



ECONOMIC DEVELOPMENT COMMITTEE

DATE: Tuesday, July 20, 2021

TIME: 5:30 PM

LOCATION: VIA ZOOM

1. Zoom Public Meeting Information

- a. Please click the link below to join the webinar:

<https://zoom.us/j/93002473828?pwd=YVdmL1g4ZThhMS9Md3J2eHQzMzNBdz09>

Passcode: 295064

Or One tap mobile :

US: +16465588656,,93002473828# or +13017158592,,93002473828#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 646 558 8656 or +1 301 715 8592 or +1 312 626 6799 or +1 669 900 9128 or +1 253 215 8782 or +1 346 248 7799

Webinar ID: 930 0247 3828

International numbers available: <https://zoom.us/j/93002473828?pwd=YVdmL1g4ZThhMS9Md3J2eHQzMzNBdz09>

2. Review and accept Minutes from June 15, 2021 Committee meeting.

- a. See attached draft Minutes.

3. Presentation and discussion regarding a possible Portland Tourism Improvement District – Lynn Tillotson of Visit Portland.

- a. See attached presentation from Visit Portland.

4. Review, discuss, and provide direction regarding an inquiry from the United Soccer League for possible City-owned locations for a stadium in Portland – USL representatives.

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 provide staff direction on negotiations.

- a. See attached USL presentation.
- b. See attached public comment.

5. Public Hearing and Vote to Direct City Staff to Negotiate a Purchase and Sale Agreement related to Affordable Housing Developer Selection re: 622 Auburn Street and 0 Gray Road Property – Mary Davis.

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 provide staff direction on negotiations.

- a. See attached Memorandum and materials.
- b. See attached public comment.

6. Public hearing and vote on recommendation to the City Council to issue a Request for Proposal on the possible sale of City-owned Thames Street property – Greg Mitchell.

NOTE: Executive Session: 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 provide staff direction on negotiations.

- a. See attached Memorandum and backup.
- b. See attached public comment.

Next Meeting Date: August 17, 2021.

Minutes

Remote Housing and Economic Development Committee

June 15, 2021

NOTE: This meeting was held via Zoom and can be viewed at this link:

<http://www.portlandmaine.gov/1695/Economic-Development-Committee> These

Minutes provide a record of those in attendance, general discussion taking place, and motions made.

A remote meeting of the Housing and Economic Development Committee (HEDC) of the Portland City Council was held on Tuesday, June 15, 2021, at 5:30 p.m. via Zoom. Present from the Committee was its Chair Councilor Spencer Thibodeau and members Councilors Pious Ali, Tae Chong, and Andrew Zarro. Present from the City staff were Acting Director of Housing and Economic Development Mary Davis, Health and Human Services Director Kristen Dow, Associate Corporation Counsel Michael Goldman, City Consultant Greg Mitchell, and Senior Executive Assistant Lori Paulette.

Item #1: Zoom Meeting Information – no Committee action required.

Item #2: Review and vote on June 1, 2021, draft meeting Minutes.

On motion made by Councilor Zarro, seconded by Councilor Chong, the Committee voted 4-0 to accept the Minutes as published.

Item #3: Public hearing and vote to recommend to the City Council Second Letter Agreement with Developers Collaborative for the Homeless Service Center Project – Jon Jennings

Chair Thibodeau said that this is a companion item from the May 18 Committee meeting, where it reviewed and recommended to the City Council the First Letter Agreement to start the process moving forward with no financial commitment for 60 days for the City.

Mr. Mitchell agreed, noting that he is now a Consultant for the City on various projects, following his last day as a City employee on June 7th. Regarding the Homeless Service Center design and construction, he noted that it is a 3-step process: (1) design work underway at no cost to the City under the First Letter of Agreement; (2) Second Letter of Agreement to compensate Developers Collaborative (DC) for design and getting through the regulatory process for a fee to DC of up to \$250,000, which he noted was fair; and, (3) if project moves forward to the point to see it to construction for the City's tenancy, a Ground Lease for the property, and a Master Lease for the City's tenancy.

Mr. Mitchell also noted that with this proposed Second Letter of Agreement, DC would be authorized to enter into third-party agreements, with the City's consent from the City Manager so that the City is aware of costs and timeframes. All fees would become part of the construction budget if the City Council decides to proceed to construction and lease.

Mr. Mitchell then described termination during the Second Letter of Agreement, noting that it contains a term fee arrangement of up to 50% of the developer fee and third-party costs would be the City's responsibility. All costs would be melded into the construction budget if the project moves forward.

Chair Thibodeau then opened the meeting for public comment.

George Rheault of 28 Hanover Street noted concern with rushing into the Second Letter and the Council explaining it to their constituents without the first phase being completed and then the City taking stock of where it is. He blamed this on the current meeting schedule perhaps and questioned the timing.

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

A motion was then made by Councilor Chong, seconded by Councilor Zarro, to forward this to the City Council for approval.

Mr. Mitchell, noting the three-step process, said that there is time for public weigh-in at today's meeting, and then it has to go to the Council for a first and second reading – which Council meetings will be a month apart.

Councilor Chong noted that with the First Letter, that started the process for DC to begin design and determine what can actually be developed, noting that the location has been studied for a number of years, with that information forwarded along to DC. DC studied that information and formulated their bid for the project.

Chair Thibodeau also noted that with the First Letter, it gave DC the ability, with no cost to the City, to further analyze the feasibility of the project as it moves forward with the design regulatory process.

Councilor Zarro noted that Mr. Mitchell answered his questions regarding the difference between the First Letter and the Second Letter. He then asked if there was a cap for third-party contractors, and what would be DC's responsibility if they terminate.

Mr. Mitchell said that there is no cap for third-party contractors; the City Manager would oversee these costs and work with DC to move forward. The goal is to get the design work and complete site plan approval as soon as July. Regarding DC responsibility if they terminate, Mr. Mitchell said that either party can terminate this Agreement based on percentages found in Section 3 of the Second Letter.

After discussion, Chair Thibodeau requested Corporation Counsel to take a look at the "Terminating Events" to determine if any further protections need to be included.

Councilor Ali noted that Councilor Zarro's questions answered his, and that Mr. Goldman answered his question from the last meeting.

Chair Thibodeau noted Mr. Bunker's hand up of DC and gave him the floor.

Mr. Bunker said that the difference between the First and Second Letter is to reimburse

DC for costs it needs to incur to further study the property, which studies add value to the property. They don't normally spend money when they don't have site control. If DC should walk away, the City would realize more value for the property by what DC has done thus far.

Chair Thibodeau said that he would support this Second Letter, noting that there is a path forward with the due diligence going on for design and site plan approval. He thanked staff for negotiating this Second Letter.

Chair Thibodeau then asked for a vote on the motion and it passed 4-0.

The Committee discussed their schedule of meetings for July and August and agreed on July 20 and August 17. Should an extra meeting be needed, it can be arranged.

On motion made by Councilor Chong, seconded by Councilor Zarro, the Committee voted 4-0 to adjourn at 6:20 p.m.

Respectfully, Lori Paulette



VISIT

PORT
LAND

MAINE

Authentic By Nature

PORTLAND'S SOLUTION FOR TOURISM RECOVERY & SUSTAINABLE GROWTH

NOW MORE THAN EVER, TOURISM MUST RECOVER

Dear City Official,

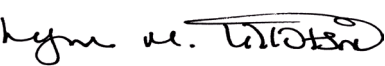
After 39 years as the official Destination Marketing Organization (DMO)—charged with marketing the Greater Portland region for visitation—we find ourselves at a crossroads.

Every destination across the globe is vying for tourism and convention business... and competition is fierce, especially as the world’s travel and tourism industry attempts to pull out of the economic crisis of 2020.

And we are facing our competition at a significant financial disadvantage. Visit Portland is one of only a handful of DMOs nationwide that is not primarily supported by public funding based on lodging tax dollars. Relying solely on membership and advertising revenues from local businesses means we have substantially less marketing resources with which to attract leisure and business travelers. Without new investments in tourism marketing and sales efforts, we risk seeing recovery efforts stall and our ability to retain market share erode.

It’s been said that “the best way to predict the future is to create it”. With that in mind, we offer up for your consideration the following document which identifies the challenges we face in marketing Portland as a tourism destination, and also provides a solution that has been embraced by hundreds of other Destination Marketing Organizations around the country.

Sincerely



Lynn Tillotson
President & CEO
Visit Portland

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ABOUT VISIT PORTLAND

Visit Portland, formerly the Greater Portland Convention & Visitors Bureau (CVB), is a 501(c)6, not-for-profit Destination Marketing Organization (DMO) responsible for promoting the Greater Portland region since 1982.

A destination organization is a community asset responsible for programs promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work.

Through their knowledge of the destination, brand management, promotional programs and resulting impacts of visitation, DMOs strengthen a community’s economic position and vitality which increases opportunity for all the residents in the destination.



FOR ADDITIONAL QUESTIONS CONTACT:

Lynn Tillotson
President & CEO
Visit Portland
207.772.4994 x 233
ltillotson@visitportland.com

UNDERSTANDING HOW VISIT PORTLAND BRINGS VISITORS TO GREATER PORTLAND

Through a sophisticated marketing and public relations media strategy—supported by a team of seasoned tourism professionals—millions of visitors, meeting and event planners, brides, and tour operators learn about our destination throughout the year. Ultimately, Visit Portland brings these travelers to our region which generates over a billion dollars to the local economy.

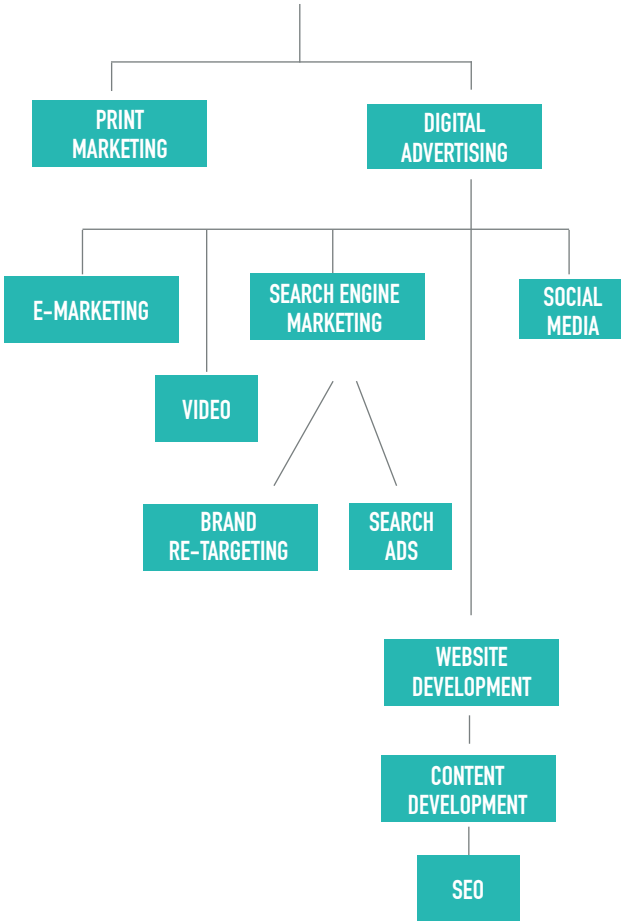
VISIT PORTLAND REACHES THE FOLLOWING MARKET SEGMENTS



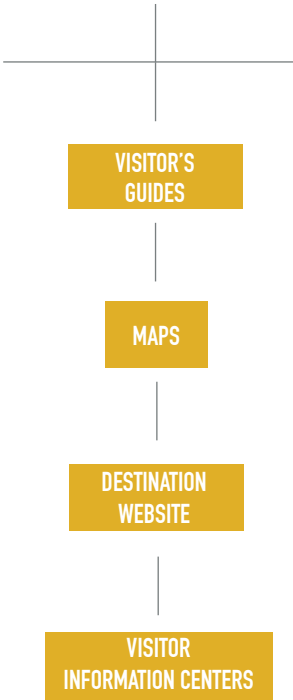
FOCUSING ON THREE PRIMARY PILLARS



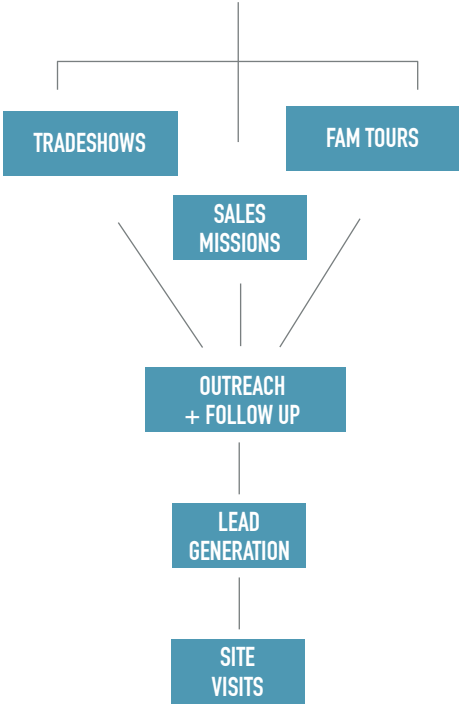
Through market awareness we ensure that we reach visitors in the dreaming and planning stages—always keeping us top of mind.



Our goal is to ensure that visitors feel welcome and provide the services and tools to help them navigate the destination and enjoy their visit.



Reaching meeting, conference, and other group event planners and tour operators results in valuable year-round visitation.



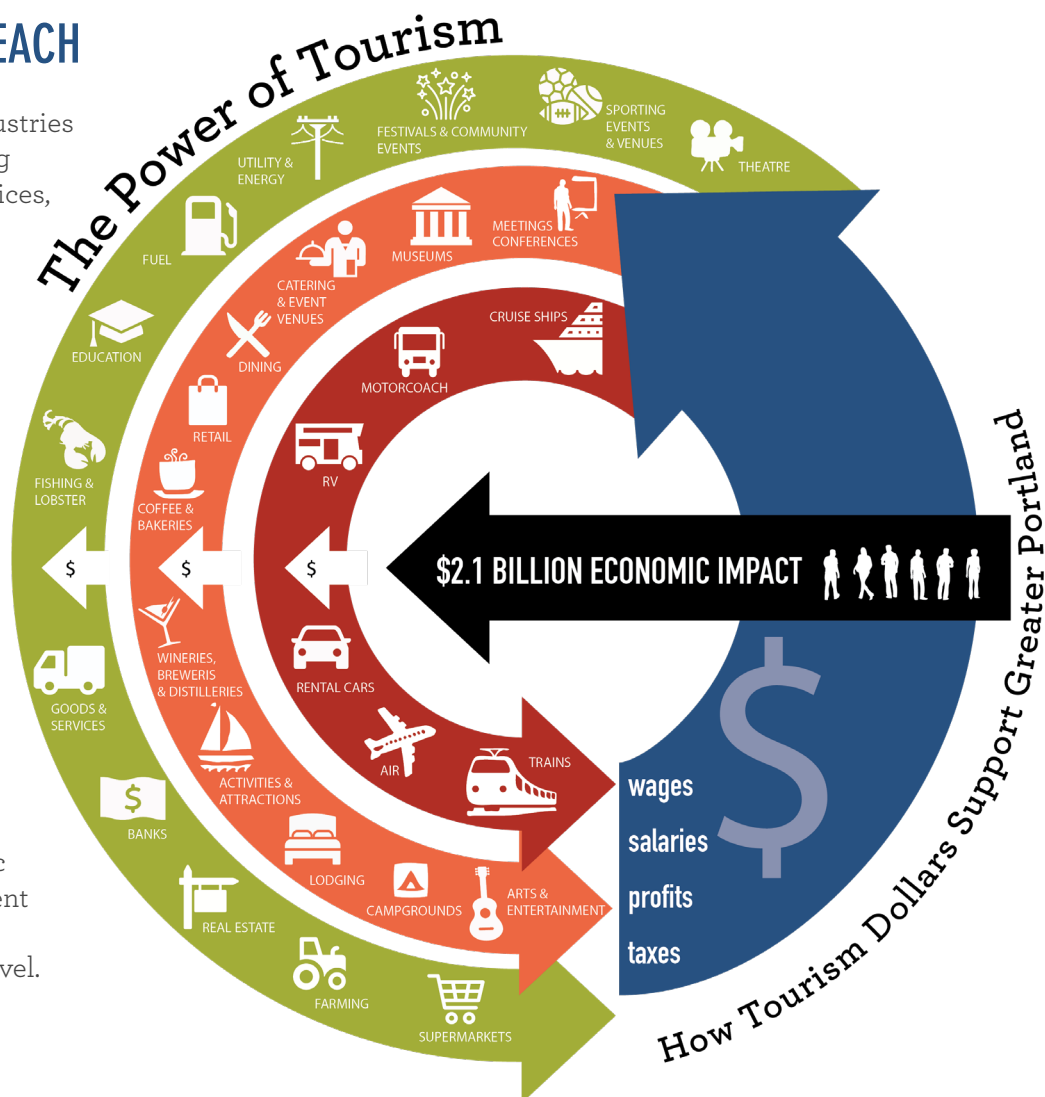
NOTE: These traditional tourism marketing strategies are conducted by Visit Portland with a **VERY LIMITED** budget and could result in a far greater reach and ROI with additional funding. (Refer to page 13 for potential expanded reach)

TOURISM'S MASSIVE REACH

In 2020, spending in various industries directly linked to travel—including transportation, lodging, food services, amusement parks and recreation, travel management and retail—generated **\$643 million** in direct economic input for Greater Portland.

When indirect effects are included from the travel industry's spillover to other industries—ranging from fishing, grocery, utility and energy companies to manufacturing and local farms—travel's total impact on the Greater Portland economy reaches **\$2.1 billion**.

Travel generates additional demand throughout the economic supply chain, boosting employment and spurring investment in other industries indirectly related to travel.



SMALL BUSINESSES CAN NOT SURVIVE ON RESIDENTS ALONE

The pandemic has put a spotlight on the fact that the City of Portland's population of 66,800 can not sustain the vast amount of small businesses that make up this amazing community that has grown around us. The amenities and businesses that we all enjoy as residents would not be sustainable without tourism.

We must protect tourism to protect our community...

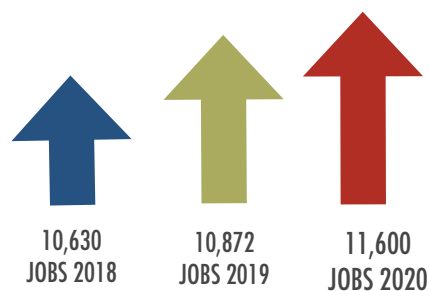
"It's known that tourism causes significant economic activity within a community. In a state with small cities and rural communities, such as Maine, we depend heavily on the influx of people and revenue that the tourism industry brings."

Krista Cole
Owner
Sur Lie



THE IMPACT ON OUR WORKFORCE

With the constant growth of tourism related businesses (hotels, restaurants, attractions, art & cultural facilities, and more) there is no doubt that tourism provides job opportunities for our residents. However, we must work to level out visitation in order to keep those jobs year-round and have our city operate less seasonally.



"There is an incredible need to not only market the traditional tourism season but to expand that reach into the shoulder season-leveling out visitation throughout the year. This would allow us to maintain staff on a year-round basis rather than be forced to lay off and gear up again each Spring."

Lucas Laidlaw
General Manager
Westin, Portland

SUPPORTS BUSINESS DEVELOPMENT

Greater Portland has seen significant overall growth over the last three decades, not only in tourism-related businesses but from education, industry, corporate businesses, and large mixed-use developments. A significant reason these businesses select our region is due to the vitality of the destination and the constant influx of visitor revenues that help support the community and their investment.

Employers in our community rely on the strength of our brand to attract and retain the best employees. When they go out recruiting, they talk about what a great place our community is.

"We made the decision to move WEX's global headquarters, along with our new building shared with the Roux Institute, to downtown Portland to be near the working waterfront that has a lively and vibrant cultural, retail, and restaurant scene. This plays an important role in helping us to attract and retain the talented employees from around the world who are key to the success of our business. Tourism plays a critical role in allowing these "scenes" to thrive, and has fueled the size and scale of our offerings. It should go without saying that tourism is an enormously important part of the Greater Portland economy."

Melissa Smith
CEO & Chair
Wex

DESTINATION MANAGEMENT CYCLE

A Strategic investment now will help tourism flourish and support other industries in our region. This will result in enhanced economic and social benefits for the community.

It all starts with a Visit...



YOUR “DESTINATION MARKETING ORGANIZATION” IS UNDERFUNDED

DMO

DMOs across the country are funded through a portion of the Transient Occupancy Tax (TOT), unlike other DMOs, Visit Portland is **NOT** funded through lodging tax dollars. Visit Portland’s main sources of revenue are **membership dues**, advertising revenues, and ancillary pay-to-play opportunities.

With an average, **self-funded**, yearly budget of \$996,000*, Visit Portland spends a significant amount of time raising operating and marketing funds. This budget method puts us at a disadvantage; the membership model is not sustainable in a competitive tourism market.

We **must** better position ourselves to compete.

(* Estimated new budget post-covid is projected to be under \$400,000 in 2021)

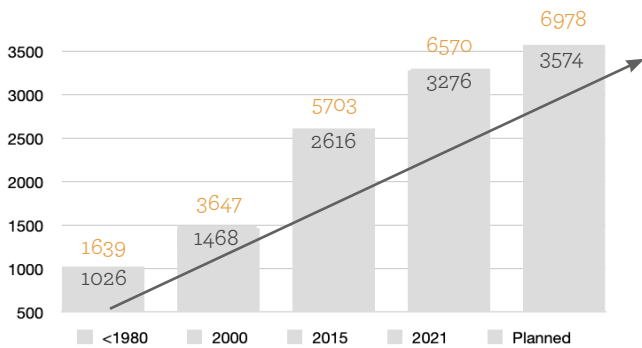
HOW WE COMPARE

Below is a sample of destinations with a similar amount of hotel inventory as the City of Portland and Greater Portland.

(Chart organized by budget size, Budgets pre-covid)

DESTINATION	DMO BUDGET	HOTEL ROOM COUNT	\$\$ PER AVAIL. ROOM	TID
COMPARABLE TO CITY OF PORTLAND ROOM COUNT (3,574)				
Visit Portland	\$996,000	3,574	N/A	
Bradenton, FL	\$14.2 million	4,000	\$3,550	
Napa Valley, CA	\$13.9 million	4,900	\$2,837	☒
Sioux Falls, SD	\$4.4 million	4,000	\$1,100	
Newport, RI	\$4.1 million	4,100	\$1,000	☒
Billings, MT	\$3.1 million	4,500	\$689	☒
Newark, NJ	\$2.3 million	4,000	\$575	☒
COMPARABLE TO GREATER PORTLAND REGION ROOM COUNT (6,978)				
Visit Portland	\$996,000	6,978	\$164	
Asheville, NC	\$20 million	7,965	\$2,511	
Charleston, SC	\$17.4 million	6,408	\$2,715	
Mammoth Lakes, CA	\$13 million	5,000	\$2,600	☒
Santa Barbara, CA	\$9.1 million	5,340	\$1,704	☒
Galveston, TX	\$7 million	5,100	\$1,373	
Spokane, WA	\$6.5 million	6,607	\$984	☒
Providence, RI	\$4.2 million	5,500	\$764	
Boise, ID	\$2.2 million	6,000	\$367	

SIGNIFICANT GROWTH IN OUR MARKET



Since 1980, The City of Portland has experienced **a 319% increase** in hotel room inventory, with an additional 298 rooms planned to be built in the next few years. (Marriott Tribute & West Elm)

Numbers in yellow reflect total growth in Portland, South Portland, and Scarborough. (426% increase since 1980)

Graph does not reflect room counts from properties under 20 rooms (B&Bs). 315 rooms are in Greater Portland, 136 of those are in the City of Portland.

