland residents out of poverty into sustainable employment and financial stability. It would combine both social service and development funding to create supportive job creation.

Following on the work of the Priority Task Force, the 2013 Working Group recommended putting aside $400,000 in CDBG funds toward this initiative- $300,000 from Development funds and $100,000 from social service funds. This program will be implemented in the 2014-2015 funding year.

Yes

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

In 2007 the City of Portland applied for 108/BEDI funds in an amount of $1.2 million in Brownfields Economic Development Initiative (BEDI) and $10.2 million in Section 108 loan funding. The funds were awarded in February 2008. The combined $12 million will revitalize the distressed area of Bayside by stimulating residential and commercial economic development activities and creating jobs. In 2012 the City underwent negotiations with Federated Companies for the purchase and sale of seven parcels of land in the Bayside neighborhood. The project is slated to build a million square foot mixed use development, 471,000 square feet of which is slated for Phase I. It is anticipated that Phase I will begin in FY 14/15 and include up to 235 market rate housing units, 700 parking space garage plus 43,000 square feet of retail/commercial space. The project received Portland Planning Board approval in January 2014. A legal appeal has been filed by opponents of the project. It is hoped that the legal appeal will be resolved this year to enable this project to proceed with construction in 2015.

CR-50 - HOME 91.520(d)

Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations

Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

CDBG and HOME Housing Projects are monitored regularly to ensure that rent levels, income guidelines and occupancy are being met. Owner Occupied properties are monitored through an annual mailing to ensure owner occupancy and tenant occupancy requirements are being met. Large rental projects are monitored through annual contact with the property management staff at each project. Site inspections for large rental projects are conducted every two to three years. Typically, tenant income certifications are completed in the spring and site inspections are completed in the fall. No site inspections were required during the 2013-2014 program year. Beginning October 2014 and continuing through April 2015, 23 on-site project inspections will be completed.

Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)

The City of Portland/Cumberland County HOME Consortium (CCHC) requires developers receiving HOME funds for new construction to provide a copy of their Affirmative Marketing Policy. Additionally, the Housing and Community Development office is working on an update of its Policies and Procedures and will be recommending a new Affirmative Marketing Policy be forwarded to the City Council for approval with other program policy and procedure updates.

During PY2013-2014 the City and the CCHC provided assistance to thirty (30) female heads of household and/or minority households. The City/CCHC will continue its efforts to serve minority and female-heads of households with its programs. The City/CCHC broadly markets its housing rehabilitation programs by advertising in local newspapers, radio public service announcements, press releases, the local cable access channel and on the city's website, the County Community Development Office website, and the websites of several of the CCHC member communities. Technical assistance for small, woman or minority owned businesses is available through the City's Economic Development Department.

Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics

During the PY 2013-2104 $302,802 was received in HOME program income for both the City HOME funds and the County HOME funds. The attached Schedule of HOME Program income details the program income received on a monthly basis for both the City and County. Program income funds are tracked on a monthly basis throught the City's accounting system. Program income is budgeted yearly as a part of the annual budget process and budget allocations are reported to HUD in the Annual Action Plan. $157,500 of program income was expended throughout 2013-2014. This expenditure is reflected in various housing rehabilitation and first-time home buyer projects completed during the program year.

Eighteen completed projects were funded in whole or in part with HOME program income. In our HOMEPort Program, which is our first time homebuyer assistance program, we assisted four projects with HOME program income. Of those four projects, two were white female headed households and two were white male headed households. In our Owner Occupied Housing Rehabilitation Program fourteen projects were assisted with HOME program income. Of those fourteen projects, 8 were white female headed households, 5 were white mail headed households and one was a black male headed household.

Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 91.320(j)

Portland administers housing programs for housing rehabilitation, new construction of rental housing, and home ownership throughout Cumberland County. The Cumberland County HOME Consortium (CCHC) is a partnership between the City of Portland and the communities of Cumberland County. The goal of the consortium is to expand financial resources for various eligible affordable housing activities in the region. While the City of Portland has traditionally received an annual allocation of HUD HOME funds, those funds have not been available to the communities of Cumberland County. The City of Portland retains independent operation of its HUD HOME program and acts as lead entity for consortium activities.

A priority of our housing rehabilitation program, which provides low interest loans and grants to assist low/moderate income homeowners with housing rehabilitation needs, is to provide each applicant with an energy audit and to incorporate energy efficient improvements into each project. By providing this service, we help the homeowners who participate in our program with property improvements that help to lower their home energy expenses.

The City of Portland and the Cumberland County HOME Consortium provides a significant portion of its annual HOME allocation for affordable housing development. Funds are made available through an application process. One project went under construction during the program year (409 Cumberland Avenue). This project is expected to be completed in 2015 and will create 57 new rental units of which 46 units will be made available to households earning at or below 60% of the area median income.

Housing and Community Development (HCD) staff were part of the India Street Neighborhood Advisory Committee which oversaw a comprehensive planning initiative designed to explore the character and establish a vision for future growth and development. A Housing and Equity Sub-Committee was established to identify strategic initiatives to promote and encourage a diverse range of housing types in the neighborhood to serve all income levels and explore the needs of the disadvantages populations and methods to make this neighborhood welcoming to the immigrant community.   As a result of the work completed by the Housing and Equity Sub-Committee and approved by the India Street Neighborhood Advisory Committee, the City's Planning and Urban Development Department began drafting an inclusionary zoning ordinance.   At this point, staff is working with a consultant to conduct a nexus study to support the establishment of an inclusionary zoning ordinance.

CR-55 - HOPWA 91.520(e)

Identify the number of individuals assisted and the types of assistance provided

Table for report on the one-year goals for the number of households provided housing through the use of HOPWA activities for: short-term rent, mortgage, and utility assistance payments to prevent homelessness of the individual or family; tenant-based rental assistance; and units provided in housing facilities developed, leased, or operated with HOPWA funds.