REGION’S MARKETING BUDGET NEEDS TO INCREASE TO GENERATE ENOUGH DEMAND

It is Visit Portland’s responsibility to ensure that Greater Portland experiences strong visitation year-round, making this a viable destination for business investments for years to come and a great place for residents to live and work.

In order to effectively meet these needs, we must expand our marketing budget. Over the years, Visit Portland has been able to creatively raise marketing dollars to promote Greater Portland as a vibrant tourism destination, but it’s no longer enough to meet the demands of the growth happening within our community.

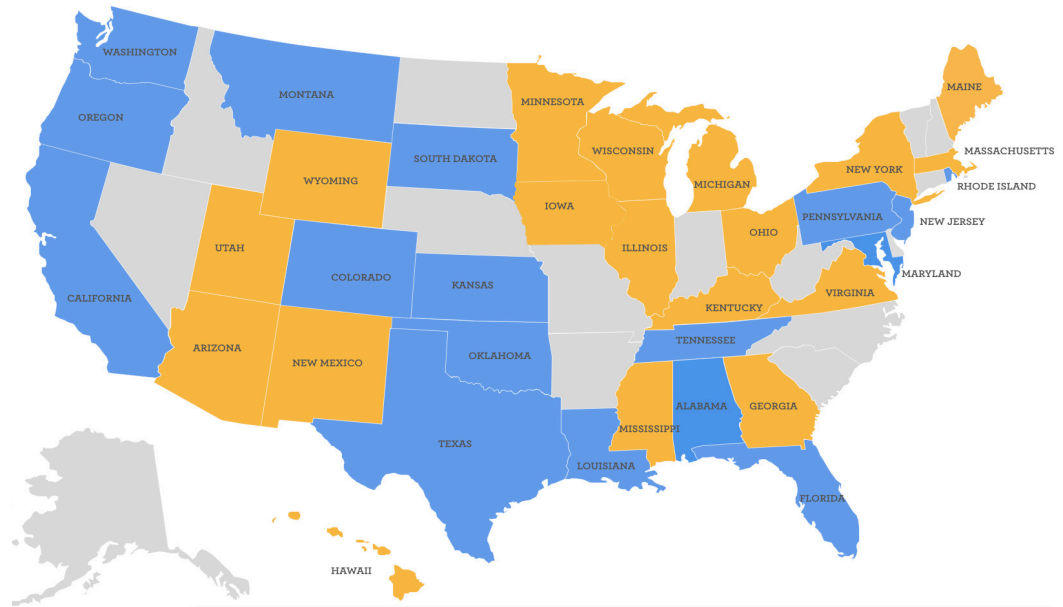
We must evolve...

AN EFFECTIVE & PROVEN SOLUTION TO TOURISM MARKETING FUNDING

DMOs across the United States are moving towards a funding model that is innovative and dependable and does not solely rely on the uncertainty of a membership model or a government-led solution (i.e. tax revenues).

TID 188 TIDs have been established in 17 states with an additional 17 states implementing or considering a TID, increasing budgets by \$450 million

Considering TIDs
Active TIDs



Recent TID formations in the East: Baltimore, Berks County, PA, Mobile, Newport RI, and Philadelphia
Destinations currently in the process of formation in the East: Albany, Boston, Long Island, New York City, and Pittsburgh
States passing state legislation: Alabama, Arkansas, Illinois, Iowa, Louisiana, Massachusetts (passed in 2020), Michigan, Minnesota, New York, Pennsylvania, and Virginia

WHAT IS A TOURISM IMPROVEMENT DISTRICT (TID)

A Tourism Improvement District (TID) is a hotelier-proposed and city-approved assessment (not a tax) that provides a stable source of funding to support group sales, marketing, and promotional efforts. The ultimate goal of a Tourism Improvement District is to increase hotel occupancy and room rates for lodging businesses and generate overall visitor spending in the market.

Funds raised through an assessment on lodging stays are used to provide services desired by, and directly benefiting, the hotel businesses in the district. Increasingly, cities across the country are turning to TIDs as a tool to boost their tourism efforts, retain business, remain competitive, and re-grow post-pandemic.

A Tourism Improvement District (TID) is:

- ▶ Designed, created, and governed by those who pay the assessment and the funds must be spent to benefit those who pay the assessment
- ▶ A stable source of funding dedicated to tourism promotion
- ▶ Self-assessed so the funding cannot be diverted by government action for other programs

TID AT A GLANCE

- Hotel guests pay the assessment via the room folio
- They are designed, created, and governed by those who pay the assessment to help ensure ROI
- The assessment is 2% per occupied room
- Funds can only be used for purposes approved by oversight board of hoteliers
- Approved by City Council following authorization from hoteliers
- Collections begin on a date agreed to during district formation



UNDERSTANDING A TOURISM IMPROVEMENT DISTRICT

WHY DOES PORTLAND NEED A TID?

Tourism is a very competitive business. Our competition is not just our neighboring city or state but destinations across the U.S. and the world. Having a DMO responsible for marketing our region, with only limited funding, is not a sustainable way to keep us competitive for the future and enable us to continue to increase occupancy with our increasing hotel inventory.

Hospitality losses during the pandemic have caused devastating economic and social impacts on our region. A TID allows hospitality providers to help themselves to promote recovery and resilience in the region's hospitality sector.

This allows the industry to:

- Continue the economic recovery from the fallout of Covid-19
- Help to stay competitive with additional marketing efforts
- Drive new tourism and meeting/group demand business, especially with the new hotel supply coming into the market
- Begin the work of rebuilding the region's hospitality workforce
- Assist with driving new business to local restaurants, retail shops, and our region's small businesses

Without a strategic investment there is no guarantee of future growth for Greater Portland's overnight visitor economy. In order to bring back previous business and to grow year-round, it will take financial resources that are not currently available due to budget cuts and the current funding model.

A TID would allow the industry to steer recovery in our local tourism economy through a sustainable and proven investment model, that is paid for by the visitor and not through increased taxes.

DOES THE CITY OF PORTLAND HAVE LEGAL AUTHORITY TO ESTABLISH A TID?

A vehicle for establishing a Tourism Improvement District exists within the Municipal Development District statute whereby municipalities are authorized to designate development districts and, if they so choose, can assess properties within such districts for specific purposes. The TID will be operated in accordance with a provided Development Plan currently being created.

HOW WILL THE DISTRICT BE FORMED?

The process requires a thorough approval process, beginning with the creation of a **Development Plan** defining TID parameters (i.e. proposed programs to be funded, budget, boundaries, term, assessment rate, and management). The plan will be prepared and approved by hoteliers collecting the assessment. Petitions in support of the district are then circulated. When the petition threshold has been met, a City Council hearing process is initiated in each of the communities involved.

WHAT IF THE TID IS UNSUCCESSFUL?

Should, for some reason, the hoteliers be unhappy with the TID, on the third anniversary of the inaugural formations, there will be a 30-day period in which lodging property owners may petition the city to dissolve the TID. Subsequently, the petitioning may take place every two years thereafter within a 30-day period from the anniversary date. **Note:** Less than 1% of districts have dissolved

HOW IS THE TID FUNDED?

TIDs are funded through an assessment on certain lodging stays, paid for by guests. Assessed lodging establishments pass the assessment (not a tax) onto customers. The fee will show up as a line item on their check-out folio. Hotels will collect the assessment via the room folio and remit to the city as a pass-through to the DMO.

HOW MUCH IS THE ASSESSMENT?

Assessment amounts are set by the district and typically determined by the amount of marketing dollars needed to make a difference. Visit Portland has worked with a selected TID Committee and the committee has decided on a 2% assessment rate.

WHAT IS THE ROLE OF THE MUNICIPALITY?

A TID provides a solution at no cost to municipal or state taxpayers. TIDs are funded through a 2% assessment on lodging stays, paid for by guests. Assessed lodging establishments pass the assessment (not a tax) onto customers. The fee will show up as a line item on their check-out folio. Hotels will collect the assessment via the room folio and remit to the city as a pass-through to the DMO.

Note: GPCOG can act as the fiscal agent for the TID, freeing municipal finance staff from the work.

IS THE TID ANOTHER PROPERTY TAX?

While the TID assessment is a property-based benefit levy, the fee is based on benefits to the hotels and is assessed based on room night sales. The fee is passed onto the customer via a line item on the guest room receipt. That fee is paid by the customer and collected by the hotel. The hotel will remit their collections to the city in accordance with the Development Plan.

WOULD A TID COMPETE WITH A LOCAL OPTION TAX?

At this time, the bill for an optional lodging tax has not passed through the state legislation. However, should this come to fruition, having a dedicated tourism promotion fund would help to increase hotel occupancy and the average daily rate, therefore increasing the value of optional lodging tax revenues to the municipal budget.

"The tourism and hospitality industry is a key economic driver in our region. As we work to both recover and rebuild from the devastating impact of COVID-19, a Tourism Improvement District will be a strong investment to help us strengthen the marketing, sales and promotional efforts that help bring visitors to the Rockford area. A TID is a proven tool to drive tourism, with funding coming from visitors and not through increased taxes."

Tom McNamara
Mayor
City of Rockford, IL

WHAT DO WE RISK IF WE STAY THE COURSE?

- ▶ Without an additional investment into tourism marketing, sales, and destination development, our economy—including hotels, restaurants, shops, attractions, small businesses, and outlying industries supported by tourism (ie: lobster/fishing, etc.)—is at risk of losing market share from this key sector.
- ▶ With more hotel rooms and mixed-use developments coming into the market we won't have the necessary means to continue to market our destination effectively. Occupancy levels will not sustain at a current level or reach a year-round potential without more funding for destination marketing.
- ▶ In tourism you cannot have the mindset of "we've built it, so they will come". Our competitive set are outspending us by significant amounts to attract the very visitors—leisure, business, conventions, weddings—that we still "assume" will come.
- ▶ Relying on a membership model is not sustainable—marketing programs will be diminished in leisure and group segments, harming our reach to visitors, limiting our brand awareness, and ultimately minimizing our destination's recognition as a wonderful place to visit and live.

"Portland needs tourism to sustain its awesome, unique small business + restaurant scene. It helps to ensure that we are here year-round for the local, friendly faces we see daily. We have something very special here in Maine, and the millions that continue to visit allow so many of us the opportunity to grow, flourish, and create."

Tom Largay
Owner
Old Port Candy Co.
Old Port Card Works

ARE WE THE ONLY ONES?

Currently there are no established TIDs in Maine; Greater Portland would be the innovator to what could potentially change tourism funding in Maine. However, there are hundreds of TIDs established throughout the U.S. with many new districts forming within our competitive markets on the East coast, including the City of Bangor and the City of Boston, MA.

WOULD THIS PUT US AT A COMPETITIVE DISADVANTAGE?

No. Our total taxes of 9% on Maine lodging is well below the industry average of 13-15%. Other destinations' total tax percentages on lodging are displayed below and are far above 9%. We strongly believe we can absorb an assessment within the industry.

DESTINATION	TAX %		DESTINATION	TAX %	
Portland, ME	9%		Hartford, CT	15%	
Sioux Falls, SD	10%	☑	Charlotte, NC	15.25%	
Jackson, MS	12%	☑	Portland, OR	15.3%	☑
Mobile, AL	13%	☑	Nashville, TN	15.25%	
St. Petersburg, FL	13%		Philadelphia, PA	15.5%	
Aurora, CO	13%	☑	Seattle, WA	15.6%	☑
Providence, RI	13%		Denver, CO	15.75%	☑
Asheville, NC	13%		Savannah, GA	16%	
Newport, RI	13.2%	☑	Wichita, KS	16.25%	☑
Raleigh, NC	13.25%		Indianapolis, IN	17%	
Tulsa, OK	13.52%	☑	Kansas City, MO	17.10%	
Buffalo, NY	13.75%		Chattanooga, TN	17.25%	
Pittsburgh, PA	14%	☑	Toledo, OH	17.25%	
Huntington Beach, CA	14%	☑	Baltimore, MD	17.5%	☑
Minneapolis, MN	14.3%		Birmingham, AL	17.5%	
Worcester, MA	14.45%		El Paso, TX	17.5%	
Tampa, FL	14.5%	☑	New Orleans	18.2%	☑
Boston, MA	14.95%		Memphis, TN	18.25%	☑
Fort Worth, TX	15%	☑	St. Louis, MO	18.93%	
Irving, TX	15%		Omaha, NE	20.5%	

Note: The Greater Boston Convention & Visitors Bureau is actively forming their TID, increasing their overall percentage on a lodging stay to 16.45%

"My singular battle over 16 years has been fighting to save our tax dollar contributions. The alternative solution of becoming an organization which relies solely on membership dues is a proven flawed model, therefore not an option. Establishing a TID has allowed our participating hotels the ability to increase marketing capacity, without affecting their bottom line, and successfully raise their overall ADR."

Evan Smith
President & CEO
Visit Newport, RI

"The value that a TID provides to Visit Oakland's tourism economy is multi-faceted. It has created a synergistic community amongst our hotels and community. In many ways the TID has changed the tourism industry's lexicon on how we work together to raise the bar in our community."

Mark Everton, CEO
Visit Oakland, CA

"The TID allows us to compete with other Central Coast California destinations. It's marketing dollars that allow the 41 hotels in San Luis Obispo to gain the exposure that they could never do for themselves, especially since we have so many family owned and operated, smaller hotels."

Bruce Skidmore, Dir. of Sales & Marketing
Embassy Suites by Hilton, San Luis Obispo
Current TID Chair for Visit SloCal, CA

ARE THE HOTELS SUPPORTIVE?

General Managers within the City of Portland understand the importance of continuing to market for a strong tourism economy. The harsh realities of an unstable tourism market cause significant daily interruptions in workforce and their ability to offer quality service.

Visit Portland has received written support from the vast majority of local property owners such as: Jim Brady (Press Hotel & Canopy by Hilton), Tim Soley (Hyatt Place Portland), Kevin Mahaney (Hilton Garden Inn Waterfront & Clarion Hotel), Marc Dugas (Courtyard by Marriott Downtown Waterfront), and Ryan Amin (Hilton Garden Inn Airport) as well as support from larger national owners for the Westin Portland Harborview, LaQuinta, Ramada Inn, Residence Inn Portland Downtown, Portland Harbor Hotel, and the Cambria.

WHO MANAGES THE TID AND HOW WILL IT BE GOVERNED?

A non-profit corporation such as a Destination Marketing Organization (in this case, Visit Portland), with a chosen advisory board overseeing all funding revenues and expenses.

Tourism Improvement Districts are designed and mandated that the money spent must benefit those who are paying into the assessment. The advisory board will be representatives of the assessed lodging businesses. Each municipality will have balanced representation based on the number of hotel rooms in the market.

WHAT IS THE EXPECTED ANNUAL REVENUE?

Annual revenues will be based on actual year-end occupancy and average daily rates. Current projections are based on the STAR report and are expected to reach \$2.1 million from properties within the City of Portland.

HOW WILL THE MONEY BE SPENT?

TID funds are designed to support marketing, sales, and other promotional programs and activities to increase tourism and specifically benefit assessed businesses. As the industry expert, Visit Portland will put forward a recommended marketing plan based on feedback and needs of the assessed businesses, aligned with the industry's overall and agreed goals. All final decisions and approval of marketing plans and spending will be made by the Visit Portland Advisory Committee.

"My confidence in applying a TID to a city/region stems from the ability to use the funds to extend the reach for marketing and promoting, whether it is for meeting business opportunities or raising awareness of the destination to encourage leisure travel. The effect of this exposure is to the benefit, not only to hoteliers, but certainly retail, restaurants, arts, and many others."

Robbie Tawil, General Manager
Worthington Renaissance Hotel
Current TID Chair for Visit Fort Worth, TX

TIMELINE TO FORMATION*

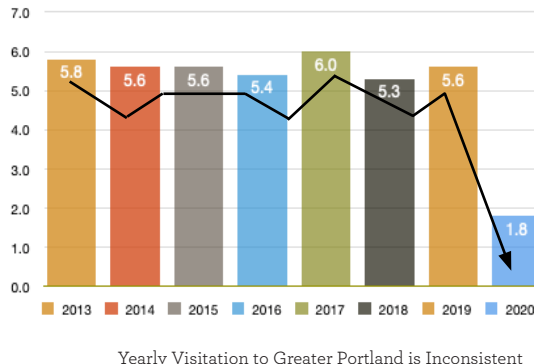
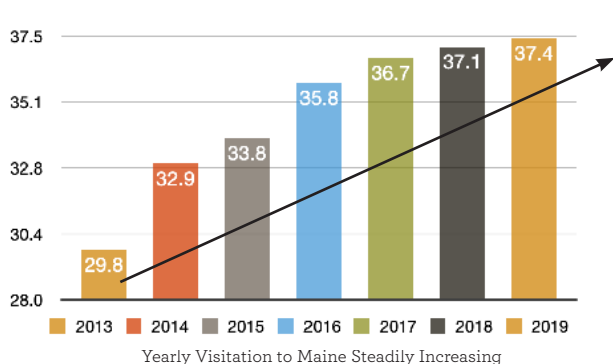
DESTINATION	DATE
Portland Tourism Development District (PTDD) Project Kick Off	December 2020
Stakeholder Outreach Program Developed	December 2020 - May 2021
Legal and Municipal: Draft Development Program and PTDD Formation Ordinance	March - June 2021
Submit Draft Development Program and Ordinance to Portland City Council	July 2021
Draft PTDD Notice of Public Hearing	August 2021
Final PTDD Development Program, Ordinance, and Notice Approved by City staff	August 2021
Publish - Notice of Public Hearing in the Portland Press Herald for ten (10) days before the date of the public hearing	September 2021
City Council Public Hearing	September 2021
City Council Votes to Approve PTDD Development Program and Ordinance to Establish the PTDD • The PTDD is Effective Upon Adoption by the Municipal Legislative Body	September 2021
PTDD Begins Collecting Assessment	October 1, 2021

* Timeline subject to change

COMPELLING REASONS TO SUPPORT A TID

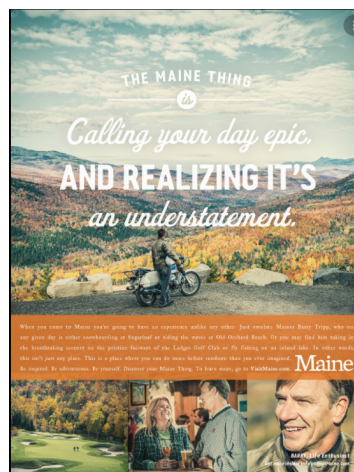
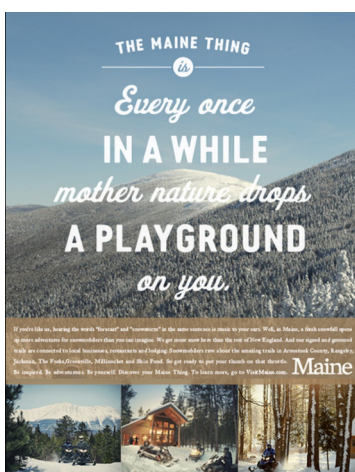
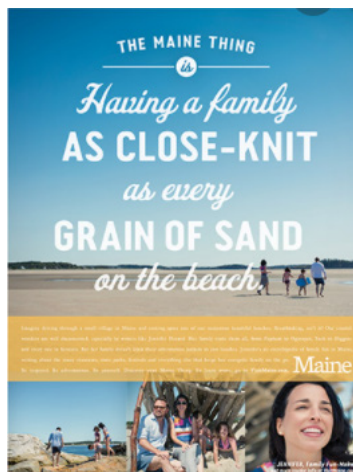
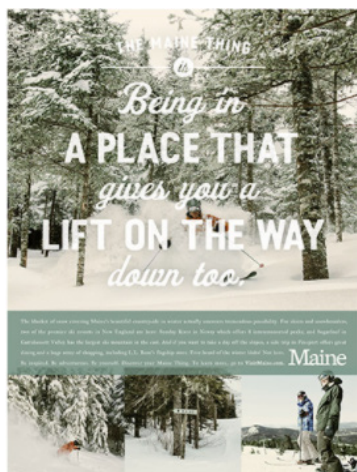
#1 MAINE OFFICE OF TOURISM CANNOT ADEQUATELY MARKET GREATER PORTLAND'S ASSETS

Due to our limited budget, Visit Portland relies heavily on the marketing efforts of the Maine Office of Tourism (MOT). However, tasked with marketing the largest New England state on a very limited budget, and working to improve economies statewide, MOT's marketing focus has been geared more towards promoting rural Maine than Greater Portland. This results in less overall marketing dollars for Greater Portland and the effects are reflected through inconsistent yearly visitation to our region. We must supplement the State's efforts in order to ensure that Greater Portland is properly represented to potential visitors to Maine. We must control our own destiny...



Data provided by DPA | www.DigitalResearch.com
All research reports can be found on MOTPartners.com
Graph shown in millions

SAMPLE OF MAINE OFFICE OF TOURISM'S MARKETING CAMPAIGN (RURAL FOCUS)



#2 THE REGION NEEDS A STABLE SOURCE OF FUNDING TO WITHSTAND ECONOMIC CHALLENGES

2020 has highlighted the importance for destinations to establish Crisis Management Plans.

Crisis management planning isn't only about being better equipped to effectively respond to specific incidents (*natural disasters, protests, terrorist attacks, fatal accidents, and most recently, pandemics*), but also helps teams identify potential threats and develop information, guidelines, and effective planning that can help retain our positive reputation as a tourism destination.

These plans, and the need to establish a healthy crisis management reserve account, together work to allow the DMO to promptly respond to disaster events in an adequate way to minimize the negative impact to our tourism industry.

#3 EXPANDING OUR MARKETING FOCUS ON FILLING THE SHOULDER AND OFF-SEASON REQUIRES MORE FUNDING

As a 501(c)6 not-for-profit, Visit Portland has limited means of increasing revenues. TIDs provide stable funding, necessary to keep a destination competitive in a strong tourism economy, and provide assurances for additional marketing efforts that are needed during seasonal or economic downturns.

These enhanced funds will deliver transformational marketing support, enabling us to tell Greater Portland's story to national audiences. We'll be able to capitalize on growth markets to drive high-value, overnight, shoulder-season, travel to Greater Portland—solidifying ourselves as a **year-round destination!**

"The TID has been well received by our hotel community and city. Visit Denver focuses on need periods and weekends for groups and leisure, generating incremental business, increasing short-term and single-hotel meeting business, and leveraging events that drive overnight visitors."