Number of Households Served Through:	One-year Goal	Actual
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	0	69
Tenant-based rental assistance	0	149
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	0	0
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	0	0

Table 14 – HOPWA Number of Households Served

Narrative

Frannie Peabody Center (FPC) is a private, nonprofit organization committed to compassionate care for the community infected with and affected by HIV and AIDS in Maine. In 1994 FPC was awarded its first federal, competitive HOPWA grant from HUD and now serves as the grantee for all three competitive HOPWA grants and one special project of national signifcance (SPNS) HOPWA grant. In 2013, the Maine CDC estimated that there were 1700 people living with diagnosed HIV infection in the state. FPC's case managers served approximately 400 clients, half of all people living with HIV/AIDS (PLWHA) who are engaged with case management services in Maine. FPC's programs aim to increase housing stability and decrease the number of chronically homeless PLWHA by providing case management support, transportation and coordination of care to help obtain and maintain stable housing and health.

FPC's housing program is funded primarily through four competive 3-year HOPWA grants: (1) Housing Outreach to Rural Maine, a collaboration with Ryan White Part B and Part C to provide short-term tenant based rental assistance (TBRA) (rent, mortgage and utility payments), security deposits and related supportive services to low-income PLWHA statement. (2) Housing Initiative to House and Serve Targeted Populations focuses on providing short-term TBRA (rent, mortgage and utility payments), security deposits and related supportive services to low-income PLWHA in Portland and Cumberland County to persons who have a history of mental illness, have a history of substance abuse, have been incarcerated or are recently released from corrections and/or are homeless or at great risk of homelessness. (3) Housing Outreach to Racial and Ethnic Minorities provides rental subsidies and case management with services targeted primarily toward Spanish speakers and immigrants and refugees from Africa. (4) Maine HIV Integrated Housing & Planning Project improves coordination of housing and care for vulnerable populations, supports the Obama Administration's Opening Doors Strategy to prevent and end homelessness, provides supportive services to facilitate transition to permanent housing housing to PLWHA. The program goal is to develop cross program approaches in HIV care to more effectively and efficiently assist households with HIV by integrating local services and streamlining service delivery. A critical goal involves bringing together Public Housing Authorities, continuum of care, homelessness councils and other key stakeholds.

With cuts to funding at both the federal and state level for HIV/AIDS case management and prevention services, setting community initiatives such as housing for PLWHA prioritizes the most critical needs. TBRA for the four grants aimed to serve 138 clients with rental subsidies; 149 clients were actually served. An additional 69 clients statewide accessed short-term rent, mortgage and utility assistance.

Without FPC housing services, many people would face significant challenges to achieving and maintaining well-being.   Care coordination and housing support has been a cornerstone of FPC's 25 year history in providing quality care for those living with and at risk for HIV/AIDS.

CR-60 - ESG 91.520(g) (ESG Recipients only)

ESG Supplement to the CAPER in *e-snaps*

For Paperwork Reduction Act

1. Recipient Information—All Recipients Complete

Basic Grant Information

Recipient Name	PORTLAND
Organizational DUNS Number	071747802
EIN/TIN Number	016000032
Indentify the Field Office	BOSTON
Identify CoC(s) in which the recipient or subrecipient(s) will provide ESG assistance	Portland CoC

ESG Contact Name

Prefix	0
First Name	Robert
Middle Name	0
Last Name	Duranleau
Suffix	0
Title	Social Service Director

ESG Contact Address

Street Address 1	196 Lancaster Street
Street Address 2	0
City	Portland
State	ME
ZIP Code	-
Phone Number	2074825124
Extension	0
Fax Number	0
Email Address	rmd@portlandmaine.gov

ESG Secondary Contact

Prefix	0
First Name	Amy
Last Name	Grommes Pulaski
Suffix	0
Title	0
Phone Number	2078748731
Extension	0
Email Address	avp@portlandmaine.gov

OMB Control No: 2506-0117 (exp. 07/31/2015)

2. Reporting Period—All Recipients Complete

Program Year Start Date	07/01/2013
Program Year End Date	06/30/2014

3a. Subrecipient Form – Complete one form for each subrecipient

Subrecipient or Contractor Name
City
State
Zip Code
DUNS Number
Is subrecipient a vistim services provider
Subrecipient Organization Type
ESG Subgrant or Contract Award Amount

CR-65 - Persons Assisted

4. Persons Served

4a. Complete for Homelessness Prevention Activities

Number of Persons in Households	Total
Adults	29
Children	38
Don't Know/Refused/Other	0
Missing Information	0
Total	**67**

Table 15 – Household Information for Homeless Prevention Activities

4b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	Total
Adults	164
Children	72
Don't Know/Refused/Other	0
Missing Information	0
Total	**236**

Table 16 – Household Information for Rapid Re-Housing Activities

4c. Complete for Shelter

Number of Persons in Households	Total
Adults	281
Children	7
Don't Know/Refused/Other	0
Missing Information	0
Total	**288**

Table 17 – Shelter Information

4d. Street Outreach

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	**0**

Table 18 – Household Information for Street Outreach

4e. Totals for all Persons Served with ESG

Number of Persons in Households	Total
Adults	356
Children	110
Don't Know/Refused/Other	0
Missing Information	0
Total	**466**

Table 19 – Household Information for Persons Served with ESG

5. Gender—Complete for All Activities

	Total
Male	293
Female	173
Transgender	0
Don't Know/Refused/Other	0
Missing Information	0
Total	**466**

Table 20 - Gender Information

6. Age—Complete for All Activities

	Total
Under 18	112
18-24	30
25 and over	324
Don't Know/Refused/Other	0
Missing Information	0
Total	**466**

Table 21 – Age Information

7. Special Populations Served—Complete for All Activities

Number of Persons in Households

Subpopulation	Total Persons Served – Prevention	Total Persons Served – RRH	Total Persons Served in Emergency Shelters	Total
Veterans	0	0	0	0
Victims of Domestic Violence	2	16	0	18
Elderly	0	0	1	1
HIV/AIDS	0	0	0	0
Chronically Homeless	1	0	119	120
Persons with Disabilities:				
Severely Mentally Ill	4	33	8	45
Chronic Substance Abuse	6	5	36	47
Other Disability	1	21	0	22
Total (Unduplicated if possible)	14	75	164	253

Table 22 – Special Population Served

OMB Control No: 2506-0117 (exp. 07/31/2015)

CR-70 – ESG 91.520(g) - Assistance Provided and Outcomes

10. Shelter Utilization

Number of New Units - Rehabbed	0
Number of New Units - Conversion	0
Total Number of bed-nights available	0
Total Number of bed-nights provided	0
Capacity Utilization	0.00%

Table 23 – Shelter Capacity

11. Project Outcomes Data measured under the performance standards developed in consultation with the CoC(s)

Oxford Street Shelter: Year two of the Oxford Street Shelter's (OSS) Emergency Solutions Grant (ESG) program was successful despite facing staffing shortfalls and the completion of the monetary assistance portion of the program. City staffers worked diligently to ensure that program goals were met and that numerous people suffering from homelessness or at risk of homelessness were provided with needed services. The ESG program is divided into two categories, homeless prevention and rapid re housing. In total, the OSS ESG program enrolled **125** clients into the program.

<u>Prevention:</u> Four families were provided with prevention services. These four families consisted of **11** individuals (7 children – 2 boys and 5 girls). The services provided to divert homelessness ranged from case management to a small amount of financial assistance.

<u>Rapid Re-housing</u>: **114** individuals were enrolled in the ESG rapid re housing program. Of the 114 individuals enrolled, 90 individuals were able to procure housing and escape homelessness. The services offered to these individuals included transportation assistance (family re-unification plans and accessing OSS bus ticket vouchers), housing advocacy/case management as well as limited financial assistance including security deposits. Individuals are provided with a minimum of three months of follow up services. 109 of the 125 enrolled individuals have had successful follow up for no less than three months.

Family Shelter Shelter (ESG essential): The Family Shelter assisted 24 families for a total of 122 individuals for this reporting year. Of the 24 families served, 16 (67%) families secured permanent housing; 3 families secured transitional housing; and 5 families left for reasons not known. The ESG essential program was very successful this with housing placements, but it was also successful with connecting homeless families to the needed services, such as TANF, WIC, SNAPS and General Assistance.

<u>Prevention:</u> The Family Shelter assisted 20 families for a total of 56 individuals for this reporting year. Of the 20 families served, only 4 families had to eventually enter the Family Shelter because their situation was beyond repair. Of the 4 families that eventually entered the shelter, 1 family was placed in

permanent housing; 2 families were connected to a transitional program; and 1 family remains at the shelter still working on securing permanent housing. The remaining 16 families were able to mitigate their situation with the help of the ESG Prevention program.

Healthcare for the Homeless: Prrovides 414 hours of primary medical services or 300 visits to 160 adults experieince homelessness.

CR-75 – Expenditures

11. Expenditures

11a. ESG Expenditures for Homelessness Prevention

	Dollar Amount of Expenditures in Program Year		
	FY 2009	**FY 2010**	**FY 2011**
Expenditures for Rental Assistance	0	40	0
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	6,452	93
Expenditures for Housing Relocation & Stabilization Services - Services	0	5,820	35,496
Expenditures for Homeless Prevention under Emergency Shelter Grants Program	0	0	0
Subtotal Homelessness Prevention	**0**	**12,312**	**35,589**

Table 24 – ESG Expenditures for Homelessness Prevention

11b. ESG Expenditures for Rapid Re-Housing

	Dollar Amount of Expenditures in Program Year		
	FY 2009	**FY 2010**	**FY 2011**
Expenditures for Rental Assistance	0	0	0
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	34,508	1,305
Expenditures for Housing Relocation & Stabilization Services - Services	28,187	59,286	28,312
Expenditures for Homeless Assistance under Emergency Shelter Grants Program	0	0	0
Subtotal Rapid Re-Housing	**28,187**	**93,794**	**29,617**

Table 25 – ESG Expenditures for Rapid Re-Housing

11c. ESG Expenditures for Emergency Shelter

	Dollar Amount of Expenditures in Program Year		
	FY 2009	**FY 2010**	**FY 2011**
Essential Services	65,769	65,908	21,853
Operations	0	0	28,993
Renovation	0	0	0
Major Rehab	0	0	0
Conversion	0	0	0
Subtotal	**65,769**	**65,908**	**50,846**

OMB Control No: 2506-0117 (exp. 07/31/2015)

Table 26 – ESG Expenditures for Emergency Shelter

11d. Other Grant Expenditures

	Dollar Amount of Expenditures in Program Year		
	FY 2009	**FY 2010**	**FY 2011**
HMIS	0	0	0
Administration	0	7,709	18,203
Street Outreach	0	0	0

Table 27 - Other Grant Expenditures

11e. Total ESG Grant Funds

Total ESG Funds Expended	FY 2009	FY 2010	FY 2011
407,934	93,956	179,723	134,255

Table 28 - Total ESG Funds Expended

11f. Match Source

	FY 2009	FY 2010	FY 2011
Other Non-ESG HUD Funds	0	0	0
Other Federal Funds	0	0	116,607
State Government	0	0	0
Local Government	93,956	179,704	80,822
Private Funds	0	0	0
Other	0	0	0
Fees	0	0	0
Program Income	0	0	0
Total Match Amount	**93,956**	**179,704**	**197,429**

Table 29 - Other Funds Expended on Eligible ESG Activities

11g. Total

Total Amount of Funds Expended on ESG Activities	FY 2009	FY 2010	FY 2011
879,023	187,912	359,427	331,684

Table 30 - Total Amount of Funds Expended on ESG Activities

Economic Development Department
Gregory A. Mitchell, Director

MEMORANDUM

TO: Housing and Community Development Committee

FROM: Greg Mitchell, Economic Development Director

DATE: September 18, 2014

SUBJECT: 2014-2015 Work Plan Associated with the Portland Economic Development Plan
- Status of Items in Work Plan

As you are aware, in the Fall of 2011, the Portland City Council and all partners (Portland Community Chamber, Creative Portland, Portland Convention and Visitors Bureau, Portland's Downtown District, Portland Development Corporation, and others) endorsed the Portland Economic Development Plan and associated Work Plan (http://www.portlandmaine.gov/530/Portland-Economic-Development-Plan). Mayor Brennan then formed a stakeholder group to oversee implementation of the Work Plan. In late 2013, since many components of the original Work Plan were completed, the stakeholder group worked to update the Work Plan for 2014-2015. That final updated 2014-2015 Work Plan was presented to the HCDC and City Council on February 24, 2014.