Richard Scharf
President & CEO
Visit Denver, CO

#4 CREATE A COLLABORATION BETWEEN THE CITY OF PORTLAND AND THE HOSPITALITY INDUSTRY TO ENSURE THAT TOURISM AND ECONOMIC DEVELOPMENT ARE ENHANCING AND PROTECTING RESIDENTS' QUALITY OF LIFE

Working together we can ensure that no one location becomes over-visited. Through the development of a tourism master plan we can strategically promote all assets of the city and the region and improve spacial distribution of visitors. Promoting an authentic destination enhances quality of life for visitors, residents, and encourages business development.

"Tourism in Sacramento generates revenues that help us to create projects that benefit our residents. Beyond the obvious notion that visitors support local businesses through spending while in Sacramento, the hotel and sales tax dollars produced by tourists have funded major infrastructure projects that will ultimately serve the people who live here and it's why I'm a strong supporter of our tourism bureau and their efforts."

Darrell Steinberg
Mayor
Sacramento

"The addition of the Tourism Improvement District funding has allowed our organization to be transformational in our work. We completed a Tourism Master Plan that focused on residents first and how we can shape tourism to enhance our experience as residents and attract visitors that appreciate Portland as a progressive city. A win for businesses and Portlanders."

Jeff Miller
President & CEO
Travel Portland, OR

GREATER OUTREACH POSSIBLE WITH A TID

Today’s marketing outlets provide more options to expose our unique Greater Portland brand to potential visitors and conference attendees from across the U.S., and a larger budget will allow us to access **opportunities we presently cannot afford**.

.....

The following are a **just a few opportunities** for us to expand our reach.

SHOULDER SEASON MARKETING

We need to increase our marketing efforts to focus on bringing visitors to Greater Portland through the shoulder and off-seasons.

EXPAND LEISURE MARKETING REACH

Extend our reach to growing markets in Florida, Texas, and the Mid-West, areas currently not being addressed by the Office of Tourism.

MEETINGS & CONFERENCES

Attend larger shows like Connect, IMEX, and IPEC, and conduct more familiarization tours, to bring a greater awareness of our assets and ability to host world-class conferences and meetings.

SPORTS COMMISSION

Support the efforts of the Maine Sports Commission, and provide bid fees to draw sporting events to Greater Portland, resulting in significant economic impact to the region.

GLOBAL OUTREACH

Engage with Discover New England at a higher level to bring in international visitors from the UK, Germany, Ireland, the Nordic regions, Australia, New Zealand, and Japan.

ENHANCED DIGITAL EXPOSURE

Have greater exposure with Google Adwords; Partner with Trip Advisor; Utilize re-targeting campaigns and utilize tools like geofencing.

INCREASED MEDIA COVERAGE

Be more proactive in working with travel media to increase destination-focused stories about Greater Portland. Editorial content has a huge influence on travelers booking their vacations.

EXPAND SOCIAL MEDIA REACH AND INFLUENCER ENGAGEMENT

Target foodie and culture lovers across the U.S., exposing Greater Portland’s assets year-round. 91% of out-of-town followers are more likely to visit a destination after interacting with social media.

ASSET / VIDEO DEVELOPMENT AND DISTRIBUTION

Develop targeted, story-telling video content, 360 videos, and virtual reality videos to be shown across all platforms. You Tube alone has users watching 1 billion hours of video a day.

REGIONAL TOURISM MASTER PLAN

It is important to take a comprehensive look at the region’s assets, our opportunities for growth, and our main roadblocks, ensuring our success for the future.

RESEARCH

Conduct market research to keep on top of industry marketing trends and global travel indicators, as well as better understand our potential customer base to reach our optimal return on investment.

"Billings was the first in Montana to create a TID in 2007; throughout the years we have been able to secure several large sporting events, most recently a travel blog exchange with 500 influencers, and provide small service air subsidies, which increases visitation to Billings—all economic drivers that we never would have been able to do otherwise. Today, there are 22 TID districts across Montana."

Alex Tyson
Executive Director
Visit Billings, MT

GLOSSARY OF HELPFUL TERMS

CONVENTION & VISITORS BUREAU (CVB)

A Convention & Visitors Bureau is a 501(c)6 non-profit organization whose sole mission is to market their prospective destination for tourism by attracting visitors to the market. (ex: domestic and international leisure visitors, meetings, conferences, sporting events, destination weddings, motorcoaches, cruise ships, and media.)

OFFICE OF TOURISM

An Office of Tourism is a state agency in charge of marketing an entire state. The Office of Tourism in Maine is based in Augusta, funded through a portion of meals & lodging taxes, and is charged with marketing the state of Maine for leisure visitors.

DESTINATION MARKETING ORGANIZATION (DMO)

A Destination Marketing Organization (DMO) is an over-arching term for an organization that markets a destination for tourism. (Ex: Office of Tourism and a Convention & Visitors Bureau)

DESTINATION MARKETING

The act of marketing a destination through brand development, print, digital, video, TV, radio, social, tradeshow, sales missions, familiarization tours, and e-marketing followed by assisting a visitor with trip planning through visitor's guide and a comprehensive destination website.

OCCUPANCY

Occupancy is the number of rooms occupied by guests on any given night. If you have a 100-room hotel and 62 rooms were sold, then occupancy is of course 62%. Occupancy for a hotel can fluctuate throughout the year, month to month or season to season. Hoteliers will also look at their average yearly occupancy by taking each night's occupancy percentage and dividing it by 365 days of the year.

AVERAGE DAILY RATE (ADR)

The average daily rate (ADR) is measured as the total revenues generated by all the occupied rooms in a hotel divided by the total number of occupied rooms over a given time period. It is a simple average that shows the revenues generated per occupied room.

SMITH TRAVEL REPORT (STR)

A benchmark used to evaluate a hotel's performance against its competitive set. The Smith Travel Accommodations Report (STAR Report) tracks matters such as: Occupancy Rate, Average Room Rate, Revenue Per Available Room.

TRANSIENT OCCUPANCY TAX (TOT)

A Transient Occupancy Tax (TOT), also known as bed tax, is a lodging tax paid by short-term renters/ lodgers, collected by property owners (hotels, vacation rentals, etc.) and remitted to the city/town the property resides in. In Maine, we do not have TOTs that benefit a municipality; 100% of the 9% tax goes directly to the state.

TOURISM IMPROVEMENT DISTRICT (TID)

A Tourism Improvement District (TID) is a hotelier-proposed and city-approved assessment (not a tax) that provides a stable source of funding to support group sales, marketing and promotional efforts.

.....

TID STEERING COMMITTEE

A Steering Committee has been selected to guide and support this process. The mission is to develop consensus around key issues, guide the development and direction of the TID through the Development District Plan, and develop support—concentrating on policy decisions and program outcomes.

- Gerard Kiladjian, Portland Harbor Hotel
- Lucas Laidlaw, Westin Portland Harborview Hotel *
- Annaliese Lafayette, Holiday Inn By the Bay *
- Ken Lafayette, Best Western Merry Manor Inn *
- Kevin Pagnano, Maine Course Hospitality
- Ed Palmer, Portland Sheraton at Sable Oaks *
- Alen Saric, Hyatt Place Portland
- John Schultzel, Olympia Hotels *

* Indicates: Visit Portland Board Member



PROFESSIONAL SOCCER IN PORTLAND



PURPOSE

Introduction

Opportunity Summary

Community and Cultural Benefit

Social, Environmental, and Sustainability Initiatives

Economic Impact

Stadium Development Details and Diligence

Community Outreach and Support

INTRODUCTION

WHO WE ARE

Local investors, and future team ownership group led by Portland resident Gabe Hoffman-Johnson (Founder, President), Jonathan & Catherine Culley (Founding Investors), and additional local investors, dedicated to bringing professional soccer to Portland competing in USL League One.

GABE HOFFMAN-JOHNSON

- Former 2x Maine State Player of the Year & All-American (Falmouth High School)
- Former Captain & Division 1 player (Dartmouth College)
- Former Professional player (United Soccer League, St. Louis FC)
- Founder & President of 'USL to Portland'



COMMUNITY 'MOVEMENT'

More than just us, this is a highly supported soccer 'movement'

- 4,100+ followers across all platforms
- Independent 'Supporters Group', Dirigo Union, formed organically of passionate community members

MOVEMENT FOLLOWING & SUPPORT

The @USLtoPortland movement has already attracted thousands of followers



1,541 followers



1,007 followers



667 followers



508 followers



411 subscribers

U.S. PROFESSIONAL SOCCER LANDSCAPE



The U.S. Soccer Federation sanctions three divisions of professional soccer in the United States. The divisions are separated by standards that include market size and stadium size.



LEAGUE	STADIUM STANDARD	MARKET POPULATION STANDARD
MAJOR LEAGUE SOCCER	Seating Capacity: 15,000+	Min. 1,000,000
USL CHAMPIONSHIP	Seating Capacity: 5,000+	Min. 750,000
USL LEAGUE ONE	Seating Capacity: 3,500+	Min. 150,000

OPPORTUNITY SUMMARY

*The **United Soccer League (USL)** is the fastest growing professional sports league in the United States, and soccer is attracting a younger and more diverse fanbase than other sports.*

The ownership group behind USL to Portland has **received official approval as an expansion market by the USL**, which is contingent upon proposed stadium development.

ORGANIZATION OBJECTIVES

We intend for this club to become a unifying force for Portland, and see this opportunity as an **investment in the economic, community, and cultural vitality of the city**. The addition of a soccer stadium and professional club will:

- Connect people and communities, and celebrate diversity and inclusion
- Elevate sporting, recreational, and community gathering infrastructure
- Drive immediate economic impact; direct and indirect spending
- Drive workforce development
- Enhance civic pride
- Promote the Portland brand, and attract new visitors, residents, and businesses

COMMUNITY THROUGH SOCCER

Our mission is to create an elite professional club that reflects the character of the City of Portland, State of Maine, and all of its communities. Uplifting and building community through the beautiful game.

CULTURAL AND COMMUNITY BENEFIT

A CLUB BUILT 'BY' AND 'FOR' THE COMMUNITY

This soccer team will inevitably feed our community, serving up inclusive camaraderie, entertainment, elevate the status of our city, and provide a platform for long lasting community impact.

SUPPORT EXISTING PROGRAMS

This soccer team will support existing Portland programs, **in sport, in experiential culture,** and in **community grassroots reinvention.**

CREATE A SENSE OF BELONGING

Whether you're a brewer, business person, lifelong resident, from away, or New Mainer, this team will unite and amplify a sense of attachment to Portland.

BUILD TOWARDS A BRIGHTER FUTURE

We are committed to making our community a better place to live, work, and play.



Portland Area Youth Soccer Association



Community Champions League



Soccer watch party (Bissell Brothers)



Kennedy Park Football Club

COMMUNITY INITIATIVES

USING THE BEAUTIFUL GAME FOR GOOD

MADE THE 'COMMON GOAL' PLEDGE

USL to Portland has joined this global soccer charitable group, pledging 1% of specified revenues to allocate towards local high-impact organizations harnessing the power of soccer to advance the United Nations Global Goals. We're all in!

- *Other members include: ADIDAS Global Football, Professional Teams (MLS, USL) and Players*



COMMUNITY PARTNERSHIPS

Diversity & Inclusion

Greater Portland Immigrant Welcoming Center, City of Portland Office of Economic Opportunity

- *Accessible tickets, internship opportunities, and other inclusion programs*



Youth Impact Programming

Kennedy Park FC, The Community Champions League, Portland Schools, Portland Area Youth Soccer Association (PAYSA)

- *Local soccer organizations already leading the way for equitable access to the beautiful game*



Environment & Sustainability

Natural Resources Council of Maine, Maine Brewshed Alliance, Sebago Clean Waters

- *Recipric: A Positive Change Agency*



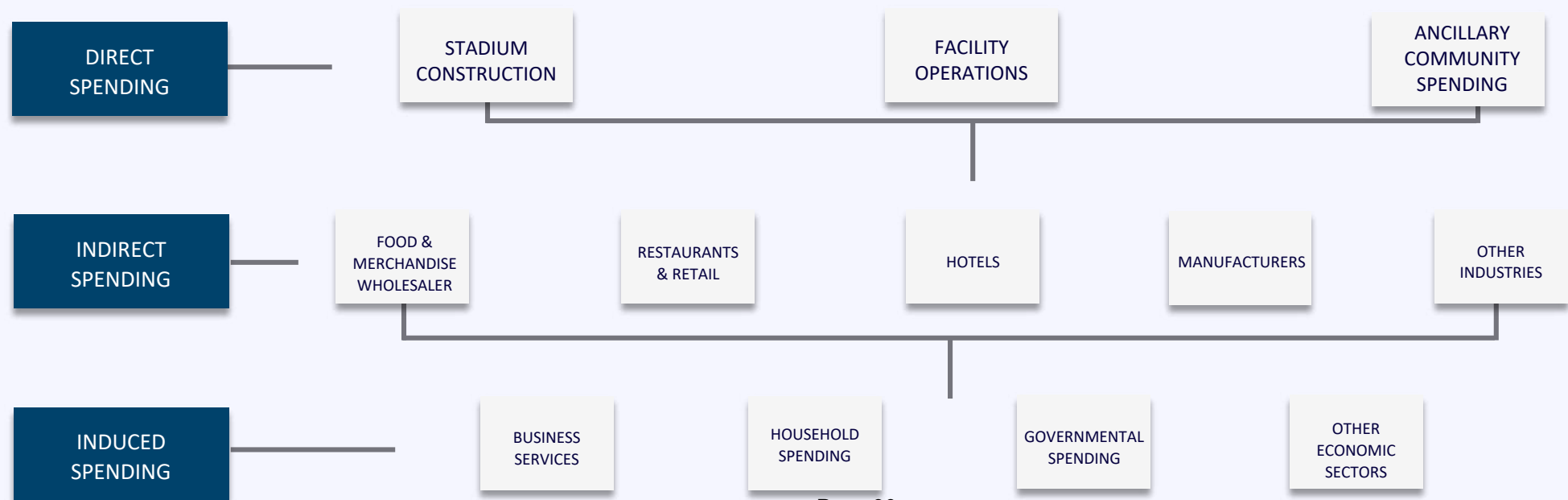
ECONOMIC IMPACT

COMPARABLE ANALYSIS

Fiscal impact projections are ongoing for USL to Portland’s economic contribution, but comparable analysis of recent expansion teams predicts the following:

- Job Creation: 20 front office employees, and 24 professional players
 - Over \$1.5mm Income Tax generated in years 1-20
- \$6mm Admissions Tax generated in years 1-20
- \$1mm Hotel Tax generated in years 1-20

The addition of professional soccer will drive direct, indirect, and induced spending through sports tourism.



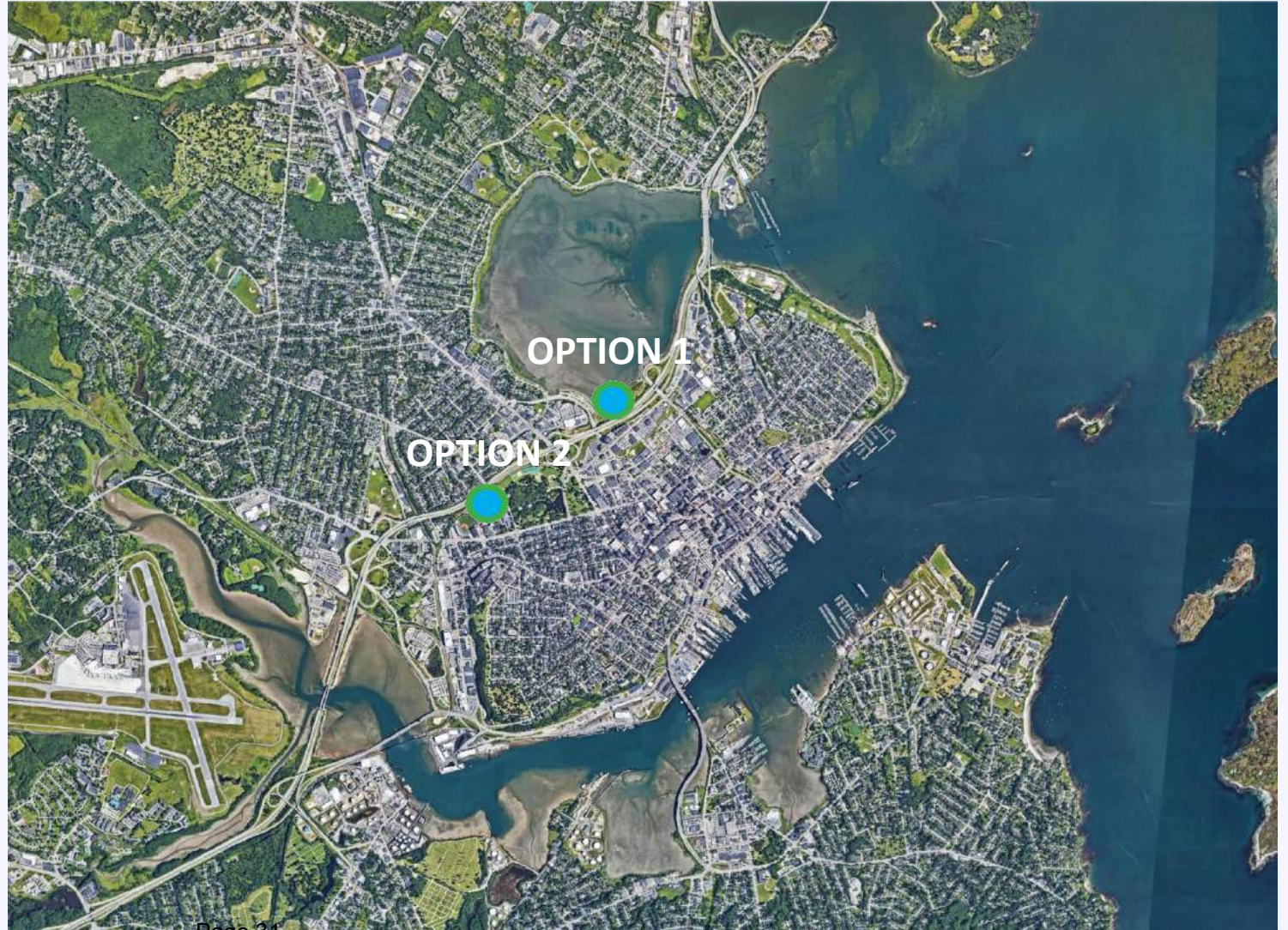
SOCCER STADIUM DEVELOPMENT

SITE LOCATION DUE DILIGENCE

Underwent lengthy analysis of potential stadium locations, and consulted with professional sports franchises to determine key considerations. It became apparent that a downtown stadium is critical to both community impact and commercial viability. Preble Street Field and Fitzpatrick Stadium identified as viable locations.

KEY CONSIDERATIONS

- Downtown Urban Location
- Adequate Land Area
- Accessibility
- Visibility
- Walkability
- Sufficient Parking
- USL Requirements
- Municipal Zoning and Environmental Standards
- Adjacency to Thriving Neighborhoods and Local Businesses



OPTION 1: PREBLE STREET FIELD

PREBLE STREET FIELD STADIUM DEVELOPMENT

Interested in pursuing low-cost land lease with the City of Portland. The project would convert the existing Preble Street field into a professional quality facility.

ADDITIONAL USES

- Club Soccer, High School Athletics, Adult Recreation Programs
- Portland Rising (Professional Womxn's Ultimate Frisbee)
- Concerts, Beer Festivals, Outdoor Hockey (Mariners, Casco Bay, High Schools)
- State Championships, Collegiate Athletics, Community Access etc.

Stadium Development Estimated Cost: \$10mm - \$12mm

SITE LOCATION



PREBLE STREET DEVELOPMENT DILIGENCE

SITE LOCATION ANALYSIS: CHALLENGES & BENEFITS

Compliance with Back Cove South Storage Facility (BCSSF): Completed three technical feasibility studies to determine location viability; Acorn Engineering, Woodard & Curran, Sebago Technics - AECOM - S. W. Cole Engineering

- Feasibility studies show, while challenging, site location is suitable with coordinated effort between City and Soccer development team

Compliance with City Land Use Code and Zoning: Analyzed legal compliance with city code, zoning, environmental and land ordinances; BCM Environmental & Land Law

- Permitted use per Recreation and Open Space Zone with text amendment for capacity under 6,000 seats
- Stadium design amenable to Space and Bulk Requirements (Setbacks and Building Height), Shoreland Regulations, DEP

Compliance with Land Bank Commission: Legal interpretation of 'change of use' for privatization of public land, and potential requirement of release from land bank

Key Benefits: Professional quality, multi-use sporting facility, raising city profile and driving important Economic, Community, and Cultural impact

- Improve Infrastructure; Community Benefit
- Economic Impact; Job Creation, Tax Revenue
- Increase Public and Community Access to much needed recreation space
- Additional Uses: Attract high profile sporting use, festivals and events

PREBLE STREET STADIUM RENDERING



PREBLE STREET ENVIRONMENTAL CONSIDERATIONS



OPTION 2: FITZPATRICK STADIUM

FITZPATRICK STADIUM DEVELOPMENT

Interested in pursuing rental agreement with the City of Portland to facilitate redevelopment of Fitzpatrick stadium. The project would upgrade the existing facility, and maintain Portland Schools and community access.

ADDITIONAL USES

- Club Soccer, High School Athletics, Adult Recreation Programs
- Portland Rising (Professional Womxn's Ultimate Frisbee)
- Concerts, Beer Festivals, Outdoor Hockey (Mariners, Casco Bay, High Schools)
- State Championships, Collegiate Athletics, Community Access etc.