Mayor Brennan requested that the HCDC and City Council be apprised of the status of the tasks in the 2014-2015 Work Plan. Attached are:

- City Update
- Creative Portland Update
- Growing Portland Update

The Chamber update includes a partnership, in the formation stage, with the City and USM Maine Center for Business and Economic Research to conduct industry sector specific research to identify industry growth sectors.

Also noted is the recently issued 2014-2015 Portland Economic Scorecard. The entire document can be accessed at this weblink:

http://www.portlandregion.com/uploads/2/5/8/0/25808280/prcc.economicscorecardbooklet.pdf

This is the 4th year for issuance of the Portland Economic Scorecard. The Scorecard is one way to measure progress related to the Economic Development Plan goals to improve Portland's economic prosperity.

If you would like staff to provide you with a hard copy of the 2014-2015 Portland Economic Scorecard, please let me know and we will provide you a copy upon request.

Also attached is the Chuck Lawton column in the 9/14/2014 *Maine Sunday Telegram* entitled "Commentary: On Portland's economic scorecard, the angel's in the details". As the column indicates, more research needs to be done to understand the 2014-2015 Economic Scorecard numbers in order to develop appropriate responses.

Lastly, the City of Portland continues to participate in the Greater Portland Economic Development Corporation (GPEDC) six-community regional partnership.

I will continue to provide you periodic updates in the future. Please feel free to contact me if you have any questions.

Economic Development Department
Gregory A. Mitchell, Director

Portland Economic Development Vision and Plan

2014-2015 Work Plan

Status of City Responsibilities as of September 12, 2014

BUSINESS RETENTION AND EXPANSION

- **Business Visitation Program.** Mayor Brennan and others have made 32 visits to date, with an additional visit currently being scheduled for some time this month with UNUM. These visits are ongoing, with scheduling occurring at a rate of 1 to 2 per month.

  Learning's include needs related to workforce development in the high tech area; improved city marketing as a business location; links needed between Portland and other high tech cities (Boston, San Jose, San Antonio, etc.); commercial financing; transportation links around the city; costs for healthcare, unemployment insurance, taxes, and utilities; permitting support/improvement needed; better on-street lighting, particularly in parking garages; affordable housing; as well as the homelessness and panhandling issues.

  The visits have provided accolades for Portland, including quality of life, convenience of City, First Friday Art Walk, Cruise Ship business, schools, good healthcare community, minor league sports, safety, and the Jetport.

- **Portland Technology Park.** Currently, this is being marketed locally through the City's web site at: http://www.portlandmaine.gov/citymanagers/portlandtechnologypark.asp, Greater Portland region commercial brokers, and City Economic Development direct contact to interested parties.

  This Park is also being marketed internationally through a Greater Portland region life science directory, which can be found at: http://www.investinmaine.net/wp-content/uploads/2013/04/MaineLifeSciencesGuide_webversion.pdf

  The City participated in a June 8 to 17, 2014 Trade Mission to Iceland and United Kingdom (UK), which was hosted by the Maine International Trade Center. The UK portion of the trip focused upon attracting life science private company investment.

  At this time, City staff is working with Unitil to extend natural gas to this site.

- **PDC Commercial Loan and Grant Programs.**

  City Commercial Current Lending Leverage Ratio: $2.2 Million in active lending associated with 29 loan clients, through the Portland Development Corporation, the City's lending board, has leveraged $25.3 million in private sector investment. In FY14, the PDC lending increased 12% over FY13, or $718,500 in FY13 and $814,289 in FY14. FY15 lending to date is in the total amount of $338,333 in three loans closed.

  Lending to Date from Inception (1990) to Date:

Total Number of Loans Made:	141
Total Amount of Loans:	$8,408,924
Leveraged Amount: (private investment)	$103,716,323
Jobs Created:	717
Jobs Retained:	1,218
Total Amount of Defaulted Loans:	$477,534
Total Number of Loans Defaulted:	14

  Development Public Infrastructure Grants

  FY2010 Grants to Date: Nine public infrastructure grants to five businesses were approved in the amount of $184,284, associated with $57.2 million in private investment.

  Business Assistance Grants for Job Creation

  To date, nine grants associated with the creation of 29 jobs have been approved for a total of $125,000 out of the $200,000 available in the program (from CDBG funds).

- **Minority and Woman-Owned Business Development.** The City is collaborating with the USSBA and the local organizations that it funds (SCORE, SBDC, Women's Business Center) to develop and implement workshops for minority entrepreneurs to help them start businesses.

  The World Affairs Council was approved for a PEDPIP Grant for its initiative "Celebrating Immigration – A Community Dialogue on Economic Opportunity". This will be a yearlong community dialogue to examine best strategies and approaches to fully integrate immigrants into the regional economy and examine the barriers that stand in the way.

WORKFORCE DEVELOPMENT

- **Utilize CDBG resources for workforce development**. CDBG funds, in the amount of $400,000, are reserved for this investment. City economic development staff participated in a meeting with many organizations in targeting hospitality employment growth. City Manager recommendations presented to the City Council on March 17th recommending investing $400,000 in CEI to support workforce and microenterprise programs.

A CDBG grant was made to the Portland Food Co-op to assist them with developing a grocery store in the India Street neighborhood that will create at least 20 new jobs.

PUBLIC INFRASTRCUTURE/TRANSPORTATION

- **Re-Establish Ferry Service between Portland, and Yarmouth, Nova Scotia.** Despite a late start, Nova Star Cruises is wrapping up its first season at the Ocean Gateway facility with expectations to meet ridership estimates of 50,000 passengers. Prior to the 2015 season, a City-State partnership will provide improved passenger and line handling infrastructure at Ocean Gateway , benefitting both the ferry and cruise ship landings.

- **Extend Rail to support Eimskip & Growth of International Cargo Shipping**. The State of Maine Department of Transportation (DOT) and the Maine Port Authority have received approvals to expand the International Marine Terminal on Portland's Western Waterfront. The project will extend rail to the Terminal and prepare the site to support large scale cold storage facility investment for seafood and agricultural products. Multiple City departments have assisted the project, which includes major improvements in the Commercial Street/ West Commercial Street corridor. Construction of the rail connections, an expanded container yard, ship fendering upgrades, and public street improvements will begin late summer 2014 and be completed during the summer of 2015

- **Intermodal Planning and Infrastructure at Thompson's Point**. City staff continues to work with State Transportation Department officials on intermodal transportation project investment approaches and public-private partnerships.

- **Harbor Dredging**. Bill Needelman, City Waterfront Coordinator, continues to work with a non-appointed committee, the Non-Federal Dredge (NFD) Workgroup, to facilitate dredging private and municipal berthing in Portland Harbor. The workgroup has secured $250,000 in State of Maine DOT funding to site, design, and permit a Confined Aqueous Disposal (CAD) cell in Portland Harbor. The NFD Workgroup is a cooperative process with the City of South Portland and includes participation from federal and state regulatory agencies, port and harbor agencies, private pier owners, local environmental groups, the private consulting community, and lobster fishing interests. http://www.portlandmaine.gov/1286/Non-Federal-Dredge-Workgroup

- **Downtown TIF strategy**. Staff is working with HCDC during 2014 in the creation of a Downtown/Transit Oriented Development TIF district. The planned approach is to have city council approval for the new TIF district by December 2014.

SUPPORT BUSINESS

- **Update City Web Site**. The new City website has been up and running since May 1, 2014. City partners contributed to the content to establish a portal to access individual partner websites and more detailed community information.

- **Review 2010 Site Plan Standards Effectiveness**. All indications are changes were successful regarding certainty and predictability for the process, with review in the future as needed.

- **Streamline Permitting.** Quantitative and qualitative process reports are now in, with quarterly reporting in place. New: Fast Track permit process was established. Also, a new full-time equivalent position was created to focus upon customer service and the permit process. Future goal is an online application.

CREATIVE PORTLAND^ME

Creative Portland and the *Portland Economic Development and Vision* Work Plan ("Work Plan")

As part of the 2014-2015 Work Plan, Creative Portland is the lead organization for "Enrich the Creative Economy" section. This includes the following goals:

1: Increase collaboration among creative and innovation sectors.
This year, Creative Portland has developed stronger ties with Portland's entrepreneurial community, primarily through an active partnership with Start-Up Portland. For example, in June 2014, Creative Portland served as a co-host for Maine Start-up and Create Week (a Start-Up Portland initiative) along with the Portland Regional Chamber, and will remain a primary planning partner in 2015. Central goals for this highly successful event are to attract people from outside the state and to showcase the city as a great place to live, work, start a business and engage in Portland's creative, innovative community.

2. Promote Portland as a city where innovation and creativity thrive.
Creative Portland is leading two key efforts related to this goal: (1) Promoting and branding Portland collaboratively with the Portland Regional Chamber, the Greater Portland Convention and Visitors Bureau, Portland's Downtown District, and the City of Portland's Economic Development Department; and (2) a talent recruitment workgroup of area companies.

Most recently, the promotional efforts have focused on the development of a relocation guide for Portland. Once complete, it will be widely available for the partner agencies, area companies and others to use in their efforts to promote Portland as a great place to live and work.

The talent recruitment workgroup is comprised of approximately 15 large companies in the area that are actively recruiting top talent from outside the state. This group has been developing and testing ways to work together to attract professionals, addressing shared issues such as "trailing spouses or partners"—when a candidate hesitates accepting a position until they are reassured that their spouse or partner are likely to find a competitive position.

3. Creative incentives for Portland's creative enterprises
To assist individuals in finding appropriate space to pursue their artistic and/or entrepreneurial endeavors, in 2014, Creative Portland conducted a thorough inventory of rental properties that are appropriate for, and promoted as, artist studios, creative space or sole proprietor/ entrepreneurial spaces. (As of September 2014, there are approximately 550 spaces with a nearly 90% occupancy rate.)

The inventory is now available online at Creative Portland's website, liveworkportland.org, as a searchable database with contact information. Creative Portland will maintain accuracy of the database on regular basis.

4. Support individuals/businesses that are innovative, creative, and entrepreneurial as a means of growing and diversifying the local economy.

This year, Creative Portland initiated a project to investigate the members of the workforce who reside in Portland, but work for companies outside the state. Not much is currently known about the scale and scope of "exporting services" from Maine and its effects on the regional economy. Creative Portland plans to conduct research to learn more about this part of the workforce and hosting a national conference on the topic in Portland.

Highlights of Current Projects

as of 09-17-14

Growing Portland was launched in early 2013 focusing on strengthening our city and regional economies. We target key sectors indicating potential for long-term workforce growth and talent attraction.

Healthcare Informatics: examine the potential for a coalition or center in the region

- On March 4th we convened a gathering of 21 leaders representing 16 healthcare providers, insurers, technology firms, universities, and nonprofits with interests in healthcare informatics. There was broad agreement on pursuing development of a local coalition, to be spearheaded by Growing Portland.
- We wrote and were just awarded a grant by the Maine Technology Institute to assess the statewide assets/needs in healthcare informatics, with the goal of a Portland center for this cluster. This project, which includes support from the Muskie Center, will run through the winter.