Stadium Development Estimated Cost: \$10mm - \$12mm

SITE LOCATION



FITZPATRICK STADIUM RENDERING



FITZPATRICK DEVELOPMENT DILIGENCE

SITE LOCATION ANALYSIS: CHALLENGES & BENEFITS

Maintaining Access for Fitzpatrick Existing Users

- *Facility requirements for professional quality stadium; locker rooms, press box, concessions*
- *Mutual benefit for needed stadium upgrades, PHS athletic facilities, other events etc.*

Track Relocation with Additional Multi-Purpose Recreation Field

- *To comply with league standards, current track would be relocated providing the future home of Portland School track programs, and additional Public recreation space*

Compliance with City Land Use Code and Zoning

- *Permitted use per Recreation and Open Space Zone*

Compliance with Land and Water Conservation Fund

- *Location was L&WCF recipient, which requires “substitution property of reasonably equivalent usefulness and location and of at least equal fair market value.”*

Key Benefits: Professional quality, multi-use sporting facility, raising city profile and driving important Economic, Community, and Cultural impact

- *Higher quality recreation and amenities for current users*
- *Potential Community Center or Affordable Housing*
- *Economic Impact; Job Creation, Tax Revenue*
- *Increase Public and Community Access to much needed recreation space*
- *Additional Uses: Attract high profile sporting use, festivals and events*



TRACK RELOCATION: DOUGHERTY FIELD



COMMUNITY SUPPORT

FRIENDS & SUPPORTERS OF USL TO PORTLAND

“This is about more than soccer, this is about community impact, it’s about youth empowerment and creating a positive environment where all kids feel equal, connected, and accepted,” – Yusuf Yusuf, Portland Schools Board of Education

“The prospect of having a professional team here in Portland could be life changing for so many Portlanders coming from all corners of the world... It would enhance their sense of belonging and therefore, their retention in the City. Soccer is more than a sport, it is a unique and exciting opportunity to bring our community together.” – Julia Trujillo, Director, City of Portland Office of Economic Opportunity

“This is an exciting opportunity for our student athletes, and would be an enormous asset for the students, and the city... I think a separate quality track facility, if possible, would be a positive, and better solution for the future of Portland High School athletics.” – Lance Johnson, Portland High School Athletic Director

“At Bissell Brothers, we absolutely believe the future of this city will be made better and brighter by giving professional soccer a home here. As soccer fans ourselves, we are excited to see the future pro soccer grow right here in our city, and look forward to gathering in common cause.” – Peter Bissell, Owner, Bissell Brothers Brewing, High Roller Lobster Co.

“Soccer is a major sport for our King students, and having professional soccer in Portland would have an impact both academically and athletically. (Before the pandemic) I would open Fitzpatrick every day before school started and kids would all be playing soccer, we saw attendance rates increase from at risk students as a result.” – Duke Madsen, King Middle School Athletic Director

COMMUNITY SUPPORT

FRIENDS & SUPPORTERS OF USL TO PORTLAND

“I am very excited for Portland to get a professional soccer team, it’d be a very important cultural attraction for the city. Among immigrants, soccer is the most dominant game, yet there is very limited opportunity outside. The USL to Portland team is committed to supporting community driven access through a broad range of partnerships.” – **John Ochira, Founder, Community Champions League, Maine Community Foundation, South Sudanese Community Association, Maine Immigrants’ Rights Coalition**

“Soccer has a way of organically creating relationships with people from different backgrounds. Kids from war-torn countries come here, kids from low-income families come here, seeing others like them, or completely different, it doesn’t matter, we all love soccer. The impact of professional soccer in Portland for the Kennedy Park FC community would be incredible.” – **Hany Ramadan, Co-Founder, Kennedy Park FC, Deering HS Graduate, Sudanese Immigrant**

“A professional soccer team will add to the portfolio of what makes Portland so livable as a city that is known for its neighborhood schools, arts and culture scene, diversity and welcoming community. I am especially interested in exploring the role professional soccer could play in engaging with immigrant communities and schools to aid in at-risk youth development.” - **Marpheen Chann, Portland Charter Commissioner At-Large and Community Advocate**

NEXT STEPS

We have been working behind the scenes with City staff for more than a year to evaluate the two stadium options presented.

We are now seeking direction from the City Council and hope to begin negotiations with City staff for the renovation and lease of one of the two proposed stadium locations.

USL to Portland intends to be a reliable partner to the City of Portland as we work together to create a soccer stadium to support a professional club that will make Portland proud.

CONTACT

GABE HOFFMAN-JOHNSON

Founder, President

gabe@usltoportland.com

207.712.3031





Lori Paulette <ljn@portlandmaine.gov>

Fwd: Proposed Soccer Stadium

Jon Jennings <jpj@portlandmaine.gov>

Tue, Jul 20, 2021 at 12:13 PM

To: Lori Paulette <ljn@portlandmaine.gov>, Mary Davis <mpd@portlandmaine.gov>

For the backup.

----- Forwarded message -----

From: **Nick Mavodones** <nmm@portlandmaine.gov>

Date: Tue, Jul 20, 2021 at 11:50 AM

Subject: Fwd: Proposed Soccer Stadium

To: Jon Jennings <jpj@portlandmaine.gov>

----- Forwarded message -----

From: **Matt Williams** <mattw323@gmail.com>

Date: Tue, Jul 20, 2021 at 11:09 AM

Subject: Proposed Soccer Stadium

To: <ksnyder@portlandmaine.gov>, <bsr@portlandmaine.gov>, <sthibodeau@portlandmaine.gov>, <tchong@portlandmaine.gov>, <Azarro@portlandmaine.gov>, <mdion@portlandmaine.gov>, <pali@portlandmaine.gov>, <nmm@portlandmaine.gov>, <afournier@portlandmaine.gov>

Hello,

I came across an article about a proposed soccer stadium on the Back Cove in the Herald this morning. I'm emailing you to say I am adamantly opposed to this idea. If we intend to keep green space for the city, we should be returning that site to a green space after the upgrades to the drainage system are completed. The back cove needs a park that looks out on it for the people here, and the idea of renovating an existing field is much more palatable. It also makes better sense from an urban planning perspective.

--

Matt Williams

Cell - 404-630-1297

--

Nick Mavodones City Council At-Large [389 Congress Street Portland ME 04101](#) (207) 874-8685 nmm@portlandmaine.gov
Sent from Gmail Mobile

--

Jon P. Jennings, MPA

City Manager

[City of Portland](#)

389 Congress Street

[Portland, ME 04101](#)

(207) 874-8689 Office

jpj@portlandmaine.govwww.portlandmaine.gov



Lori Paulette <ljn@portlandmaine.gov>

Re: USL interest in Portland

Jessica Grondin <jgrondin@portlandmaine.gov>

Tue, Jul 20, 2021 at 11:54 AM

To: poseyn@aol.com

Cc: "info@Portlandmaine.gov" <info@portlandmaine.gov>, council@portlandmaine.gov, ljn@portlandmaine.gov, mpd@portlandmaine.gov

Nancy,

Thank you for taking the time to share your feedback. I am copying the Council email address so the Councilors will see your email, and I'm also copying the staff person for the Housing & Economic Development Committee.

Jessica Grondin

Director of Communications & Digital Services

City of Portland

389 Congress Street

Portland, Maine 04101

c: 207.272.7885

jgrondin@portlandmaine.gov

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On Tue, Jul 20, 2021 at 10:45 AM poseyn via Information <info@portlandmaine.gov> wrote:

Dear Councilors,

Today I read about the USL to Portland's interest in creating or renovating a stadium to bring pro-soccer USL league to Portland. I am strongly opposed to the thought of renovating Fitzpatrick Stadium as well as creating a stadium at Back Cove. Back Cove is a beautiful, well used, green space that creates a perfect transition from Downtown and the off peninsula neighborhoods. It is a place for those to walk, jog, bird, ride their bikes, play non-competitive soccer, sit back and just relax. The field they are interested in, which has been undergoing waste water improvement, has been an area that families and friend congregate to for fun activities as well. The wildlife uses this land as well. For a stadium to be built there really ruins the whole purpose of Back Cove area. I remember the days when the path around the cove was just dirt. The improvements made over the years has been wonderful. Building a stadium (and providing parking) is not an improvement at all.

Many improvements has been made to the Fitzpatrick Stadium and to renovate it to accommodate their field needs will deny the access to other sports. Again, not feasible at all.

My opinion, the group looking into this should look outside of Portland. We need the green space to balance our city life out. Please support the citizens working hard to keep and add the green space to create a better life in Portland, and say no to the USL to Portland group.

Sincerely,

Nancy H. Posey

22 Eleanor St

Portland, ME 04103



Lori Paulette <ljn@portlandmaine.gov>

Fwd: Comments to Economic Development Committee re USL Soccer Stadium Proposal at Back Cove to be considered at 7/20/21 meeting

Dena Libner <dlibner@portlandmaine.gov>
To: Lori Paulette <ljn@portlandmaine.gov>

Tue, Jul 20, 2021 at 1:19 PM

FYI

Dena Libner
Chief of Staff
Executive Department
389 Congress Street
Portland, ME 04101
E: dlibner@portlandmaine.gov
P: 207.756.8288

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www.portlandmaine.gov

----- Forwarded message -----

From: **Ivy Frignoca** <ifrignoca@cascobay.org>
Date: Tue, Jul 20, 2021 at 1:16 PM
Subject: RE: Comments to Economic Development Committee re USL Soccer Stadium Proposal at Back Cove to be considered at 7/20/21 meeting
To: <publiccomment@portlandmaine.gov>
Cc: <sthibodeau@portlandmaine.gov>, Nancy Gallinaro <neg@portlandmaine.gov>, William Needelman <wbn@portlandmaine.gov>

Resending, this did not go through the first time

Ivy

Ivy L. Frignoca, Casco Baykeeper

Friends of Casco Bay

43 Slocum Drive

South Portland, ME 04106

Cell: (207) 831-3067

ifrignoca@cascobay.org

From: Ivy Frignoca [<mailto:ifrignoca@cascobay.org>]
Sent: Tuesday, July 20, 2021 1:15 PM
To: 'publiccomment@portlandmaine.gov.'

Cc: 'sthibodeau@portlandmaine.gov' <sthibodeau@portlandmaine.gov>; Nancy Gallinaro (neg@portlandmaine.gov) <neg@portlandmaine.gov>; 'William Needelman' <wn@portlandmaine.gov>

Subject: Comments to Economic Development Committee re USL Soccer Stadium Proposal at Back Cove to be considered at 7/20/21 meeting

Re: Comments the following agenda item: Review, discuss, and provide direction regarding an inquiry from the United Soccer League for possible City-owned locations for a stadium in Portland – USL representatives. 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 provide staff direction on negotiations.

Dear Economic Development Committee Members,

Friends of Casco Bay submits the following preliminary comments regarding the above-referenced agenda item for tonight's meeting. If the proposal moves forward, we will submit more formal and detailed comments. In short, we oppose siting a soccer stadium on the Back Cove recreation field over critical water infrastructure.

For more than 30 years, Friends of Casco Bay has worked to improve and protect the health of Casco Bay. In relevant part, we have monitored water quality in Back Cove and pressed for stormwater treatment, closure of combined sewer overflows, and measures at the treatment plant to handle more capacity and reduce nitrogen pollution. We also advocated for, supported, and participated in the development of the City's Integrated Plan to improve water quality. Furthermore, we are part of a grant proposal to study and test the efficacy of living shoreline techniques to make Back Cove resilient to climate change, including sea level rise and storm surge. Finally, we supported and pressed for timely completion of the storage conduits under construction where USL proposes to build its stadium. The City conducted a triple bottom line economic analysis and designed the conduits with climate change in mind. The final field will be raised in elevation to accommodate for sea level rise. The conduits will close major CSOs that currently flow into Back Cove.

In short, the water quality of Back Cove continues to improve and should continue to improve. Speaking for Casco Bay, we do not believe siting a soccer stadium at this location is consistent with all of the work the City has done and continues to do to improve water quality. Moreover, Back Cove is the second most used public park in the State, second only to Acadia National Park. It is adjacent to some of the City's most diverse neighborhoods and provides free public access to coastal land. Although there may be a fee to rent the current field, most days, people recreate, picnic, and use the space free of charge. To convert this space to a stadium raises environmental justice concerns that the City must carefully consider.

Thank you for considering our preliminary comments.

Respectfully,

Ivy L. Frignoca

Ivy L. Frignoca, Casco Baykeeper

Friends of Casco Bay

43 Slocum Drive

7/20/2021

City of Portland Mail - Fwd: Comments to Economic Development Committee re USL Soccer Stadium Proposal at Back Cove to be consi...

[South Portland, ME 04106](#)

Cell: (207) 831-3067

ifrignoca@cascobay.org



Lori Paulette <ljn@portlandmaine.gov>

Fwd: USL Proposal

Dena Libner <dlibner@portlandmaine.gov>
To: Lori Paulette <ljn@portlandmaine.gov>

Tue, Jul 20, 2021 at 3:05 PM

I'm not sure if HEDC has a policy, but if it's too late for this to be included will you please let her know?

Dena Libner
Chief of Staff
Executive Department
389 Congress Street
Portland, ME 04101
E: dlibner@portlandmaine.gov
P: 207.756.8288

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----- Forwarded message -----

From: **Molly Hemkens** <mollyhemkens@gmail.com>
Date: Tue, Jul 20, 2021 at 2:59 PM
Subject: USL Proposal
To: <publiccomment@portlandmaine.gov>

Good Afternoon,

I am writing in response to the USL proposal that was featured today in the Portland Press Herald. While I have no objection to professional soccer in Portland and think it could be a wonderful addition to the city once the right location is found for the stadium.

As a resident of Portland and a parent of small children, I am writing to object to the stadium being built on the Back Cove. It is an amazing outdoor space for adults and children alike to participate in sports while being connected to nature. We are very lucky that we can have access to the outdoors in a way that is not surrounded by walls and bleachers. It's fields like this that make Portland special. Also it will take away from the beauty of walking/running the Back Cove loop. I would like to encourage the city to keep this an undeveloped space now and for future generations.

Thank you.

Regards,
Molly Hemkens
164 Frances St, Portland, ME 04102



CITY OF PORTLAND
Housing and Economic Development Department
Housing and Community Development Division

TO: Councilor Thibodeau, Chair
Members of the Housing and Economic Development Committee

FROM: Mary Davis, Acting Director
Housing and Economic Development Department

DATE: July 15, 2021

SUBJECT: Public Hearing and Vote on Selection of Developer Proposals to Construct Affordable Housing Projects on City-owned Property at 622 Auburn Street and 0 Gray Road, Falmouth and to Authorize Staff to Begin Negotiations on a Purchase and Sale Agreement

Attached is the original packet from the June 1, 2021 Housing and Economic Development Committee meeting. The item is before the committee again as a public hearing to discuss and vote to on the selection of proposals to construct affordable housing on City-owned property located at 622 Auburn Street and 0 Gray Road, Falmouth and to authorize staff to begin negotiations on a Purchase and Sale Agreement.

A public notice of the July 20th Housing and Economic Development Committee meeting was sent to Portland abutters within 500 feet of the property on July 7, 2021

Three proposals were received for the development of this property. The development teams will be given an opportunity to provide a brief presentation to the Committee. The order of presentation, in alphabetical order, will be:

- (1) Great Falls Construction
- (2) Habitat for Humanity of Greater Portland
- (3) Maine Cooperative Development Partners



CITY OF PORTLAND
Housing and Economic Development Department
Housing and Community Development Division

TO: Councilor Thibodeau, Chair
Members of the Housing and Economic Development Committee

FROM: Mary Davis, Division Director
Victoria Volent, Housing Program Manager
Housing and Community Development Division

DATE: May 28, 2021

SUBJECT: Public Hearing and Vote on Selection of Developer Proposals to Construct Affordable Housing Projects on City-owned Property at 622 Auburn Street and 0 Gray Road, Falmouth and to Authorize Staff to Begin Negotiations on a Purchase and Sale Agreement

Introduction

A public hearing is scheduled for the June 1, 2021 Housing and Economic Development Committee meeting to discuss and vote to on the selection of proposals to construct affordable housing on City-owned property located at 622 Auburn Street and 0 Gray Road, Falmouth and to authorize staff to begin negotiations on a Purchase and Sale Agreement.

On November 17, 2020, the Economic Development Committee voted to authorize staff to move forward and advertise a Request for Proposals for the sale of City property located at 622 Auburn Street and 0 Gray Road, Falmouth for affordable housing development. The RFP was issued on March 2, 2021 and responses were due by May 2, 2021. Three development proposals were received. This memo highlights the key points from each proposal as it applies to the three City-owned properties.

A public notice of the June 1st Housing and Economic Development Committee meeting was sent to Portland abutters within 500 feet of the property on May 25.

622 Auburn Street, Portland and 0 Gray Road, Falmouth

Three proposals were received for the disposition and development of the subject property. A review of each of the proposals follows. A copy of each proposal is attached.

Review Committee Scoring Matrix - RFP #21042

Selection Criteria/Value	Habitat for Humanity of Greater Portland	Maine Cooperative Development Partners	Great Falls Construction
Proposed use to achieve the City's goals (Assigned Weight: 40)	32.5	36.3	7.5
Impact on surrounding neighborhood, including design (Assigned Weight: 25)	25.0	20	3.8
Applicant's ability to complete project, including financial feasibility, development team experience, capacity, and timeframe for completion (Assigned Weight: 35)	32.5	29.8	14
TOTALS	90	86.1	25.3

Habitat for Humanity of Greater Portland (HHGP)

Habitat for Humanity of Greater Portland is proposing to develop a 12 lot subdivision, each lot containing a single family home. The homes would contain between two and four bedrooms, 1.5 and 2 bathrooms and will range in size from 1,000 square feet to 1,500 square feet. The homes would be built in compliance with the City's Green Building Ordinance.

In conformance with City goals, all the homes would be affordable to households at or below 80% of the area median income (AMI). The financing model for the homes includes a purchase price equal to the appraised value. Financing would be provided through a first and second mortgage. The first mortgage is held by a local financial institution and is set so the monthly principal, interest, taxes and insurance plus a \$50 property maintenance reserve would not exceed 30% of the homeowner's income. The second mortgage is taken by HHGP for the difference between the sales price/appraised value and the amount of the first mortgage. No payment is required on the second mortgage until the home is sold. Examples of this financing model can be found on page 4 of the HHGP proposal.

One issue of concern raised by the Review Committee is that the HHGP proposal does not include long term affordability in accordance with City goals outlined in the RFP. HHGP addresses this issue on pages 8 and 9 of their proposal.

The Review Committee did note the HHGP proposal would promote efficient use of land that is compatible with the surrounding neighborhood through its moderate scale of residential density and lot intensity that would complement the proposed scale of development intensity for 165 Lambert Street.

HHGP would not require any City subsidy to complete this project. HHGP estimates a 5-year timetable to complete this project.

HHGP's initial assessment of the 0 Gray Road, Falmouth parcel indicates the parcel is undevelopable due to wetlands. If further investigation supports this initial assessment, HHGP would place a conservation easement on the site that would allow public access to the extent appropriate.

Maine Cooperative Development Partners (MCDP)

The Maine Cooperative Development Partners proposal is intended to build upon their project currently being designed at 165 Lambert Street, which is located across Washington Avenue Extension from the 622 Auburn Street site. Their proposed project would provide a mix of up to 48 one, two and three bedroom affordable limited equity cooperative units. Ownership shares would be affordable to households earning between 80% and 100% AMI following the City goals outlined in the RFP.

The proposal indicates their project would be financed with a HUD Section 213 loan. The developers would also seek an Affordable Housing Tax Increment Financing District and Credit Enhancement Agreement (75% for 30 years) to help to make the units affordable at 80% to 100% AMI. Resale restrictions would be consistent with the Maine limited equity cooperative statute and would result in a co-op purchase price or carrying charges affordable to households at 100% AMI. MCDP estimates about a 4-year completion timetable.

The Review Committee expressed concern about the location of the proposed parking for the project and the impact on site design and compatibility with the surrounding neighborhood.

Preliminary review by the MCDP team indicates the majority of the 0 Gray Road, Falmouth parcel is undevelopable and therefore no housing would be developed on this site. The MCDP team would preserve this parcel as open space.

Great Falls Construction (GFC)

Great Falls Construction noted they would design, build and sell and/or lease homes for mixed income families. The proposal includes a commitment for the site to be a workforce development site for training of skilled labor workers with an on-site trainer and manager along with an instructor who would teach both in the classroom and in the field.

While the Review Team found the training concept intriguing it also found the proposal difficult to score as it did not contain specifics on the number, type or affordability of the units. City goals regarding restrictions or terms on the affordability of the units, site design, rezoning requests, age restrictions, or City financing requests were not addressed.

Staff Recommendation

Based upon outcome of the Review Committee's scoring, Habitat for Humanity of Greater Portland had the highest scoring proposal. Additionally, there is interest from a Falmouth business owner, with property that abuts the Falmouth portion of the city-owned property, to acquire a small portion of the city site.

Staff is seeking a recommendation from the Housing and Economic Development Committee to:

- (1) Begin negotiations with HHGP for the development of City-owned property at 622 Auburn Street, Portland and 0 Gray Road, Falmouth; and
- (2) Investigate the possible sale of a small portion of property which would not adversely impact any affordable housing project.

Attachments:

Matrix of RFPs

Habitat for Humanity of Greater Portland Proposal

Maine Cooperative Development Partners Proposal

Great Falls Construction Proposal

2021 HUD Portland Metro Area Median Income Limits

Response Matrix - RFP# 21042 622 Auburn Street and 0 Gray Road, Falmouth

Developer	Habitat for Humanity	Maine Cooperative Development Partners Lambert Woods II	Great Falls Construction
Project	12 lot subdivision of 2-4 bdrm single family homes at 80% AMI	48 units of one, two and three bedroom limited equity cooperatives affordable at 80 to 100% AMI	Rental and homeownership units at 60% to 120% AMI
Type	single family homes	4 townhouses/4 condos/2 live/work bldgs	Rental/Homeownership
Zone change	Yes (R-3)	Yes (R-3)	possibility
Efficiency	0	0	TBD
One-bedroom	0	16 (spread-out within apts and 3-story bldg)	TBD
Two-bedroom	TBD	16 (spread-out within townhouses and 3-story bldg)	TBD
Three-bedroom	TBD	16 (in townhouses)	TBD
60% AMI	0	0	TBD
80% AMI	12	4 one-bdrm; 4 two-bdrm; 4 three-bdrm	TBD
100% AMI	0	12 one-bdrm; 12 two-bdrm; 12 three-bdrm	TBD
120% AMI	0	0	TBD
Future affordability restrictions	No	Yes	TBD
Subsidy request	No	Yes	No
Land	\$1 purchase price	\$1 purchase price	\$75,000 for both lots
AHTIF	No	Yes	No
Construction Start	Jun-23	Spring 2023	TBD
Completion	Nov-26	Winter 2024	TBD
Development Budget	\$758,100	\$15,040,801	TBD

PROPOSAL**NOTE: THIS PAGE IS TO BE COMPLETED AND RETURNED**

The UNDERSIGNED hereby declares that he/she or they are the only person(s), firm or corporation interested in this proposal as principal, which 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 Request for Proposals, and that the 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 which may be derived therefrom has been identified and the interest disclosed by separate attachment. (Please include in your disclosure any interest which you know of. An example of a direct interest would be a City employee who would be paid to perform services under this proposal. An example of an indirect interest would be a City employee who is related to any officers, employees, principal or shareholders of your firm or to you. If in doubt as to status or interest, please disclose to the extent known).

The proposer acknowledges the receipt of Addenda numbered #1 & #2
If Applicable

COMPANY NAME: Habitat For Humanity / Greater Portland, Inc.

(Individual, Partnership, Corporation, Joint Venture)

AUTHORIZED SIGNATURE: Chad Mullin DATE: 05/03/2021

(Officer, Authorized Individual or Owner)

PRINT NAME & TITLE: Chad Mullin/Construction Manager

ADDRESS: 659 Warren Avenue, Portland, ME 04103

TELEPHONE: (207) 772-2151 E-MAIL: chad@habitatme.org

FEDERAL TAX ID #: 22-2570213 DUNS #: 802633722

STATE OF INCORPORATION _____

(If incorporated in another State, businesses must be authorized to do business in the State of Maine.)