Marine Economy: use science and/or education to grow this sector

- We host quarterly meetings of uniquely diverse work group representing business, government, nonprofit and academic marine economy interests.
- With Portland's Downtown District and other partners, we were the primary planners behind the popular June 7th "Walk the Working Waterfront" open house, opening up 30+ businesses along Portland's piers/wharves to hundreds of members of the public.
- We are developing programming for making the "Walk the Working Waterfront" experience an online/digital event.
- We moderated the June 3rd conversation at GMRI for the World Affairs Council of Maine on "Changes in the Gulf of Maine and Around the World, and the Future of the Marine Economy."

Workforce Development: target pathways to employment for marginalized populations

- We hosted a February meeting of local service providers to identify areas of common interest/overlap.
- We are working with the John T. Gorman Foundation, Employment Provider Workgroup, CEI, and others to identify opportunities for sector-specific programs.
- We are a key City Hall liaison to programs and activities focusing on access to the economy for people with multiple barriers to employment.

Related

- College visits to Portland:
    - In February, we hosted "College Day in Portland, with 20 Bowdoin students visiting local companies to learn about professional and internship opportunities.
    - In August, we hosted "Portland Global Connections," with international students from Bowdoin and Colby learning more about global connections in Portland.
- With Creative Portland, we launched "The Trailing Spouse & Partner Program," a closed-network resource among local HR executives to recommend positions for spouses and partners of potential employees from away.
- We organized three panels for Maine Startup & Create Week: Healthcare Technology, Marine Innovation, and Internet of Things.
- We chair the Advisory Committee to Portland High School's new engineering classes (Project Lead the Way).

Commentary: On Portland's economic scorecard, the angel's in the details

pressherald.com/2014/09/14/charles-lawton-on-portlands-economic-scorecard-the-angels-in-the-details/

By Charles Lawton

The Portland Regional Chamber released its annual economic scorecard last week. As is usual with such ratings, this one was followed by a flurry of Olympian conclusion-jumping and earnest Monday morning quarterbacking. "Alarming." "Falling behind. "It could have been worse."– were among the milder reactions.

People I have spoken with were particularly concerned with two items on the scorecard: the negative overall employment growth and the below-average "average annual income." On the surface, these data points seem to reinforce the conventional wisdom that Maine – and now even Portland – was losing "good" (meaning high-paying) jobs that were being replaced with low paying jobs. Such gross conclusions, I think, miss a great deal of what is going on in a very dynamic labor market.

Total employment in Portland did decrease in 2013 by 0.2 percent (a drop of 163 jobs). But the total wages paid to those holding the 67,259 jobs that remained and were created in 2013 grew by 2.2 percent – an increase of over $72 million. That's a lot of new money flowing into the city. And it's not the result of low-paying jobs replacing high-paying jobs. In fact, there were five sectors that experienced this superficially paradoxical phenomenon of declining employment and growing wages: wholesale trade, retail trade, administrative services, educational services and the arts, entertainment and recreation sector. As a whole, they employed 477 fewer people in 2013, but paid $9.8 million more in wages.

This is exactly the sort of progress Portland ought to be cheering and must continue to make – growing productive businesses that pay higher wages. Only by encouraging, nurturing and attracting more such businesses can Portland (and thereby Maine) hope to reach its fundamental goal of creating not just more jobs but more productive jobs, jobs that command high wages. Only those sorts of jobs will create the pull in the job market for young people seeking to begin their working careers that the region's vaunted quality of life exerts on the older generation seeking to build the post-employment phase of their lives. Without more such "good" jobs, the overriding demographic trends sweeping the country will continue to turn Maine into a seasonal retreat for affluent boomers and a residue of those without the skills to leave.

And here also, there is good news to be found in the details beneath the disappointing totals. In professional and technical services – everything from architects and engineers to attorneys, IT, marketing and management experts – Portland saw an increase of 257 jobs accompanied by an increase of nearly $24 million in wages. The average wage in this sector jumped to nearly $74,000 per year. Similarly, in health and social services, the city saw an increase of 287 jobs, more than $16 million in wages and an average annual wage that jumped to nearly $52,000.

And yes, employment in the food and lodging sector did grow by 248 jobs. And yes, its average annual wage was less than $20,000. But this growth still added nearly $8 million in wages to the city's economy and hardly overshadowed the more significant growth in the high-wage sectors. And it remains true that these additional jobs did not offset the more than 350 jobs lost in manufacturing, construction and public administration and the nearly 500 jobs lost in the sectors replacing lower wage jobs with higher wage jobs.

But that's the fundamental point to be understood about economic development and, therefore, the fundamental point to be made about the annual “scores” that show up regularly is reports such as these: Progress is not uniform. In spite of our seemingly inescapable desire to smooth change evenly over all sectors, all regions and all social groupings, that’s just not how it happens. It is fitful, uneven, unpredictable and, often, apparently self-contradictory. But we are better to have such complicated change than no change at all. No change would be what I would call “truly alarming.”

Charles Lawton is chief economist for Planning Decisions Inc. He can be contacted at:

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Read or Post Comments

Were you interviewed for this story? If so, please fill out our accuracy form.

Send questions/comments to the editors.

PORTLAND, MAINE ECONOMIC DEVELOPMENT PLAN

2014 & 2015 WORK PLAN

GROW THE ECONOMY

***Principle and Vision Statement*: The City is committed to creating economic prosperity through growing its tax and employment base.**

Goals:

1. Understand the needs and concerns of existing business to support their retention and expansion.

2. Support industry sectors that are innovative and have high job growth, high value potential to provide future economic development opportunities.