In your organizations preceding completed fiscal year, did the organization receive:

(1) 80 percent or more of its annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements; AND

(2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements? ☐ Yes ☒ No

Does the public have access to information about the compensation of the executives in the organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (18 U.S.C. 78m(a), 78o(d) or section 6104 of the Internal Revenue Code of 1986? ☒ Yes ☐ No

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 application package.**

**Request for Proposals for Disposition and Development of City-Owned Property
Located at 622 Auburn Street, Portland and 0 Gray Road, Falmouth
RFP #21042**

A) Developer

Habitat for Humanity of Greater Portland
659 Warren Avenue
Portland, ME 04103
Office: (207) 772-2151

Contact:

John Shumadine – Interim Executive Director
john@habitatme.org

or

Chad Mullin – Construction Manager
Chad@habitatme.org

About Habitat for Humanity of Greater Portland

Habitat for Humanity of Greater Portland (Habitat) is a non-profit organization that builds communities of new energy efficient homes, with affordable financing. We are an independent affiliate of Habitat for Humanity International, a global, nonprofit housing organization. The mission of Habitat for Humanity is: “Seeking to put God’s love into action, Habitat for Humanity brings people together to build homes, communities, and hope.”

Founded in 1985, Habitat is not only committed to the construction of houses, but also to the development and uplifting of families and communities. Habitat has built 91 homes in Cumberland County Maine since its founding and has donated over \$500,000 to help build homes for more than 170 families around the world.

Habitat’s homeowner selection is done in a manner that does not discriminate based on race, color, religion, sex, sexual orientation, national origin, ancestry, age, physical or mental disability, or familial status.

Each applicant for Habitat housing is individually reviewed by the Family Services Committee (a volunteer committee of HFHGP) and Habitat staff based on the criteria listed below:

Demonstrated Ability to Afford a Subsidized Mortgage:

Habitat is committed to providing affordable housing. As a result, household income is restricted to 80% or less of the Cumberland County Median Income. Habitat uses figures published by HUD to determine the Cumberland County Median Income. Those numbers vary by family size and are updated every year.

In addition to meeting the income restriction, prospective homeowners must demonstrate the ability to afford a Habitat housing payment that includes principal & interest, taxes, homeowner insurance, repair fund and, when required, an association fee. As discussed in more detail below, Habitat has structured its program to limit these monthly housing costs 30% of the homeowner's income.

Demonstrated Need for Housing:

Prospective homeowners must demonstrate a need for a Habitat home, including one or more of the following:

- Living in overcrowded conditions or unsafe environments.
- Living with relatives, friends or in other temporary housing.
- Having a high monthly housing expense.
- Needing accessibility features for a household member.
- Unable to qualify for a conventional mortgage.

Willingness to Collaborate:

Prospective homeowners must show a willingness, and evidence of ability, to collaborate with Habitat in the construction of their home. They must also be willing to be ambassadors of the mission of Habitat for Humanity in the communities served by Habitat. Habitat home buyers are required to invest a minimum of 275 hours of "sweat equity" prior to purchasing a house. That sweat equity includes 1) volunteering on build projects or in Habitat's ReStore, 2) a financial education requirement in order to start the process of teaching our homeowners about the financial rewards and burdens of homeownership and (3) a community service requirement within the community where the home is located (such as at local food pantries or libraries) in order to begin the process of integration of our homeowners into their new community.

As members of the Habitat community, Habitat home buyers must also demonstrate an ability and willingness to be respectful neighbors and responsible homeowners, maintaining their home and property in good order and appearance.

B) Proposal

Habitat has retained Acorn Engineering to do the initial evaluation of this project. Habitat proposes to develop the parcel located at 622 Auburn Street in Portland into a 12-lot subdivision. Each lot will contain one freestanding single-family house. See Attachment A.

This proposal would require Habitat to pursue a zone change, to R-3, for the parcel located at 622 Auburn Street, to reduce the lot size from 10,000 sq/ft to 6,500 sq/ft per lot.

Additionally, the proposed concept design would require Habitat to receive waivers on two technical manual items, with the understanding that emergency vehicles will still have space to traverse the road as designed. These two items are:

1. Section 1.3 – Horizontal Alignment of Streets
 - Centerline of access road has a radius of 58' which is less than the required 110'.
2. Section 3.5 – Standards for Emergency Access Lanes and Gates
 - An outside turning radius of 100' is required, the design is proposing an outside turning radius of 70'.

The twelve single-family homes within this subdivision will be between 2 and 4 bedrooms, 1.5 and 2 bathrooms, based on the needs of selected homeowners. Houses will range in size from 1000sq/ft to 1500 sq/ft and will be built to exceed current energy star certification standards, and in compliance with the City of Portland's Green Building Code. See Attachment B.

Houses built by Habitat use all electric heat and appliances and will not require the installation of oil, natural gas, or propane boilers. This allows for cooling as well as heating. In addition, Habitat constructs extremely energy efficient homes, leading to relatively low heating and cooling costs.

Acorn Engineering's preliminary evaluation of the parcel located at 0 Gray Road in Falmouth indicates that that parcel is undevelopable due to an abundance of wetlands of special significance and the presence of a stream running diagonally across the parcel. Habitat reserves the right to develop that parcel should a full investigation reveal that it is possible to develop it. However, in the event that it is truly undevelopable, Habitat would instead look to place a conservation easement or similar restriction on it and explore options for allowing for public walking access, to the extent appropriate.

Considering that Habitat for Humanity's proposed subdivision design is quite compact and will only intersect with the comparatively undeveloped area on Washington Avenue, the impact to the neighborhood and local environment shall be seamless and relatively unintrusive. Moreover, placing the 0 Gray Road parcel into conservation will also offer a net benefit to the surrounding neighborhoods.

C) Affordability Matrix

Habitat has adopted a financing model to ensure that the sale of all of our newly constructed homes are affordable to our families. As discussed above, homeowners are restricted to 80% or less of the Cumberland County Median Income as published by HUD.¹ In order to ensure that our families can afford their homes, Habitat has adopted a financing model that limits the purchase costs to 30% of homeowner income.

All homes Habitat sells are priced at their appraised value. The sales are 100% financed through a first and second mortgage.² The first mortgage is placed through a local financial institution that has partnered with Habitat to provide these loans. The amount of the first mortgage is set so that principal and interest, plus insurance, taxes, and a \$50 a month property maintenance reserve payment will not exceed 30% of the homeowner's income.³ After purchase, the homeowners pay down that first mortgage in the same way as any standard mortgage.

The second mortgage is taken out in Habitat's favor and represents the difference between the amount of the first mortgage and the sale (appraisal) price. This is a silent mortgage. No payment is necessary on this silent second until the home changes hands. This silent second represents a subsidy for the initial homeowner. When it is paid off, Habitat uses those funds to provide services to more families.

The following two examples help illustrate this model and the subsidy it provides to our homeowners.

Example 1:

Homeowner #1 has a family size of 3 (one adults, two children). Their annual household income is \$65,000 (or 72% of AMI). Homeowner #1 purchases a 3-bedroom, 2-bathroom house from Habitat for the current appraised value of \$275,000. Based on their annual income and affordability ratio, Homeowner #1 takes out a 30-year first mortgage from a local lending institution of \$234,500 at 4% interest. This amount represents a monthly mortgage payment of \$1120 (principal and interest), \$350 property tax per month, \$80 per month for insurance, \$25 per month for homeowner's association fee, and \$50 per month for

¹ Habitat has also adopted a minimum required annual income of \$30,000. Habitat believes in giving people a hand up rather than a handout, which means that Habitat wants to do everything possible to ensure that our families can afford their homes, Habitat has adopted a financing model that limits the purchase costs to 30% of homeowner income.

² Habitat homeowners are required to contribute \$2,000 towards closing costs.

³ Habitat collects the \$50 maintenance reserve fund and holds this amount in trust for the homeowners to be able to access as the home ages and maintenance needs to be done. In addition, if there are any fees associated with a development, such as road maintenance fees if the road is private, then those fees are also calculated within the 30% restriction.

a maintenance reserve fund, totaling a monthly housing payment of \$1,625 or 30% of their monthly income.

Habitat then holds the remainder of the sale price, \$40,500, in the form of a silent second mortgage to be paid upon any future sale of the property.

Example 2:

Homeowner #2 has a family size of six (two adults, four children). Their annual household income is \$45,000 (or 39% of AMI). Homeowner #1 purchases a 4-bedroom, 2-bathroom house from Habitat for the current appraised value of \$300,000. Based on their annual income and affordability ratio, Homeowner #2 takes out a 30-year first mortgage from a local lending institution of \$125,000 at 4% interest. This amount represents a monthly mortgage payment of \$595 (principal and interest), \$375 property taxes per month, \$80 per month for insurance, \$25 per month for homeowner's association fee, and \$50 per month for a maintenance reserve fund, totaling a monthly housing payment of \$1125 or 30% of their monthly income.

Habitat then holds the remainder of the sale price, \$175,000, in the form of a silent second mortgage to be paid upon any future sale of the property.

D) Financial Feasibility

Habitat has a track record of successful development. Based on its established financial model for development, Habitat will not require the aid of specific grants to move forward with this project.

Habitat owns an ongoing funding source in its ReStore located at 659 Warren Avenue in Portland. All net proceeds from the ReStore support land development and home-building efforts for the organization.

In addition, Habitat is able to secure financing for any large upfront costs such as infrastructure associated with the project. Habitat may also apply for Maine State Housing Authority's Affordable Housing Subdivision Program loan but will not require this resource to complete the proposed subdivision project.

Although grants are not required to complete the project, Habitat conducts a continuous search for grants and other restricted funding sources to support all current and future development. No exception will be made for this proposed project.

As an example, HFHGP's development team secured grants and restricted donations from the Community Development Block Grant, Avangrid, Habitat for Humanity International, and several other sources for the construction of the Carpenter Court subdivision, a 13-home subdivision, in the Town of Scarborough built between 2015 - 2019. See **Attachment F**.

HFHGP anticipates similar success in pursuing additional grants and restricted funding for this proposed project.

See accompanying attachments:

Attachment C: General budget and committed courses of funding.

Attachment D: Development and operating budget.

Attachment E: Letter from lending institution.

Attachment F: Carpenter Court Subdivision photo & As-Built Survey

E) Subsidy Financing

No subsidies will be required by HFHGP for this project.

F) Timetable

HFHGP anticipates the following timetable for development of the property at 622 Auburn Street, Portland, ME:

Task	Estimated Start Date	Estimated Completion Date
Acquisition of Land from City		October 2021
Civil Design	November 2021	March 2022
Zone Change/Subdivision Application and Approval	April 2022	January 2023
Request for Infrastructure Bids	February 2023	March 2023
Apply for Private Infrastructure Loan (if needed)	March 2023	May 2023
Infrastructure & Road Construction	June 2023	October 2023
Home Construction	October 2023	November 2026
Occupancy	April 2024	November 2026

G) Developer Capacity

Habitat has completed two similar sized subdivisions in the Greater Portland area within the past 8 years. The first subdivision is located in Freeport. It was built between 2013 - 2015, and is a townhome style subdivision with eight housing units (1 duplex and 2 triplexes). The second subdivision is located in Scarborough. It was built between 2015 – 2019, is a detached single-family subdivision comprised of 13 homes.

Additionally, Habitat has partnered with South Portland Housing Development Corporation to build an eight home, detached single-family subdivision in South

Portland. Infrastructure for the South Portland subdivision has been built. Construction of homes will begin in the late fall of 2021 or early spring of 2022, with an anticipated completion date of late 2023.

Habitat is currently constructing a three-home subdivision in Freeport, with an anticipated completion date later this year.

Based on this experience and the above timeline, Habitat has the capacity to complete the project as proposed.

Key Board of Directors, staff, and development team members of HFHGP include:

John Shumadine – Interim Executive Director/Former President of the Board of Directors, 2012 – Present

- Mr. Shumadine has over two decades of experience with land development. From 2001 through 2019, John was an attorney at Murray Plumb & Murray in Portland, specializing in all aspects of property law. Over the course of his career, John was recognized as an expert on zoning, land use, boundaries, adverse possession, and other legal matters that underlie land development. John represented developers, municipalities, and abutters. In 2010, John joined the Board of Directors of Habitat for Humanity of Greater Portland. John served as President of the Board from 2015 through 2019 and joined as Interim Executive Director on December 22, 2020. Throughout his time with Habitat, John has used his experience to help Habitat transition towards larger subdivision style development. Under his lead, HFHGP has built a three-home subdivision in Westbrook, an eight-home subdivision in Freeport, and a thirteen-home subdivision in Scarborough. Habitat is currently constructing three homes in Freeport and has another eight-home subdivision under infrastructure development in South Portland. John has been integrally involved in all aspects of these developments.

Chad Mullin – Construction Manager, 2011 – Present

- Mr. Mullin has 15 years of experience managing construction with Habitat for Humanity, dating back to 2005, where he began work with Habitat for Humanity of Charlotte, NC. He has managed the construction process for HFHGP since 2011. Since that time, he has supervised the construction and development of the past three subdivisions, acting as the liaison between the contracted site development contractors and HFHGP.

Dana Whitney – Finance Director, 2013 – Present

- Mrs. Whitney has over 20 years of experience working as an accountant for non-profit organizations. She began working at Habitat for Humanity of Greater Portland in October 2012 and has overseen the financial

management and funding distribution of the past three subdivisions HFHGP has developed.

Habitat will also employ the services of Acorn Engineering, of Portland, ME, to design the civil engineering plan and assist with the subdivision approval and permitting process.

Habitat currently builds homes at a rate of four to five homes sold every calendar year, without additional resources to subsidize our efforts. Habitat attempts to maintain a land bank of approximately two to three years of buildable lots. As stated above, Habitat's next subdivision in South Portland is projected to be completed in late 2023. If selected for the City of Portland RFP, Habitat would plan to transition from the South Portland subdivision to the proposed subdivision on Washington Avenue in late 2023.

However, as the above timeline indicates, Habitat will begin the regulatory process as soon as possible after acquisition of the property.

H) Occupancy and Management Plan

Habitat has several restrictions in place to prevent a quick re-sale by any partner family. Habitat maintains the right of first refusal on any first re-sale of a Habitat built home. In addition, the combination of the first and second mortgage means that there is very little equity in the home during the initial years, thus removing any incentive for a homeowner to "flip" a house.

However, Habitat does not place restrictions on the re-sale of any home. Habitat for Humanity believes that any provisions that restrict the re-sale a home, based on income, invariably depresses the value of the property, and often makes the property virtually unsaleable. This potentially traps the homeowner in the house and removes a key benefit of Habitat's program, which is to use a home to build resources in the form of home equity, thus breaking the cycle of poverty.

Through this method, Habitat homeowners acquire a well-built desirable home, which would otherwise be unattainable to them. As homeowners pay down their mortgages, they in turn build equity in the property which would be negated by any restriction placed on the re-sale of said property.

In addition, Habitat partially forgives the silent second mortgage, up to 10%, after 5 years, and another 10% after 15 years, for a total of 20% reduction, additionally contributing to the growth of equity. Should the housing market increase in value over time, Habitat's program allows homeowners to reap the benefit of that increase, in the event they decide to sell their home.

It should be noted that the vast majority of Habitat partner homeowners stay in their homes for the duration of their mortgage term, 30 years. This is largely because

homeowners have very little incentive to sell, considering that they would very likely not find a more affordable housing option in the area.

Finally, HFHGP builds simple, decent, and affordable homes, that are well built and energy efficient, a sharp contrast to the larger and much more expensive homes that have filled subdivisions throughout southern Maine. The very nature of the smaller size, simple style, and location of homes built by HFHGP virtually guarantees that these homes will remain at the “starter home level”, at or near the bottom of the real estate market, regardless of if or when the home is sold. Even without an affordability covenant, Habitat houses will ultimately increase the supply of homes that are within the reach of first-time homebuyers, and others with more limited resources, in perpetuity.

As part of this proposal, Habitat asks that the City commit to accepting the subdivision road as a public way. Habitat makes this request because of the limited means of our homeowners. Although they can likely afford to pay for snow removal, the eventual repair and/or reconstruction of a private road is quite possibly beyond their means. If the City agrees to do so, Habitat obviously commits to constructing the road to City standards. In addition, no association would be required to manage any portion of the developed property. Each lot would be independently deeded to, and managed by, the buyer/homeowner.

If the subdivision road will remain private, however, Habitat may be prepared to go forward nonetheless. In that case, a homeowner association would be required to manage the subdivision road and Habitat would not be in a position to offer any payment for these properties.

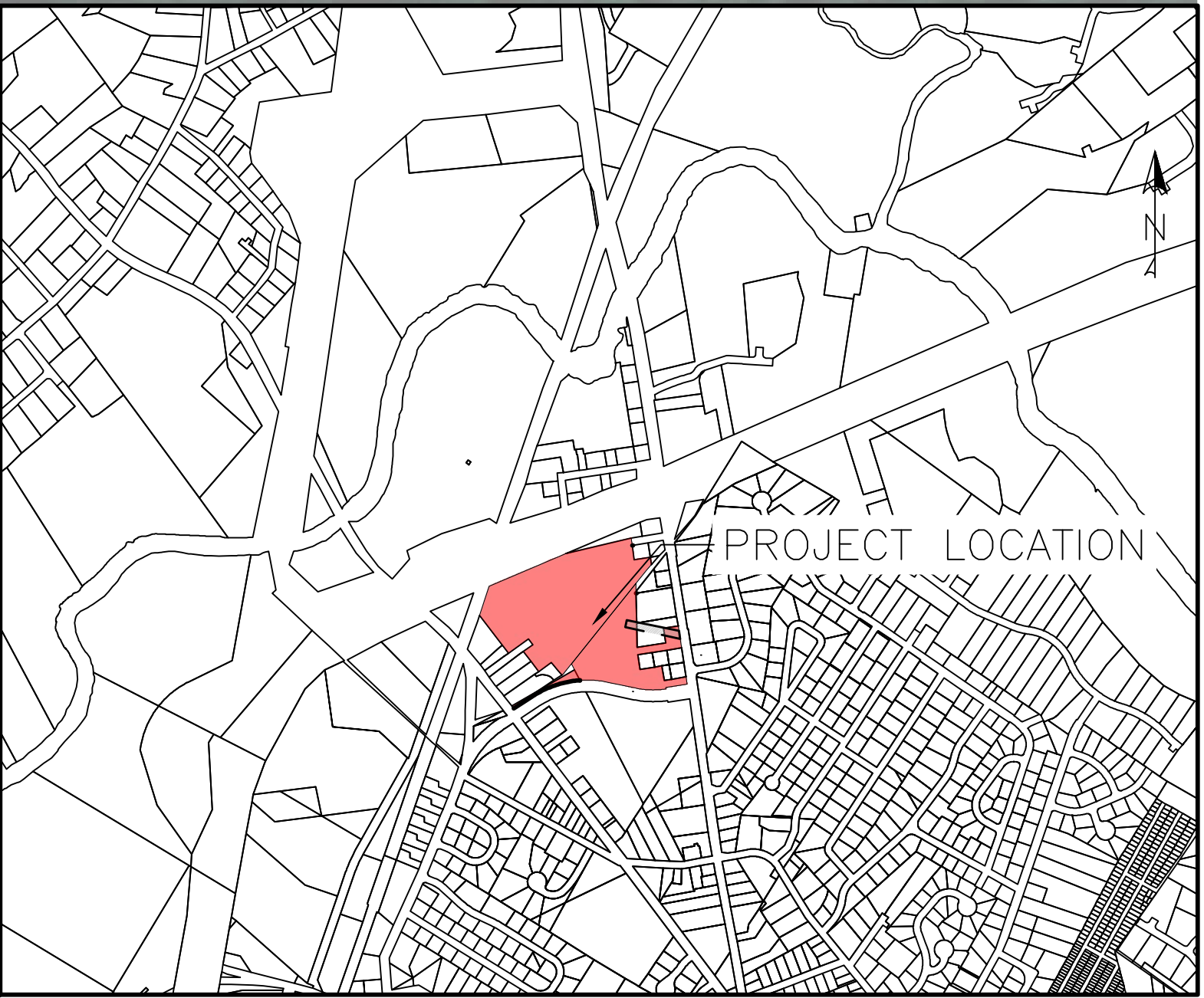
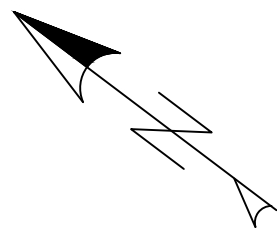
I) Purchase Price or Lease Terms

Habitat proposes that the City of Portland donate the property at 0 Gray Road in Falmouth and at 622 Auburn Street in Portland in accordance with the City’s stated goal of developing affordable homeownership opportunities. Habitat’s financial model has successfully used the sale of houses to help finance on-going construction. However, because the sales are heavily subsidized in order to make the homes affordable, the amount that Habitat receives at closing is far less than the overall cost of developing that house, particularly in a situation like this one where Habitat must construct infrastructure. Although Habitat plans on losing money with every house it sells, adding land acquisition costs to infrastructure costs can quickly make the project no longer feasible.⁴

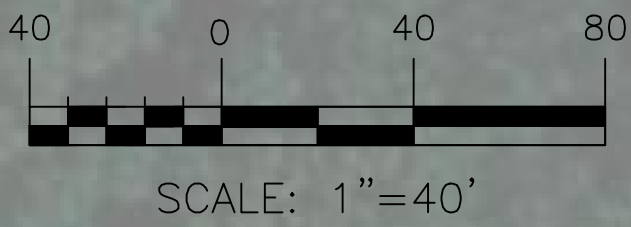
In addition, as part of the construction, Habitat will construct the subdivision street to City Street standards with the understanding that at the conclusion of construction, the City will accept the subdivision road as a public street.

⁴ Nonetheless, if a donation is not possible and the City requires payment, Habitat is willing to discuss reasonable terms. However, due to the above described restrictions, Habitat’s ability to pay for the land is limited.

SPACE AND BULK STANDARDS	
ZONE: R3	REQUIRED
MIN LOT SIZE	6,500 SF *
MIN LOT AREA PER DWELLING UNIT	51 UN **
MIN STREET FRONTAGE	50'
MIN FRONT SETBACK	25'
MIN REAR SETBACK	25'
MIN SIDE YARD SETBACK	8-16'
MIN SIDE YARD SETBACK ON SIDE STREET	20'
MAX COVERAGE	35%
MIN LOT WIDTH	65'
MAX BUILDING HEIGHT	35'
PARKING	2 PER UN
* 3 ACRES GROSS LOT SIZE FOR PRUD	
** 6,500 SF NET LOT AREA PER DWELLING UNIT; EXISTING LOT TOTALS 6.6 ACRES NET LAND AREA	



LOCATION MAP
SCALE: 1"=1000'



Qualifications & Experience



ACORN ENGINEERING, INC.

65 Hanover Street
Portland, ME 04101





Acorn Engineering, Inc. is a Portland-based civil and environmental engineering firm of nine full-time employees and four construction inspectors. Acorn's team has a diverse portfolio providing Maine with quality engineering and environmental services as well as state-wide construction administration on behalf of the Maine Department of Transportation.

A cornerstone of Acorn Engineering is the attention to quality and exceptional level of service on every project, regardless of size. Our engineers and scientists pride themselves on their extensive experience, which is backed by a broad knowledge of civil and environmental engineering practices from smaller residential projects to larger commercial projects that integrate environmental assessment and site redevelopment.

Acorn Engineering has demonstrated the ability to breakdown and synthesize widely disseminated regulations into accepted engineering practices and practical site assessment and development. As a result of Acorn's efforts, the Cumberland County Soil & Water Conservation District recently recognized Acorn as the Contractor of the Year. This was the first award associated with the nationally recognized Long Creek Restoration Project and the first time the Cumberland County Soil & Water Conservation District ever recognized an engineering firm as their Contractor of the Year.

Acorn's expertise covers the areas of: civil/site design, evaluation, development, and permitting; and construction phase services such as construction administration, construction documents, project bidding, and site inspection including erosion and sedimentation control. Acorn's experience also includes the field of environmental engineering and compliance such as: Phase I and Phase II environmental site assessments, soil and groundwater remediation planning and design; Maine's Voluntary Response Action Program (VRAP); and stormwater treatment system design and permitting.

Acorn's engineers have designed, permitted, and overseen construction on numerous single-family and multifamily residential projects including traditional subdivision designs featuring on-site sewage/septic disposal and drilled wells. Furthermore, Acorn has demonstrated extensive experience and capabilities with municipalities, the Maine Department of Transportation (MDOT), Maine Department of Environmental Protection (MDEP), soil & water conservation districts, conservation commissions, municipalities, and the private sector on environmental and site development projects as demonstrated by the following:

- Listed on Maine DEP's Pre-Qualified Vendor List for Environmental Consulting Services
- Listed on Maine DOT's Pre-Qualified Consultants for eight service areas (listed under Section I.D)
- Cumberland County Soil & Water Conservation District Contractor of the Year for work on the Long Creek Restoration Project

- **Munjoy Heights**

Acorn provided civil/site engineering and permitting for the design of Munjoy Heights – a six townhome, 29-unit development on the steep slopes of Munjoy Hill in the City of Portland. Acorn designed and developed construction drawings for the sanitary sewers, storm drains, water mains, driveways and pedestrian circulation, retaining wall locations, building locations, and drainage infrastructure to be built in compliance with City standards.



A key component to the project was coordinating with the City on the future combined sewer separation project and the site's overall stormwater management. Additionally, discussions with neighbors and stakeholders were paramount in the project's success.

The innovative urban infill project compliments the Munjoy Hill neighborhood with a communal design and plentiful native landscaping that replaced invasive species which previously dominated the eroding banks prior to the development. The \$22 million project features a courtyard, terraced landscaping, a Portland Trails-maintained path that connects the redevelopment to the existing trail system, and low impact development (LID) techniques that meet MDEP Chapter 500 regulations. The stormwater management includes an underdrained sand filter and chambers that detain and treat stormwater on site in tandem with strategically placed rain gardens.

The project required extensive coordination and collaboration between the client, City of Portland, Portland Trails, the structural engineer, the architect, and the contractor to successfully complete the project with the first “woonerf” in the state and maintaining the existing public walking path through the property.

- **Stroudwater Preserve**

In November of 2017, the City of Portland approved a conservation subdivision with nearly 100 house lots and a planned residential unit development for a total of 124 homes next to the Stroudwater River. The project encompasses over 55 acres of land and will be completed in three phases. Acorn provided the civil engineering and permitting for the project, including a zone change to provide denser housing to better accommodate City needs. Significant coordination occurred between the project team, stakeholders, utilities, and the City's planning staff and board.

Given the steep slopes and proximity to the natural resource, stormwater management was a major component in this project. Working closely with the City of Portland and their

delegated Site Location of Development Act (SLODA) review, a combination of three stormwater BMP's were selected and designed to meet the MDEP's standards. A feature of the development is a detention basin that will detain and cool water in the warmer months while acting as a skating pond in the winter. This component will encourage community involvement and provide a recreational option for residents of the subdivision.



Construction of Phase 1, which includes roughly half of the single-family homes is nearly complete. Acorn continues to provide routine submittal review, request for information responses, and site inspections for conformance with the approved plans and erosion control measures.

- **Sunset Place 8-unit Subdivision**

In coordination with South Portland Housing Authority (SPHA) and Habitat for Humanity of Greater Portland, Acorn designed a subdivision at the end of Sunset Avenue in South Portland, providing eight affordable housing units. The project uses a planning technique known as a cluster subdivision which allows for the homes to be fairly dense thus making the infrastructure more efficient. As a result, the remaining 2+ acres of open space and wetlands within the site were preserved and have been granted to the City who is anticipated to enhance the public trail network that runs through the site. The conservation subdivision matches the existing density and land use in the surrounding neighborhood while replacing the gravel laydown yard with eight new home ownership opportunities. Given the project went through a zone change before the Planning Board and City Council prior to its Site Plan review, the project required significant collaboration with the various City departments including Fire, Public Works, Planning, and Utilities.



Design, permitting, and bidding assistance was provided by Acorn. Furthermore, Acorn provides routine inspections to observe utility installation, erosion control, stormwater BMP connections, and grading activities. Due to the adjacent natural resources and complex sewer connection required to service the new homes, the project is subject to Maine DEP and US Army Corps permits whose provisions are monitored within the inspections performed by Acorn.

- **Public Works Redevelopment – Meeting House Hill**

Over the past two years, Acorn Engineering has worked in close association with the City of South Portland, neighbors, and private clients on the redevelopment of the former Public Works facility. The 6-acre site is nestled in the middle of the Meeting House Hill residential neighborhood and is currently



a mix of storage buildings, fuel fill stations, miscellaneous stockpiles, and pavement. The site will be redeveloped into a mix of multifamily townhomes and single-family dwellings comprising 38 units along with a public park and community gardens.

In addition to the environmental remediation, Voluntary Response Action Program (VRAP), and other environmental considerations given the previous land use, the project is subject to a Maine DEP stormwater management law. The redevelopment design results in a reduction in impervious area of over 50% and reduces land use intensity across the site. Though not required, several stormwater BMP's have been implemented into the site as a best practice, further attenuating and treating stormwater runoff. In addition to the significant redevelopment plan, Acorn has designed an infrastructure plan to separate the storm and sewer mains. This will include installing 400 feet of new storm drain along the existing O'Neil Street right-of-way and 700 feet of new storm drain along the proposed O'Neil Street right-of-way extension. Overall, this effort will reduce the effects of combined sewer overflows (CSO) into Casco Bay which occur due to wet-weather events and the wastewater treatment plant's inability to provide capacity for both storm and sanitary sewer flows.

As part of this project, Acorn held a multitude of meetings with the City including the assistant City manager, the former Mayor, the entire planning division, and the chief engineer of Public Works. Furthermore, Acorn has collaborated with department heads of the Fire, Parks, Public Works, and Water Resource departments to ensure a feasible and ideal project for all parties. As a result, the process was truly a collaborative effort with a number of stakeholders weighing in on the design.

Habitat for Humanity House Specifications

(1500sq/ft, 4 bedroom/2 bathroom plan)

Energy Star Certified House

- HERS rating between 40 – 48
- Wall system R-Value 33
- Ceiling R-Value 60
- Under slab R-Value 10
- Basement Wall R-Value 22



Exterior

- Vinyl Siding w/ PVC trim
- Continuous 2" Dow Styrofoam
- Insulated Concrete Form Foundation (R-Value: 22)
- Pressure treated decking on wrap around porch
- Energy Star certified windows and doors
- 25 Year architectural roof shingles
- Asphalt paved driveway

Interior

- Prefinished oak hardwood flooring
 - Continuous on 1st floor
 - Hallway on 2nd floor
- Carpet in Bedrooms on 2nd floor
- Roxul insulation in wall cavities (R-Value: 23)
- Oak Faced kitchen cabinets and bath vanities



Heating

- Mitsubishi Heat Pump (43kBtu/hr @ 43F, 23kBtu/hr @ 5F)
- E-Heat Resistance heat panels (bathrooms and bedrooms) for supplemental heat
- GE GeoSpring 80 gallon electric air source heat pump water heater

Ventilation

- 2 Panasonic Whisper Green continuous exhaust fans (Hire-wired/automated)
- Panasonic passive air inlet

USE OF FUNDS	Budget
Infrastructure Costs	
Land (In-kind)	-
Impact/Utility - Sewer	40,000
Impact/Utility - Water Inspection	5,000
Impact/Traffic	25,000
Letter of Credit Fee	3,000
Design/Permitting	60,000
Construction - on site	522,500
Construction - off site	-
As - built	6,500
Infrastructure Loans Interest Carry	25,000
Loan Closing Costs (fees,appraisal, environmental)	10,000
Legal Fees	10,000
Habitat Legal Closing	15,000
5% Contingency	36,100
Total Uses	758,100
Source of Funds	
Habitat Equity/Cash Flow	188,100
MSHA - Affordable Housing Subdivision Loan	270,000
Gorham Saving Bank - Construction Loan	300,000
Total Sources	758,100

Habitat for Humanity of Greater Portland
Profit & Loss Budget Overview
 July 2020 through June 2021

	Jul '20 - Jun 21
Ordinary Income/Expense	
Income	
45600 · RESTRICTED INCOME	100,500.00
44335 · UNRESTRICTED INCOME	175,750.00
44368 · RESTORE	1,498,400.00
44393 · OTHER REVENUE	486,165.00
Total Income	2,260,815.00
Cost of Goods Sold	
5100 · COST OF HOMES/DEVELOPMENT	461,000.00
5200 · Cost of Goods Sold - ReStore	749,200.00
Total COGS	1,210,200.00
Gross Profit	1,050,615.00
Expense	
6100 · COMPENSATION	628,753.00
6200 · VOLUNTEER COSTS	4,200.00
6300 · VEHICLES & RESTORE/PROJECT SUPP	129,387.00
6400 · OUTSIDE SERVICES	35,544.00
6510 · OCCUPANCY EXPENSE	104,200.00
6500 · OFFICE & SUPPORT	75,291.80
6600 · TRAVEL & EVENTS	3,000.00
6700 · EMPLOYEE DEVELOPMENT	4,000.00
6900 · TITHE	10,000.00
7000 · OTHER EXPENSES	91,348.00
Total Expense	1,085,723.80
Net Ordinary Income	-35,108.80
Net Income	-35,108.80



April 8, 2021

City of Portland
389 Congress Street
Portland, ME 04101

RE: 622 Auburn Street, Portland, ME

To Whom It May Concern:

We have been working with the Habitat for Humanity/ Greater Portland, Inc. on their proposal to purchase a 12-lot parcel currently owned by the City of Portland at 622 Auburn Street, Portland, Maine. We are excited about their plans for 622 Auburn Street, Portland, Maine, and look forward to working with them in further support of the project.

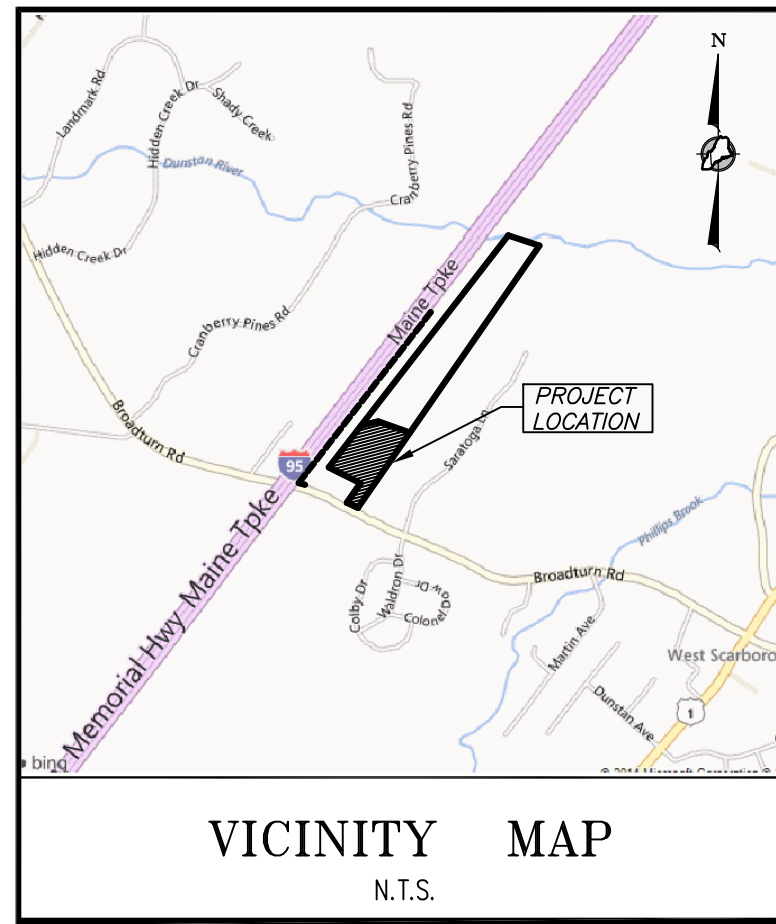
Please feel free to contact me with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "MWE", is positioned above the printed name of the sender.

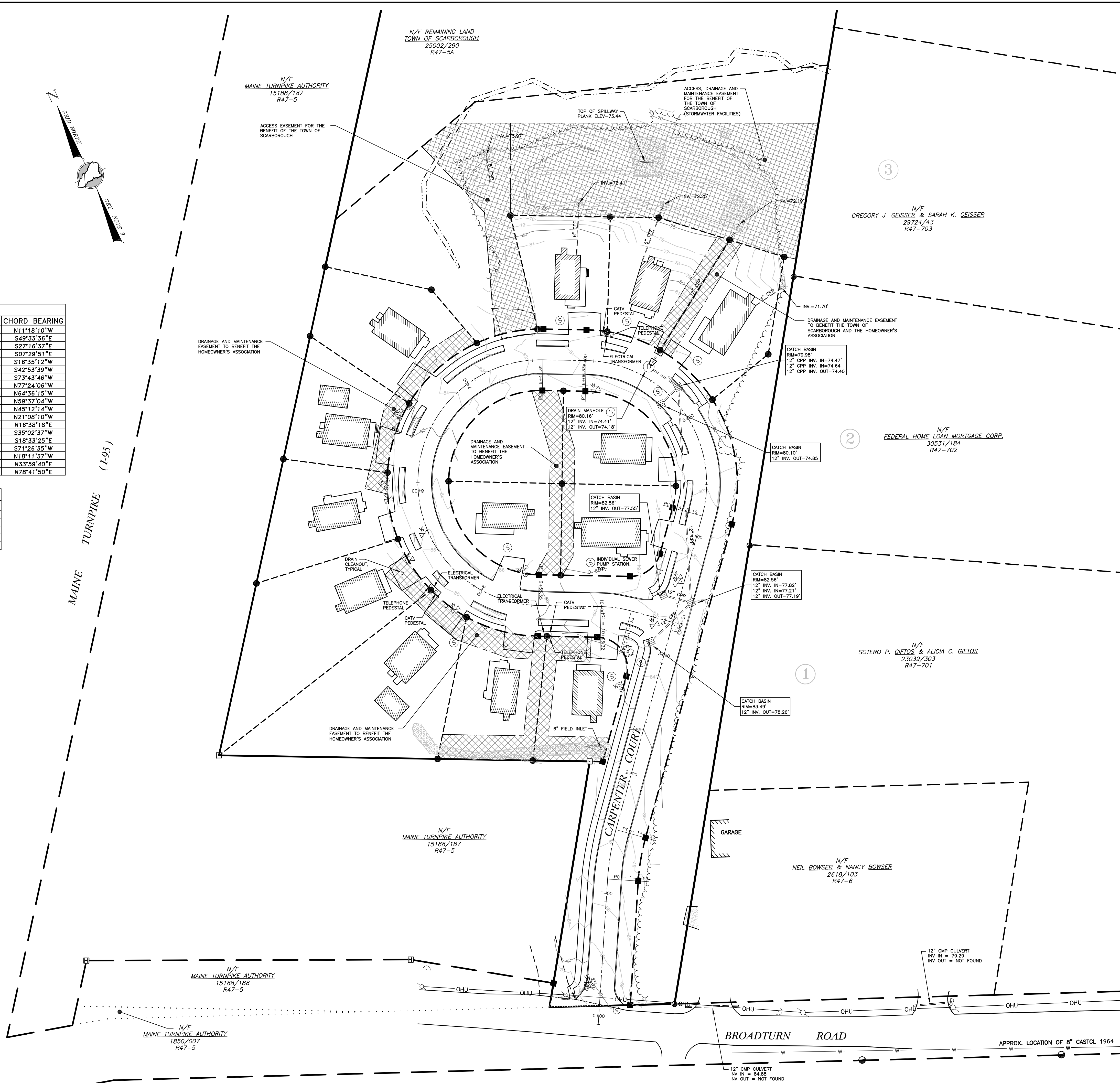
Matthew W. Early
Senior Vice President

MWE/JRS

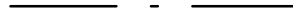
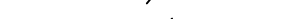
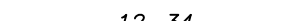


CURVE TABLE				
CURVE	LENGTH	RADIUS	CHORD LENGTH	CHORD BEARING
C1	45.54'	25.0'	39.50'	N11°18'10"W
C2	60.79'	125.0'	60.19'	S49°33'36"E
C3	36.44'	125.0'	36.31'	S27°16'37"E
C4	49.86'	125.0'	49.53'	S07°29'51"E
C5	55.52'	125.0'	54.13'	S16°53'12"W
C6	59.56'	125.0'	58.55'	S42°53'39"W
C7	74.98'	125.0'	73.86'	S43°45'46"W
C8	50.98'	125.0'	50.63'	N77°24°06"W
C9	4.86'	125.0'	4.86'	N64°36'15"E
C10	16.90'	125.0'	16.89'	N59°37°04"W
C11	45.99'	125.0'	45.73'	N45°12'14"W
C12	59.02'	125.0'	58.48'	N21°08'10"W
C13	105.80'	125.0'	102.67'	N16°38'18"E
C14	35.69'	175.0'	35.62'	S35°02'37"W
C15	117.64'	75.0'	105.94'	S18°35'25"E
C16	117.98'	75.0'	106.19'	S27°15'58"W
C17	118.59'	75.0'	107.12'	N18°11'37"E
C18	18.04'	75.0'	18.00'	S33°59'40"W
C19	33.00'	25.0'	30.65'	N78°41'50"E

LINE TABLE		
LINE	BEARING	DISTANCE
L1	N63°29'28"W	7.24'
L2	N63°29'28"W	17.51'
L3	S63°29'28"E	17.15'
L4	S63°29'28"E	17.90'
L5	S40°53'07"W	38.80'



LEGEND

-  #5 REBAR WITH PLASTIC CAP SET IN AUGUST, 2017
 GRANITE MONUMENT WITH PLASTIC CAP SET IN AUGUST, 2017
 FOUND IRON (SIZE & TYPE AS NOTED)
 FOUND MONUMENT (SIZE & TYPE AS NOTED)
 FOUND DRILL HOLE
 UTILITY POLE (NUMBER AS NOTED)
 GUY WIRE ANCHOR
 FOUND DECIDUOUS TREE (SIZE & TYPE AS NOTED)
 FOUND CONIFEROUS TREE (SIZE & TYPE AS NOTED)
 TREE LINE (APPROXIMATE)
 STONEWALL
 BOUNDARY LINE
 EASEMENT LINE
 EDGE OF GRAVEL
 EDGE OF PAVEMENT
 RIGHT-OF-WAY LINE
 ABUTTER LINE
 BUILDING SETBACK
 OVERHEAD UTILITY
 NOW OR FORMERLY OWNED BY
- N/F
 1234/567
 12-34
 TAX MAP-L0T

NOTES

1. THE BASIS OF BEARING FOR THIS SURVEY IS THE MAINE STATE COORDINATE SYSTEM, WEST ZONE, GRID NORTH.
2. DEED AND PLAN BOOK REFERENCES ARE TO THE CUMBERLAND COUNTY REGISTRY OF DEEDS.
3. RECORD OWNERSHIP OF THE PARCEL SURVEYED CAN BE FOUND IN A DEED FROM THE TOWN OF SCARBOROUGH TO HABITAT FOR HUMANITY/GREATER PORTLAND, INC., DATED MAY 27, 2015 AND RECORDED IN DEED BOOK 32298, PAGE 319.
4. REFERENCE IS MADE TO THE FOLLOWING PLANS:
 - a. TOWER FARM SUBDIVISION II, BROADTURN ROAD, SCARBOROUGH, MAINE* BY NORTHEAST CHILL SOLUTIONS, DATED MAY 11, 2015, RECORDED IN PLAN BOOK 215, PAGE 218.
5. THE PARCEL SURVEYED IS IDENTIFIED ON THE TOWN OF SCARBOROUGH TAX ASSESSOR'S MAP R-47, PARCEL 5A.
6. THE PARCEL SURVEYED IS LOCATED IN THE VR-2 ZONE/DISTRICT*. BULK AND SHAG REQUIREMENTS TO BE DETERMINED BASED ON THE PLANNED USE OF THE PROPERTY. (SEE SUBDIVISION NOTE S-4)
7. THE WIDTH AND LAYOUT OF BROADTURN ROAD IS 50'. THE LAYOUT IS BASED ON MONUMENTATION FOUND.
8. ELEVATIONS AND CONTOURS ARE BASED ON NAVD 88 DATUM. SEE PLAN FOR TBM DESCRIPTION.
9. THE UTILITIES SHOWN ON THIS PLAN WERE FROM FIELD OBSERVATION ONLY. THERE MAY BE OTHER UTILITIES EXISTING THAT ARE NOT SHOWN. CONTACT DIG-SAFE (888)DIG-SAFE PRIOR TO ANY EXCAVATION WORK.
10. A PORTION OF THE PAVEMENT OF BROADTURN ROAD APPEARS TO ENCROACH ONTO THE LOCUS PARCEL.
11. PERIMETER BOUNDARY INFORMATION SHOWN HEREON WAS TAKEN FROM A BOUNDARY SURVEY PERFORMED BY NORTHEAST CHILL SOLUTIONS, INC. DATED MARCH 24, 2014.