3. Coordinate business, higher education, and research and development needs to support regional workforce development.

Activities	***Responsibility/Lead Org. First ****	***Status/Details***
Business Retention and Attraction		
- Business Visitation Program	City, Chamber, GPEDC	Ongoing/Retention, wkforce dev. & expansion, grow global exports, incl. food sector
- Growing Portland Initiative	GP, City, Chamber, CP, GPEDC	Ongoing/"Research Triangle" rollout & sector work groups deployment
- Industry Sector Research	Chamber, GP, City, GPEDC	Ongoing/Growth Strategy for specific industries in Portland Region
- Portland Technology Park	City, Chamber, GPEDC	Ongoing/Market park to businesses and plan for future phase
- PDC Commercial Loan and Grant Programs	City, PDC	Ongoing/Assistance to new and growing businesses
- Minority and Women-Owned Business Development	City, Chamber, CEI, and USSBA	**Proposed**/Inventory businesses, clarify growth challenges, incl. creative eco.; business forums incl workforce dev/industry-sector partnership opportunities; promote current financial and business development offerings; provide managerial, technical, and business consulting assistance; create connections to entrepreneurial and vocational training.
Workforce Development		
- Overcoming Barriers to Employment: Develop strategies, programs, and services to support workforce entry	GP, CVB, Chamber, City, PAEd	**Proposed**/Convene working groups to coordinate specific strategies.
- Utilize CDBG resources for workforce development	City, Chamber	Implement new CDBG program
Tourism		
- Raise Tourism Awareness	CVB, City, PDD, ME Office of Tourism	**Proposed**/Jetport; Cruise Portland, ME; cultural heritage; global mkts
-Create a cultural heritage tourism initiative	CVB, City, ME Office of Tourism	**Proposed/**Inventory and market cultural heritage projects, sites, and educational programs; identify cultural heritage tourism projects ready for marketing; include the cultural history of Portland on City website with links to CVB/tourism opportunities.
- Summit on Convention Center and Funding Sources	CVB, Civic Ctr., City, Hospitality Ind., Chamber	**Proposed**/
- Collaboration on People and Business Relocation Package(s)	CVB, Chamber, CP, City	**Proposed**/To assist businesses and individuals moving to Portland
Public Infrastructure/Transportation		
- Re-Establish Ferry Between Portland & Yarmouth, NS	City, State, MITC	Ongoing
- Extend Rail to Support Eimskip & Growth of Int'l Cargo Shipping	ME Port Authority, MEDOT, City	Ongoing/Strenthen partnership with Eimskip; State Bond Issue support
- Intermodal Planning and Infrastructure at Thompson's Point	MEDOT, EDA, City	Ongoing/State Bond Issue support
- Harbor Dredging	City, MEDOT, Wharf Owners	Ongoing/State Bond Issue support
- Establish a TIF strategy for transportation and downtown public infrastrucuture	City	**Proposed/**Discuss establishment of a downtown transportation oriented TIF district.
Metrics		
- Portland's Economic Scorecard	Chamber, City, CP, PDD, CVB	Ongoing/Enhance Integration with ED Plan

* Lead organization has primary responsibility for resources and implementation.

ENRICH THE CREATIVE ECONOMY

Principle and Vision Statement**: *Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity.***

Goals:

1. Increase collaboration, coordination, and communication among those involved in the arts, culture, creative and innovative sectors.

2. Market Portland and increase recognition nationally and internationslly that Portland is a City where the arts, culture, entertainment, innovation and creativity thrive.

3. Create incentives to establish and grow Portland's creative enterprises.

Activities	***Responsibility/Lead Org. First ****	***Status/Details***
Portland Marketing & Branding Program: Advance Implementation	CP, City, Chamber, PDD, CVB, WAC	Ongoing/Increase nat'l & int'l recognition of Portland, ME
Refine Recruitment Strategies & Programs for Creative Entrepreneurs	CP, City, Chamber	Ongoing/
Creative Space Development	CP	Ongoing/Inventory, database, additional space dev.

SUPPORT BUSINESS

Principle and Vision Statement**: *Portland will be recognized as a city where the business community is valued and nurtured through support services which are relevant, helpful, welcoming, and delivered in a timely manner with superior "customer service". The City will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses of Portland.***

Goals:

1. Interactions with City departments, agencies and staff will be handled with accuracy, timeliness and a positive customer service attitude.

2. The Department Review process will be clear, consistent, predictable and timely.

Activities	***Responsibility/Lead Org. First ****	***Status/Details***
Update City Website as Customer Service Portal.	City	Ongoing/December 2014
Review 2010 Site Plan Standards Effectiveness	City & Chamber	Ongoing/Chamber and City staff meet annually
Streamlining Permitting	City	Ongoing

* Lead organization has primary responsibility for resources and implementation.

Acronym Definitions:
CDBG = Community Development Block Grant
CP = Creative Portland
CVB = Convention and Visitors Bureau
EDA = U.S. Department of Commerce/Economic Development Admin.
GP = Growing Portland
GPEDC = Greater Portland Economic Development Corporation
MEDOT = Maine Department of Transportation
MITC = Maine International Trade Center
PAEd = Portland Adult Ed.
PDC = Portland Development Corporation
PDD = Portland's Downtown District
SMCC = Southern Maine Community College
USM = University of Southern Maine
USSBA = U.S. Small Business Adminiatration
WAC = World Affairs Council

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

FROM: Mary Davis, Housing & Community Development Division Director
Jeff Levine, Planning & Urban Development Director
Greg Mitchell, Economic Development Director

DATE: September 19, 2014

SUBJECT: 2014 HCDC Calendar

Attached is a standing communication on your agenda, the updated Committee Calendar.