Revision:	By:	Date:	Change:

PROJECT: 32987.01	DRAWING NAME: 32987-01-AS BUILT.dwg		
ISSUED: OCTOBER 21, 2019	SCALE: 1"=50'	FB # 461	DRAWN BY: ASF
FIELD BY: ASF/DPH	FIELD DATE: 09/17/2019	CHECKED BY: DMM/TFM	

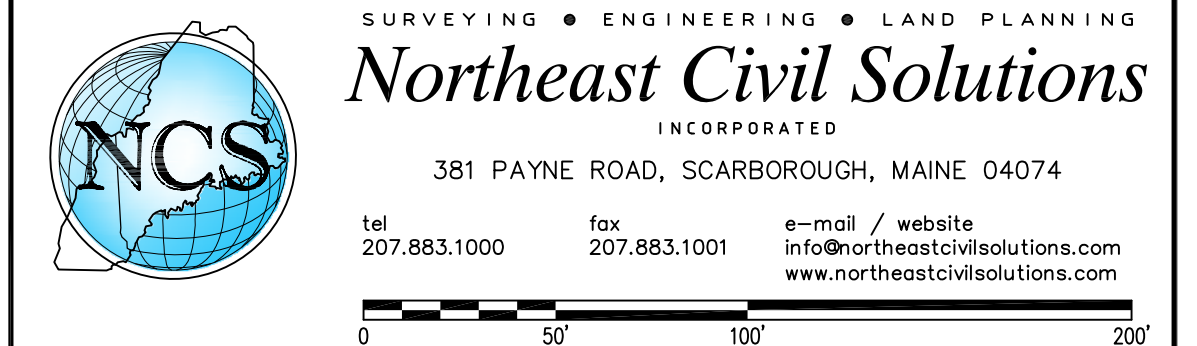
Drawing Name and Location:

AS-BUILT SURVEY
CARPENTER COURT, SCARBOROUGH, MAINE 04074

Owner: **HABITAT FOR HUMANITY/GREATER PORTLAND, INC.**
P.O. BOX 10505, PORTLAND, MAINE 04101

Prepared For:

HABITAT FOR HUMANITY



STAMP AND SIGNATURE

77-111-1

10/21/2019

DATE

TROY F. McDONALD
MAINE PROFESSIONAL LAND SURVEYOR No. 2080

STATE OF MAINE
TROY F.
McDONALD
#2080
PROFESSIONAL
LAND SURVEYOR

Page 24 of 24

PROPOSAL**NOTE: THIS PAGE IS TO BE COMPLETED AND RETURNED**

The UNDERSIGNED hereby declares that he/she or they are the only person(s), firm or corporation interested in this proposal as principal, which 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 Request for Proposals, and that the 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 which may be derived therefrom has been identified and the interest disclosed by separate attachment. (Please include in your disclosure any interest which you know of. An example of a direct interest would be a City employee who would be paid to perform services under this proposal. An example of an indirect interest would be a City employee who is related to any officers, employees, principal or shareholders of your firm or to you. If in doubt as to status or interest, please disclose to the extent known).

The proposer acknowledges the receipt of Addenda numbered #21042 - #1 & #2

COMPANY NAME: Maine Cooperative Development Partners, LLC If Applicable

(Individual, Partnership, Corporation, Joint Venture)

AUTHORIZED SIGNATURE:  DATE: 5/2/21

(Officer, Authorized Individual or Owner)

PRINT NAME & TITLE: Liz Trice, Partner

ADDRESS: MCDP, 6 City Center, Floor 3
Portland, ME 04101

TELEPHONE: 207-776-0921 E-MAIL: liztrice@gmail.com

FEDERAL TAX ID #: 85-3335652 DUNS #: 118064408

STATE OF INCORPORATION Maine

(If incorporated in another State, businesses must be authorized to do business in the State of Maine.)

In your organizations preceding completed fiscal year, did the organization receive:

(1) 80 percent or more of its annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements; AND

(2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements? ☐ Yes ☒ No

Does the public have access to information about the compensation of the executives in the organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (18 U.S.C. 78m(a), 78o(d) or section 6104 of the Internal Revenue Code of 1986? ☐ Yes ☒ No

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 application package.**



Maine Cooperative Development Partners, LLC

Lambert Woods II

Proposal for the Disposition and Development of
City-owned Property Located at 622 Auburn Street,
Portland, Maine 0 Gray Street, Falmouth, Maine
RFP #: 21042

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 - Cooperative Development Institute
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 - Genesis Community Loan Fund

A. Developer

RFP 21042

Brian Eng
Maine Cooperative Development Partners, LLC
6 City Center, Floor 3
Portland, ME 04101
bri.d.eng@gmail.com
Phone: 413-262-2610 Fax: 207-899-4870

Alternative Contact:
Liz Trice
liztrice@gmail.com
Phone: 207-776-0921

Maine Cooperative Development Partners Proposal for 622 Auburn Street, Portland & 0 Gray Road, Falmouth.

B. Proposal: Lambert Woods II

Lambert Woods II will build upon the plan adopted by the city for the 165 Lambert Street parcel located across the Washington Avenue extension to create an affordable, green, transit-oriented, walkable, North Deering neighborhood center surrounded by conserved forest and wetlands. When completed, Lambert Woods will provide a neighborhood for people of all ages, backgrounds, and incomes to live in harmony with nature and their neighbors.

Maine Cooperative Development Partners (MCDP) believes that members of our community deserve to live in places that support connections with family, neighbors and nature, and more time to develop purposeful lives. Grounding principles for this project and all of MCDP's work include:

- Walkable neighborhoods
- Transit-orientation
- Healthy buildings
- Celebration of beauty, art, and the natural environment.

Affordable Resident Ownership through a Limited Equity Cooperative

Lambert Woods II will provide a mix of up to 48 1, 2, and 3 bedroom affordable limited

equity cooperative ownership units that meet the needs of households at every stage of life. Limited equity housing cooperatives are non-profit corporations owned by the residents. Limited Equity Cooperatives:

- Provide stable, affordable housing costs for generations,
- are democratically owned and managed by residents like a condo association,
- do not require residents to obtain individual bank loans, and
- preserve affordability for decades by limiting the equity individuals can take when they leave.

Ownership will be priced to be affordable to households between 80% and 100% area median income (AMI). This housing will be affordable forever as required by the Maine affordable housing cooperative statute. Furthermore, residential ownership in a cooperative is compatible with the Section 8 voucher program - opening a form of stable ownership to households below 80% AMI who receive this form of rental assistance.

Buildings Designed for All Stages of Life and Family Sizes

To ensure uniform design and development along the Washington Avenue Extension, units and buildings will follow the design developed for across the street at 165 Lambert Street. The project will likely include three types of buildings (depending on final result of a proposed zoning amendment - discussed below - and final site plan review and approval). These building types and related amenities are:

- 1. Three-story Neighborhood Center Type:** A three story building with community space on the first floor managed by the cooperative and 1 and 2 bedroom units above.
- 2. Two-story Townhouse Type:** 2 floor, 2 and 3 bedroom units with some private outdoor space.
- 3. Three-story Apartment Style Walkup Type:** Smaller 1 bedroom units providing a less expensive unit option for smaller households of all ages to be a part of the cooperative.

All units will benefit from the indoor community space located within the neighborhood center buildings and shared outdoor spaces such as quiet neighborhood streets, gardens and sitting areas to enjoy as a household, or to come together with other residents and neighbors.

Green Design & Open Space Preservation Benefiting Residents and Neighbors

The development will be designed and built to be efficient consistent with the Green Building Code and the Green New Deal for Portland. Lambert Woods homes will follow passive house or similar construction techniques to keep energy costs low. Materials with low toxicity will be used. Parking and street design will minimize pavement use to reduce runoff and to preserve habitat. Rooflines will be aligned for solar panels. Open space around the site will be preserved and accessible to

residents and neighbors alike in partnership with Portland trails.

Treatment of the 0 Gray Road Parcel

The MCDP's review and evaluation of the wetland surveys completed by Jones & Associates show that the majority of the 0 Gray Road parcel is undevelopable wetland. The small portion of developable land is not accessible without considerable infrastructure costs and disruption to surrounding wetlands. Therefore, MCDP will not develop housing on the 0 Gray Road Parcel.

This gives us the opportunity to continue the MCDP's commitment to open space and forest preservation established at 165 Lambert Street. Lambert Woods II will preserve the 0 Gray Street parcel in its entirety. This decision also reflects the community feedback received by MCDP over the course of 4 neighborhood meetings in 2021 for the 165 Lambert Street Parcel that wooded natural space is of high value to the existing neighbors.

Proposed Re-zoning

To accomplish these project goals, MCDP will seek to extend the R-3 zoning amendment currently before the planning board for 165 Lambert Street to the 622 Auburn street parcel. To allow for greater density, MCDP would propose a zoning map amendment to change the 622 Auburn site from the R-2 to R-3 residential zone.

Additionally, we hope to benefit from the R-3 planned residential unit (PRUD) text amendment application submitted by MCDP and currently pending before the City of Portland Planning Board. This text amendment permits vertically stacked dwelling units and allows for forested space to count towards a development's open space requirements. If this text amendment is approved by the planning board, MCDP would only pursue a map amendment which would extend the R-3 zone at 165 Lambert Street across to 622 Auburn Street.

The zoning amendment would achieve the design goals for a neighborhood center, the city's goals for increased housing, and the neighborhood's goal for natural space preservation.

C. Financial Feasibility, Development and Operating Budgets

Lambert Woods II will be financed with a HUD Section 213 Loan issued through Centennial Mortgage (Letter Attached) and sale of cooperative equity shares to residents. To keep the property costs affordable for the long term, the cooperative will also plan to apply for a City of Portland Affordable Housing TIF. The TIF will help to make the units affordable to the 80% - 100% households.

Additionally, the long term financial feasibility of the cooperative itself will be ensured because Lambert I and Lambert II will likely be held by a single cooperative corporation. This provides resident owners an economy of scale for governance support,

maintenance, and capital costs for the lifetime of the cooperative.

Please Note: That development operating budget and rent roll (including the precise unit count and AMI breakdown) are estimates presuming approval of the proposed zoning amendment from an R-2 to an R-3 and final the site plan.

Project Development Budget

Uses			Line Item Cost
Acquisition			\$1
Construction			\$11,006,496
Construction Contingency			\$550,325
City Fees			\$241,000
Arch/E/Site			\$670,000
Other Soft Costs/Fees			\$1,251,600
Financing Fees/Interest			\$837,578
Operating Reserve			\$288,802
Lease Up Reserve			\$96,000
Taxes & Insurance			\$96,000
Total			\$15,040,801

Prospective and Committed Sources of Funding & Letter from Lending Institutions

- Centennial Mortgage HUD Section 213 Cooperative Loan - letter attached
- Share sales from prospective residents - equivalent of down payment on condo (Approximately \$10,000/unit, potentially variable by income level) - Not Available
- City of Portland Affordable Housing TIF (75% for 30 years) - letter not allowed

Sources			Source Total
HUD Section 213 Loan			\$12,510,00
HUD 213 TIF Loan			\$2,047,000
Resident Owner Share Equity	(\$10,079/unit)		\$483,802
Total			\$15,040,802

Operating Budget

Income			Line Item Amount
Residential Gross Potential Rent (GPR)			\$1,040,509
Vacancy	5%		-\$52,025
Other Charges	12	250	\$36,000
Parking	26	50	\$15,600
Affordable Housing TIF			\$121,970
Total Income			\$1,162,054
Expenses	Factor	Per Unit	Total
Property Management	6%	\$1,281	\$61,469
Utilities		\$1,200	\$57,600
Maintenance		\$1,500	\$72,000
Insurance	.35%	\$730	\$35,023
Property Taxes		\$3,388	\$162,627
Replacement Reserve		\$400	\$19,200
Total Expenses		\$8,498	\$407,919
Net Operating Income			\$754,135
Debt Payment		HUD 213	\$625,336
	HUD 213 TIF		\$121,952
Cash Flow		\$1.01	\$6,847.00

Lambert Woods II - Affordability Matrix and Proposed Rent Roll (Carrying Charges)

Unit - AMI Limit	# of Units	Monthly Carrying Charges**	Annual Carrying Charges
1BR - 80%	4	\$1,399	\$67,136.00
1BR - 100%	12	\$1,600	\$230,400
2BR - 80%	4	\$1598	\$76,716
2BR - 100%	12	\$1,800	\$256,200
3BR - 80%	4	\$1,798	\$86,296
3BR - 100%	12	\$2,228	\$320,760
Total	48		\$1,040,509

**Carrying Charges: Carrying Charges is the term used for all co-op housing expenses assessed to each household and will include: (1) rent equivalent payments; (2) utilities; (3) maintenance costs; and (4) any other community charges that serve a similar purpose as a condominium HOA fee.

D. Project Timetable**Month**

Month, Year	Milestone
July, 2021	RFP Awarded, Begin Negotiation of P&S with City of Portland
September 2021	P&S signed; Submit Zoning Amendment Application; Start HUD Sec. 213 Co-op Loan Concept Package.
September 2021 - January 2022	Planning Board Zoning Amendment Approval; Site Plan Design and Neighborhood Meetings
Winter 2022-Summer 2022	Planning Board Site Plan Workshops & Approvals
Summer 2022 - Spring 2023	Sec. 213 Co-op Loan Construction to Permanent Loan Closing; Construction Design and Planning.
Spring 2023 - Winter 2024	Construction Period

E. Developer Capacity

Maine Cooperative Development Partners has assembled an experienced and qualified team for 165 Lambert Street and will do the same for the 622 Auburn Street development. Every core member of this team has completed projects of this size and scale. Maine Cooperative Development Partners is composed of experienced housing and community development professionals (details of relevant projects outlined below). MCDP's project partners have tremendous breadth and depth of experience bringing similar scale developments online. This includes experience developing housing cooperatives and ensuring the long term financial and management wellbeing of resident owned entities.

Furthermore, Lambert Woods II will benefit from both economies of scale and MCDP's existing work in the neighborhood to develop the adjacent 165 Lambert Street Site. Design features and cooperative organizational documents will be adapted from 165 Lambert providing cost and time savings. Components of the zoning amendments under consideration by the planning board will also minimize the necessary zoning changes for 622 Auburn Street. MCDP's proactive work with neighbors, interested parties, and future residents has created relationships that will also benefit the subsequent development at 622 Auburn.

Finally, MCDP is confident that financing will proceed as HUD has completed preliminary review of the Section 213 loan application for 165 Lambert Street and issued approval to proceed with the loan closing process. HUD's familiarity with the area and the adjacent development will aid in the approval of 622 Auburn for Section 213 financing.

Project completion is projected for Winter 2024.

Team Member	Company/ Organization	Role	Similar Projects Completed
Brian Eng	Owner, Maine Cooperative Development Partners	Development Team	M North in Orlando, 288-units in Orlando, Florida. (https://www.mnorthorlando.com/); Master developer of city-owned land on the former Maine Energy Recovery Corp. in Biddeford
Liz Trice	Owner, Maine Cooperative Development Partners	Development Team	645 Congress Street (with Shinberg/Alfond), Danforth on High (Rando Orbit/Peter Bass), 58 Boyd (Portland Housing

			Authority), all Portland.
Matt Peters	Owner, Maine Cooperative Development Partners	Development Team	Young St Apartments, South Berwick; Ridgewood II, Gorham One Meeting Pl, Exeter, NH; Meadows, North Hampton, NH; Carleton St, Portland; Bayside Anchor, Portland; Bartlett Woods, Yarmouth
Julian Rowand	Cooperative Development Institute	Co-op Formation & Management	Mountainside Cooperative, Camden, ME (52 units); Charter Oaks, Arundel, ME (40 units); Sunset Terrace, Rockland, ME (76 units); Wardtown Cooperative, Freeport, ME (60 units); Halifax Mobile Home Estates Association, Halifax, MA (430 units); Farrington's/North Avenue Co-op, Burlington, VT (117 units)
Andy Reicher	UHAB	Co-op Formation Consultant	In Manhattan: 3603-3605 Broadway, 42 unit conversion, 520, 540-550 West 144th Street, 90 units, 421-555 West 148th Street, 98 units; 110 Madison Ave & Jupiter 21, Off-site Inclusionary
Trevor Nugent	Portland Housing Authority	Occupancy and Property Maintenance (upon completion)	Manages admissions and property management for over 1,200 units of affordable rental housing in Portland.

F. Occupancy and Management Plan

Lambert Woods II will likely be organized under the same limited equity cooperative corporation formed for Lambert Woods I under the Maine limited equity cooperative statute (13 M.R.S. § 1754). Residents purchase shares which give them an ownership interest in the cooperative and hold a long term lease agreement for their specific unit. The lease will have a term of up to 3 years. Residents pay monthly carrying charges that cover the mortgage, utilities, maintenance and required reserves which are comparable

to rents. Maine's limited equity cooperative statute provides the main affordability restriction and requires that unit prices and carrying charges be affordable to households at 80% or 100% AMI. Household income will be screened at entry into the cooperative and households will be allowed to remain in the cooperative even as their income increases.

The precise resale restrictions and resale process will be determined democratically by the resident owners. However, it will need to be consistent with the Maine law and not result in a co-op purchase price or carrying charges unaffordable to households at 100% AMI. Residents will determine through the by-laws what departing residents may receive for a return on their initial share purchase (or equity investment) into the cooperative. In order to provide the intergenerational benefits of ownership, MCDP plans to allow for residents to pass their share in the cooperative by gift or inheritance to future generations. Finally, the cooperative will ensure that owners are residents as Maine law places restrictions on subletting cooperative units.

To preserve affordability and ensure successful democratic governance, MCDP will partner with Portland Housing Authority (PHA), The Cooperative Development Institute (CDI), and UHAB. PHA will manage lease up and income eligibility screening to ensure households meet income requirements at move in. PHA will also provide property management services for the co-operative. CDI will provide technical assistance and management support for the cooperative and its resident owners. This will include support for democratic governance, supervision of day-to-day operations, and planning for long term capital repairs. CDI's direct work will be supported by UHAB who provides similar management to 25,000 cooperatively owned units in New York city.

G. Purchase Price

We propose that the City contribute the land to the Lambert Village cooperative at no cost. Doing so would serve to balance the cost of new construction against the objective of maximizing permanent affordability for an economically diverse range of households.

OVERVIEW OF RFP SCORING CRITERIA

Proposed Use to Achieve the City of Portland's Goals

(40 Points Total)

1. Market Demand (20 Points)

One Hundred percent of the Lambert Woods II units will be affordable to households between 80% and 100% AMI and will remain so indefinitely. Unlike other affordable ownership opportunities, this affordability is maintained as units change hands and cooperative interests are sold to new owners. As of the date of this submission, MCDP has received over 60 inquiries from individuals and families interested in becoming resident owners in one or both of our current projects in Portland. This is without any marketing, advertising or focused future resident outreach.

2. Economic Diversity (10 Points)

Lambert Woods II provides a range of ownership opportunities to households at differing income and sizes. These affordable ownership opportunities will remain affordable to future generations of Portlanders through the cooperative form. The long term affordability will ensure economic diversity both within the development and the North Deering Neighborhood as Portland continues to experience economic growth in the decades ahead. Twenty of the homes will be within the payment standards for the Section 8 program and therefore accessible to families receiving this form of rental assistance. The ongoing restriction of affordability down to 80% AMI and monthly carrying charges affordable to Section 8 voucher holders will ensure that the project is accessible to the full range of low and moderate income households.

3. Age Inclusive (10 Points)

Lambert Woods II will ensure age-inclusivity through development design and management structure. The project will include a mix of unit sizes - 1, 2 and 3 bedroom units. This will provide a range of housing options for households at every stage of life, from young workers, to families with children, and retirees. Additionally, resident owners will get management support from the Cooperative Development Institute (CDI). CDI works with over 50 successful cooperatives across New England, including 7 in Maine, to ensure inclusive governance of the project by the resident owners regardless of age, income and background.

Impact on Surrounding Neighborhood, including design**(25 Points Total)****1. Project Design (15 points)**

The project design will be integrated into and consistent with design characteristics of the development across the street at 165 Lambert Street. Along Washington Avenue, buildings will be oriented to provide a neighborhood center look and feel when taken in conjunction with the 165 Lambert Street development.

This neighborhood center will provide a place for existing and future neighbors to walk to catch the bus and gather with other neighbors. The indoor community space located on the first floor of some of the buildings may provide for recreational, cultural, social, educational, health and/or artistic opportunities for neighbors and residents. This is part of our goal to create a walkable node in the North Deering neighborhood as expressed in the city's comprehensive plan.

The multiple building typologies will also ensure that the development is consistent with the surrounding neighborhood. The townhouse typology is similar in size to the adjacent single family homes and offer a natural transition from these homes to the apartment style homes at the site. Additionally, the building typologies will be consistent in size and scale with condominium developments within a quarter mile of the site at 55 Lambert Street and rental apartments at 65 Lambert Street.

Amenities and unit design (10 points)

Amenities and unit design will comprehensively meet the needs of residents. The layout of the development will provide shared common space for all residents to use. Both Residents and neighbors will also have and access to forested open space around the development. MCDP will partner with Portland Trails to develop trails and related amenities throughout the sites. Finally, the neighborhood center design along the Washington Ave Extension will bolster the public transit connection by providing sidewalks and a covered bus terminal for for the Metro #9A/9B bus (which runs to and from the site). An improved transit stop will benefit residents and neighbors alike.

A mix of unit sizes and designs accommodate a wide range of household sizes and types. The Co-ops buildings will likely be built to passive house standards and have solar panels - exceeding the city's green building standards.

MCDP plans to achieve the following unit mix if granted the proposed re-zoning discussed above: up to 48 1, 2 and 3 bedroom units with the precise number of each dependent on the final site plan approval.

Applicant's ability to complete the project, including financial feasibility, development team experience, capacity, and timeframe for completion.