DRAFT 2014 Housing & Community Development Committee meeting Calendar

Meetings: 2nd & 4th Wednesday of each month

As of September 18, 2014

January

Jan. 8 Meeting:

2014 Draft HCDC Work Plan for preliminary discussion subject to change after January 13 City Council goal setting workshop.
For Review and Recommendation to Council - Pearl Place TIF district amendments
Wilmot Street – Possible Reacquiring – Executive Session
Tenant Based Rental Assistance Program update
Housing First Pre-Development RFP – Review Draft
Communication: Update on CDBG Workforce Development Program

Jan. 22 Meeting:

Presentation on proposed amendments to parking requirements and the Sustainable Transportation Fund for possible action
Economic Development Vision and Plan – Work Plan Update for 2014-2015

February

February 12, 2014 Meeting:

Possible City lease/acquisition of property for City Department Consolidation/Forward to Council – Public and Executive Session
Start Downtown TOD/TIF Discussion
Update on Housing Plan and Consultant Services RFP/Communication Item

February 26 Meeting:

Housing Program Budget Recommendation to Council
Review City sites for residential development or sale including former Adams School property
Nova Scotia Ferry Service Operator Lease – Executive Session

March

March 12 Meeting:

Continue Downtown TOD/TIF District Discussion
Nova Scotia Ferry Service Operator Lease/Possible Recommendation to City Council
Review & Recommendation: Updated Citizen Participation Plan
Review & Recommendation: 3 year renewal of Cumberland County HOME Consortium, 2015-18

March 26 Meeting:

Presentation on proposed amendments to the B2 zones for possible action
Review and possible approval of Affordable Housing RFP
Creative Portland PACE Project in Bayside for Review/Direction and executive session for possible City-owned Bayside property disposition discussion.
Spring Street Garage Space Leases (Pirates and Adjacent Vacant Space)
Communication: Update on the discussion of city sites for residential development
Communication: CDBG funding recommendations from Committee & City Manager; Annual Action Plan

April **April 9 Meeting:**

Presentation on proposed amendments to R-6/R-7 zones for feedback
Review of draft of possible RFP for city-owned lot on Munjoy Street

April 23 Meeting:

Spring Street Garage Space Leases (Pirates and Adjacent Vacant Space)
Executive Session Tugboat Lease Renewal at Portland Ocean Terminal
Donation of Property to City on Rowe Avenue
Communication: Annual Action Plan, due to HUD May 15
Review of Housing First RFP Responses

May **May 14 Meeting:**

AHTIF Request – 134 Washington Avenue
Executive Session: Real estate negotiations associated with the Federated Companies Midtown Project and their financial contribution toward the cost of Somerset Street reconstruction.

May 28 Meeting:

Downtown TOD/TIF District – Continue Discussion
Executive session/public session for guidance and approval to move forward with disposition process for a tax-acquired property on Cliff Island.
Tugboat Lease Renewal at Portland Ocean Terminal

June **June 11 Meeting (Meeting Canceled):**

June 25 Meeting:

Disposition process recommendation to staff for tax-acquired property on Cliff Island
Downtown TOD/TIF District – Continue Discussion
Executive Session: Real estate negotiations associated with the Federated Companies Midtown Project and their financial contribution toward the cost of Somerset Street reconstruction.

July **July 9 Meeting (Meeting Canceled):**

July 23 Meeting (Meeting Canceled):

August

August 13 Meeting:

Continuation and final policy direction on new Downtown TOD/Arts TIF District.
Disposition process recommendation to staff for tax-acquired property on Cliff Island
Review and vote to recommend to City Council action on Federated Companies Midtown Project documents, including Somerset Street Cost Share Agreement
Executive Session:

- Proposed Ready Seafood Company Lease Amendments;
- Proposed Shucks Maine Lobster Lease Amendments;
- Proposed new tenant and lease terms for use of second floor office space located in Portland Ocean Terminal.

August 27 Meeting

Disposition process recommendation to staff for tax-acquired property on Cliff Island
Update on City-owned lot on Munjoy Street

65 Hanover Street Property/review draft RFP for development of affordable homeownership units, i.e. workforce housing at 100% to 120% AMI and property disposition of 71 Hanover Street.
Housing Trust Fund Annual Plan
Review of potential development site located at 157 Brackett Street
Reed School Re-Use

September

September 10, 2014 (Meeting Canceled)

September 24, 2014

Affordable Housing Development Application– review of proposals received?
65 Munjoy Street – Update and Review of Draft RFP
157 Brackett Street – Review of Draft RFP
For Review and Comment: Consolidated Annual Performance Evaluation Report (CAPER) due to HUD September 30.
For Review and Comment/ Recommendation to Council if necessary: Recommendations for improvement to CDBG process.
Update on Portland Economic Development Plan 2014-2014 Work Plan activities, including the 2014/2015 Portland Economic Scorecard.
Executive Session:
- Proposed Development on Spring Street/Cotton Street
- Proposed new tenant and lease terms for use of second floor office space located in Portland Ocean Terminal

October

October 8

Communication: CDBG Application is available/Process Update.
Tentative: Shucks Maine Lobster and Ready Seafood Company Lease Amendment vote and recommendation to City Council.
India Street Plan
Portland Company
Affordable Housing Development Application– review of proposals received?
Fore/India/Middle Street TIF District termination vote and recommendation to City Council;
Bay House TIF District termination vote and recommendation to City Council;
~~Executive Session: Proposed new tenant and lease terms for use of second floor office space located in Portland Ocean Terminal~~
PACTS Land Use and Transit Technical Assistance

October 22

Recommendation to City Council on award of proposal for tax-acquired property on Cliff Island.
New Downtown TOD/Arts TIF District vote and recommendation to City Council, including:
- Bayside TIF District Amendment vote and recommendation to City Council;
- Riverwalk TIF District Amendment vote and recommendation to City Council;
- Creative Economy & Arts TIF District – vote and recommendation to City Council to reduce boundary;

Inclusionary Zoning

~~Update on city-owned lot at 98 High Street~~
~~Area-wide Affordable Housing TIF District discussion~~

November

November 12

65 Hanover/52 Alder Street – Update, review of feasibility study and draft RFP
71 Hanover Street – Review of draft RFP
Annual City wide TIF District Activity Report/review and recommendation to City Council
HCDC Annual Accomplishment Report/review and recommendation to City Council
Start discussion related to Riverside Street area wide needed public infrastructure status and improvements.
Watertfront TIF District vote and recommendation to City Council to expand geography.

November 26 Canceled

December

December 10

December 24 Canceled

Future Work Plan Items

Update on city-owned lot at 98 High Street
Area-wide Affordable Housing TIF District discussion
Short Term Rentals
Wilmot Street