(35 points Total)

1. Readiness to proceed (15 points)

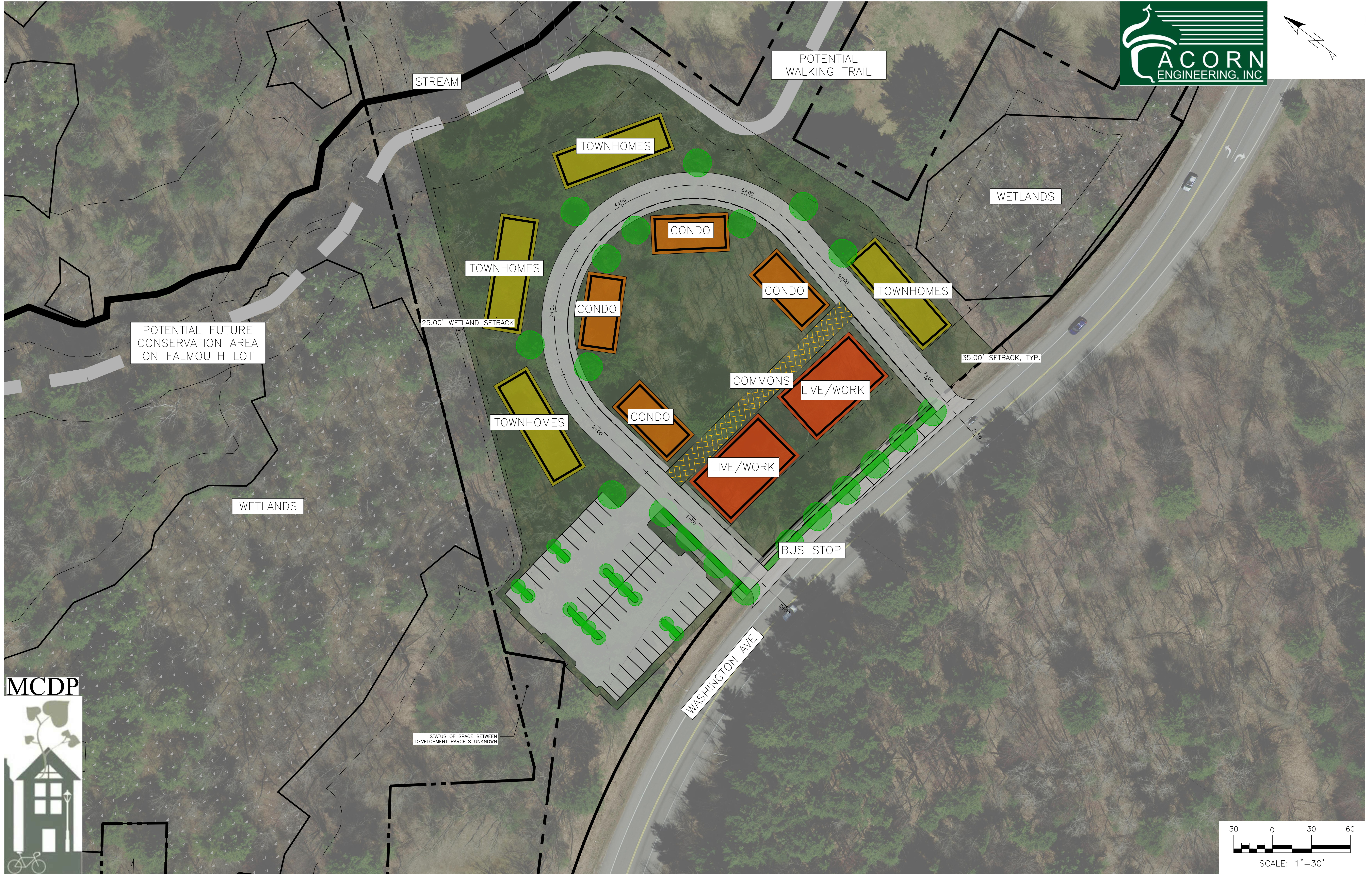
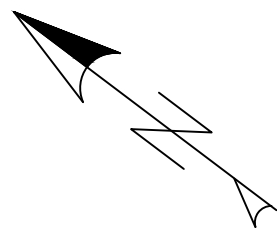
We have letters of commitment or interest from all projected sources of funding except where procurement rules disallow. The MCDP Development team also has the experience with the specific neighborhood to hit the ground running for the zoning amendment and city planning process.

2. Track record of development team (10 points)

Every development team member has a successful track record with this type of project and at this scale. (See Developer Capacity Section E)

3. Current capacity of development team (10 points)

Our development team members have exceptional depth of human and financial resources to complete this project and for this project in particular there will be a benefit from the developers existing experience and work in the neighborhood for the development across the street. (See Developer Capacity Section E)



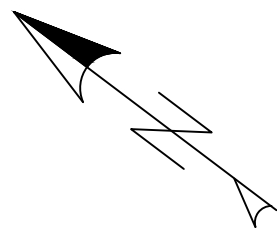
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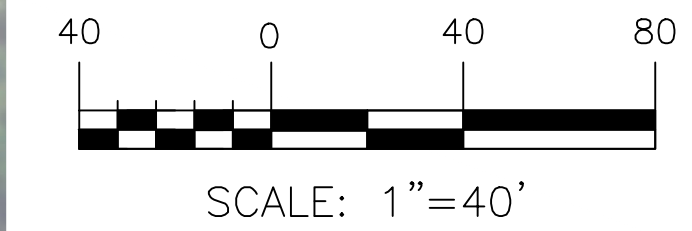
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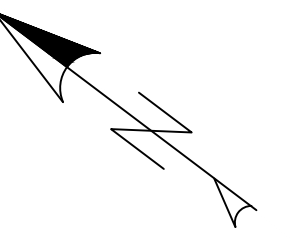
PORTLAND DEVELOPMENT PARCELS: 

RESERVED FALMOUTH PARCEL: 

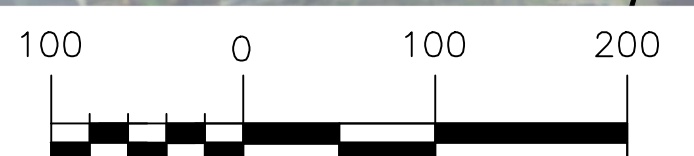


MCDP





MCDP



SCALE: 1"=100'



Maine Cooperative Development Partners

MAINE COOPERATIVE DEVELOPMENT PARTNERS

build neighborhoods where the elements that constitute quality of life—access to green space, healthy lifestyles, community, privacy, and affordability—are not at odds with each other. Grounding principles for this work are creating equitable communities; complementing walkable neighborhoods; building healthy buildings; and celebrating beauty, art, and the natural environment. We use Limited Equity Cooperatives as a form of ownership to create options for people of all ages, backgrounds, and incomes to live in harmony with nature and their neighbors.

WE ENVISION small towns, urban neighborhoods, and suburban neighborhood centers that are walkable to daily needs and adjacent to recreational facilities, trails, and transit corridors; homes that use energy efficient construction, and shared gardens, patios, and play spaces for people to get to know and enjoy their neighbors.

WE GIVE BACK by partnering with organizations that support trails and green space, transit, local businesses, social equity, and efforts to mainstream energy efficient building and land use.



PRINCIPALS



MATTHEW PETERS has been involved in the completion of over twenty new construction, major rehab, and acquisition deals. Matt worked for seven years at Avesta Housing, one of the largest non-profit housing developers and owners in Northern New England, project managing affordable housing developments, building out and overseeing the Asset Management department, and ending in an executive role overseeing the entire development and acquisitions pipeline as Vice President of Real Estate Services. In 2018 he began to consult for Housing Authorities, housing non-profits, and Community Development Finance Institutions in Maine supporting these organizations in acquisition, ground-up development, and underwriting of affordable housing properties. Matt also is currently the Executive Director of Freeport Housing Trust based in Freeport, Maine. He has strong working relationships with MaineHousing, Rural Development, lenders, tax credit syndicators, and other professionals in the design and construction field, holds a Masters in Urban Planning from the University of Washington, and certifications such as Spectrum's C3P and Rural Development STAR trainings and LEED Accredited Professional.



BRIAN ENG is a real estate investor who has worked on commercial projects in Florida, Connecticut, New Jersey, and Maine. He has worked as a principal on developments of over 200 units, is a principal on redeveloping the MERC site in Biddeford, and has redeveloped several smaller properties in Portland. He also has worked on community-based real estate and infrastructure planning projects in Lewiston, Skowhegan and Greenwood. He brings strong expertise in financials, fundraising, advocacy, and public speaking. He grew up in a co-op in New York City, and is on the board of UHAB, the entity that manages 20,000 units of cooperative housing in New York.



LIZ TRICE is a policy professional who builds multidisciplinary partnerships across real estate, economic development, entrepreneurship, and public health. Liz holds a masters degree in Public Policy & Management with a certificate in Community Planning & Development from the Muskie School at the University of Southern Maine. She has worked on multi-unit projects in Portland to obtain zone changes, lead the public engagement process with neighboring residents and businesses, apply for TIFs and grants, and direct the design of shared spaces. Her work includes award-winning research on the regulatory barriers to people living alone achieving home ownership, leading the process to redesign Bramhall Square, and working with medical and economic development institutions to develop strategic plans. Her projects to re-envision urban spaces for livability and natural ecosystems won two of three awards given by the 2019 Portland Society of Architecture's Complete City Competition. Liz trained as a cohousing developer and Passive House Design Consultant and has visited over twenty cohousing developments in the United States. She is currently the owner of PelotonLabs, a coworking space in Portland.



CURRENT PROJECTS



LAMBERT WOODS—The MCDP Team was chosen by the City of Portland, Maine, to redevelop a 14-acre, North Deering neighborhood parcel into a transit-oriented neighborhood center for middle income households of all sizes and ages.

The MCDP Team will build a minimum of (60) one-, two-, and three-bedroom apartment and townhome units owned by residents through a limited equity cooperative. Shared indoor and outdoor community spaces will allow neighbors to gather and know one another. MCDP will also partner with Portland Trails to preserve over half the site for nature trails—providing access to nature for residents and neighbors alike. Project completion is targeted for 2024.



DOUGLASS COMMONS—MCDP partnered with the Szanton Company to bring a mix of affordable rental apartments and limited-equity, cooperative-ownership homes to the former West School Site in Portland's Libbytown Neighborhood.

MCDP will develop an approximately 52-unit, limited equity cooperative that will share open space and gardens with the Szanton Company's 56-unit, mixed income rental project. Project completion is targeted for 2024.



REPRESENTATIVE TEAM MEMBER EXPERIENCE



M NORTH ORLANDO

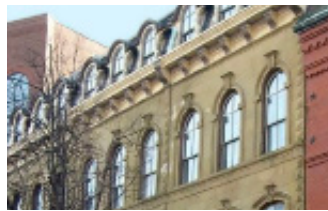
As a principal of Clay Cove Capital, Brian was the control capital partner in the ground-up development of M North in Orlando, a \$37.1M, 288-unit, multi-family development in Orlando, Florida.

www.mnorthorlando.com



BIDDEFORD MERC REDEVELOPMENT

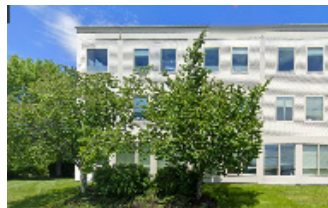
Brian worked with Jim Brady of Fathom Companies, to serve as master developer of city-owned land on the former Maine Energy Recovery Corp. incinerator through a public-private partnership with the City of Biddeford.



6 CITY CENTER, PORTLAND

Brian redeveloped and retenanted a largely vacant, mixed-use building in the Old Port, including executive office suites that are home to a law firm, Lio Restaurant, and HE Paintbar nail salon.

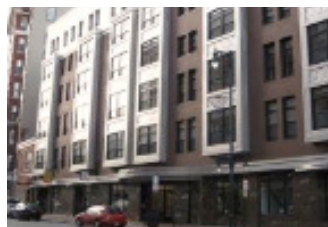
www.sixcitycenter.com



1685 CONGRESS STREET, PORTLAND

Brian redeveloped a half-vacant office/medical building and retenanted it. The property is now home to the Maine Plastic Surgery Center and Maxim Healthcare.

www.maineplasticsurgery.com



645 CONGRESS STREET, PORTLAND

Liz worked with developers Shinberg and Alfond to convert this former downtown college dormitory to (55) one-bedroom and studio apartments, with retail on the first floor. She worked on the initial concept, conducted market analysis, developed relationships and communication with neighbors

and businesses, created plans for bike storage, parking, as well as community management, and assisted with lease-up.



HIGH & DANFORTH

This innovative, 26-unit, affordable loft condo development in downtown Portland, Maine, was originally developed by Random Orbit. The project was the first in the city to charge separately for parking, and developed contract zone language to build less than one space per unit due to an

innovative car-sharing program, proximity to transit, and bike parking that was eventually brought into the land use code.

Liz worked on the initial concept, interior design and layout, and developed educational materials for the planning board, city council, and staff regarding the impacts that parking requirements have on the cost of units, and the prevalence of car-free urban singles. The zoning was approved, but the project was put on hold in 2009 and sold to another developer, who built the project for a different audience in 2012.



BOYD STREET APARTMENTS

This 55-unit tax credit property is under development by the local housing authority in Portland, Maine. As Development Associate, Liz researched contractors for hazard remediation of the site, designed a survey of public housing residents to develop a plan for including wifi for residents, wrote a successful grant

of over \$80k—under tight deadline—to put solar panels on the roof, and prepared the TIF application.



BRAMHALL SQUARE REDESIGN

Liz led multiple iterations of design for a small park in Portland's West End; first hosting a neighborhood charrette, then partnering with the Portland Society for Architecture to host a design competition in which thirteen firms and over 180 members of the public participated. The project received

funding and is now in process to have a final design created.

LOW INCOME HOUSING TAX CREDIT PROJECTS

Matt has been involved in the completion of over (20) new construction, major rehab, or acquisition deals, including:

- Young Street Apartments, South Berwick, ME
- Ridgewood II, Gorham, ME
- One Meeting Place, Exeter, NH
- Meadows, North Hampton, NH
- Carleton Street, Portland, ME
- Bayside Anchor, Portland, ME
- Bartlett Woods, Yarmouth, ME



April 28, 2021

Matthew Peters
Principal
Maine Co-op Development Partners
6 City Ctr, Fl 3
Portland, ME 04101

RE: Lambert Woods II/Property Acquisition – 622 Auburn Street

To whom it may concern:

Centennial Mortgage has been engaged by Maine Co-op Development Partners to secure mortgage insurance through the FHA 213 program for cooperative housing and fund a construction/permanent mortgage for Lambert Woods Cooperative, a new cooperative housing project in Portland, ME. We recently had a successful concept meeting at HUD and preliminary approval of the project with the development team. HUD has invited a full application for mortgage insurance. HUD was impressed by the overall concept, development team and the market. Maine Co-op Development partners has made us aware of an additional opportunity to acquire a parcel of land adjacent to or across the street from the Lambert Woods site that could possibly support 40 homes/units. Depending on timing, this site could potentially expand the availability of housing units for Lambert Woods or make an excellent site for an additional stand-alone cooperative. Given the need for affordable housing in the market, there would be substantial support for a new cooperative project, Lambert Woods II, or expanding Lambert Woods.

Given HUD's support of the initial project, the development team and the need for affordable home ownership in the market, we support the idea of Maine Co-op Development Partners acquiring this parcel and feel it would be easy to justify extending the number of units at Lambert Woods or developing a new cooperative, Lambert Woods II.

Centennial Mortgage has substantial expertise and experience completing FHA financing transactions. We are very active in lending to cooperative housing projects throughout the country. Cooperative housing provides a unique form of home ownership and we are actively working with several groups to create new home ownership at affordable prices. Personally, I have been involved in cooperative housing for over 20 years, through financing and serving on the board of the National Association of Housing Cooperatives.



We encourage other funding sources as well as other potential partners to join us in supporting Maine Co-op Development Partners in the creation of affordable cooperative home ownership opportunities in the Portland area and Maine overall.

Sincerely,

A handwritten signature in blue ink, appearing to read "H. Jeffers", is written over a faint, light blue rectangular background.

Hugh Jeffers
Vice President of Originations



COOPERATIVE DEVELOPMENT INSTITUTE

P.O. Box 1051, Northampton, Massachusetts 01061-1051
PH 413-665-1271 • FX 413-541-8300 • www.cdi.coop • info@cdi.coop

April 29, 2020

To whom it may concern:

The Cooperative Development Institute (CDI) is excited to support the Maine Cooperative Developers' proposal for Lambert Woods II (at 622 Auburn Street, Portland and at 0 Gray Road, Falmouth). CDI believes this will be a beneficial addition to the adopted plan at the 165 Lambert St. parcel, which we also enthusiastically support.

CDI is a 501(c)3 nonprofit founded in 1994 by co-op leaders to work with people in the Northeast to create cooperative businesses and networks that grow a prosperous, equitable economy.

CDI provides expert assistance, organizational development, and support to groups undertaking cooperative development. In the past decade, CDI has helped create 49 new Resident Owned Communities (ROCs) in New England, representing 4,479 households. 10 of the ROCs are conversions of manufactured home parks in Maine. CDI's role is to help form new cooperatives, train residents, and ensure that the cooperative has the support it needs to remain permanently affordable.

Our intention is that at Lambert Woods II, CDI will:

- Lead the creation of the new Co-op entity.
- Lead resident training and resident participation in the construction phase.
- Create and administer a long-term management plan that would meet the city's TIF requirements to ensure that the property meets the city's affordability metrics for at least 30 years.
- Be the long term training & support organization for the Co-op.

We are pleased with the proposal and the development team, and hope to be part of this exciting project!

Sincerely,

Noémi Giszpenc
Executive Director

THE SOURCE FOR COOPERATIVE BUSINESS DEVELOPMENT IN NEW ENGLAND & NEW YORK

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ANDREW REICHER EXECUTIVE DIRECTOR

April 29, 2021

To whom it may concern:

UHAB is pleased to support the Lambert II Project to create a Limited Equity Cooperative providing affordable home ownership on Lambert Street in Portland.

The Urban Homesteading Assistance Board was created to assist neighborhood residents in NYC to create, own and operate their own housing. Our original projects were Homesteading Projects where residents would take over abandoned buildings in NYC's low-income neighborhoods and rehab them using their own sweat equity and owning and operating them as affordable housing cooperatives. Since that time UHAB has assisted with the creation of about 1,200 limited equity cooperatives providing affordable homeownership to almost 30,000 households. We continue to support these co-ops with stewardship services, ongoing training and technical assistance as well as group insurance, fuel buying, green energy services, bookkeeping and election services.

Throughout our nearly 50-year history, UHAB has occasionally provided, training, capacity building and services to organizations and developers creating affordable co-ops in cities around the country. Six years ago, we began a census and survey of all limited equity housing co-ops in the nation. The results and a map of the 320,000 units can be found at www.sixthprinciple.coop. But also, as a result we have received requests for our capacity building, technical assistance, and services from organizations, local governments, and housing developers around the country. It has become part of our mission and our work to serve and grow the cooperative housing community not only in NYC but nationwide.

UHAB has also agreed to provide pre-development financing for the Lambert Woods I at 165 Lambert Street and would be open to considering additional support as Lambert Woods II moves forward.

Our work on the Lambert II project in support of CDI and MCDP is part of this national effort and we couldn't be more excited to be part of this effort. Lambert II is a great proposal with a strong development team.

Sincerely,

Andrew Reicher
Executive Director



April 28, 2021

City of Portland
RE: RFP #21042
389 Congress Street
Portland, ME 04101

To whom it may concern:

The Genesis Fund is pleased to provide this letter of support for the Maine Cooperative Development Partners (MCDP) proposal to the City of Portland to develop the property located at 622 Auburn Street, Portland & O Gray Road, Falmouth (Lambert Woods II).

MCDP is already bringing the cooperative development model to Portland with their 165 Lambert Street and 45 & 91 Douglass Street projects, both of which are in the predevelopment stages. If selected, their proposal to develop the additional Lambert Street parcel would allow MCDP to complete the vision for a North Deering neighborhood center along the Washington Avenue Extension.

The Genesis Fund is excited to work with MCDP partners Brian Eng, Matt Peters, and Liz Trice to bring the limited equity cooperative home ownership model to Portland. The model has been highly successful in other urban areas, and Portland's growth and increasing pressure on affordable housing makes it a perfect location to introduce cooperative ownership as an option for low and moderate income homeowners. The target population for MCDP's project is closely aligned with the Genesis Fund mission, and Genesis can attest to the need for increased opportunities for home ownership among households at 80-100% AMI.

The partners have significant experience with cooperatives, community organizing, and housing development in the region and beyond. They are working in partnership with the Cooperative Development Institute (CDI), Urban Homesteading Assistance Board (UHAB), and other seasoned resources to utilize the HUD 213 model to bring cooperative single-family home ownership to Portland. Together, they have the capacity and the connections to successfully carry out their plans.

The Genesis Fund is familiar with each of the MCDP partners through their individual work in housing and real estate development and community organizing. Genesis has also committed a \$95,000 predevelopment loan to the Douglass Street project, and we are open to considering requests for additional support based on the collateral and value available as MCDP moves forward on each of the three projects.

Please don't hesitate to get in touch with any questions, and we appreciate your consideration of MCDP's proposal. The Genesis Fund looks forward to helping MCDP's cooperative vision for Portland come to fruition.

Sincerely,

Erica Quin-Easter
Senior Loan Officer



622 Auburn Street, Portland &
0 Gray Road, Falmouth

Proposal Prepared for Disposition & Development
of City-Owned Property



May 4, 2021

Great Falls Construction, Developer
20 Mechanic Street Gorham, Maine 04038
PH: (207) 839-2744 | FAX: (207) 839-3737

Submitted by:
Jon Smith, President: jon@greatfallsinc.com &
Julie Smith, Business Development: jasmith@greatfallsinc.com



"Constructing and Developing with a Purpose Since 1988."

May 4, 2021

Purchasing Department
Room 103, City Hall, 389 Congress Street
Portland, Maine 04101

Re: Letter of Interest and Ability for Development of 622 Auburn Street, Portland and 0 Gray Road, Falmouth

To Whom it May Concern:

On behalf of our team here at Great Falls Construction, we appreciate the opportunity to submit a proposal for the development of 622 Auburn Street and 0 Gray Road. Thank you in advance for your time in reviewing our submission and for considering us for the upcoming development project. Since our inception in 1988 we have prided ourselves on "Constructing and Developing with a Purpose". For this project, we are thrilled to see the City of Portland and Town of Falmouth's commitment to missing middle housing. We feel that this goal and objective fits nicely into our mission of working with a purpose. As a family owned and ran company with 45-talented employees, we are excited about the opportunity to build our fellow and new community members and their families a beautiful new home.

We understand that the city's goal is to provide mixed income units so as to meet the missing middle housing bracket. We appreciate this mission and have demonstrated experience in making these types of development visions a reality. While our goal is aligned with the City's on housing, we'd also like to add another goal: to train the state's next generation of essential construction industry workers. As local well experienced construction and development professionals, we are confident in our ability to design, train, and execute the most efficient site, buildings and community for this parcel of land while also training the future workforce on the importance of the meticulous construction trades. All the while, the future inhabitants will always be at the forefront of our planning, design, and execution.

Throughout our submission we seek to demonstrate our talented design build team's strong reputation, qualifications, performance, and commitment to quality. We are confident in our team's collective ability to dive in and understand how best to develop, design, and execute this project for the community. We look forward to sharing our similar experiences and elaborating on why we feel we are a great fit for this development project.

Our team is extremely talented in successfully managing every detail for the construction of great spaces all throughout Maine and Northern New England. We look forward to bringing this project for our community to life and ensuring the comfort, productivity, and happiness of the future residents and the entire community for years to come. Thank you in advance for your time and consideration. If you have any questions please do not hesitate to contact me at (207) 839-2744 or (207) 329-5825.

Sincerely,

Jon Smith

Jonathan Smith, *President*
Great Falls Construction

PROPOSAL**NOTE: THIS PAGE IS TO BE COMPLETED AND RETURNED**

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

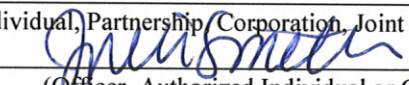
The UNDERSIGNED hereby declares that they have read and understand all conditions as outlined in the Request for Proposals, and that the proposal is made in accordance with same.

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

The proposer acknowledges the receipt of Addenda numbered 1 dated March 15, 2021 & 2 dated March 29, 2021
If Applicable

COMPANY NAME: Great Falls Construction

(Individual, Partnership, Corporation, Joint Venture)

AUTHORIZED SIGNATURE:  DATE: 05/04/2021

(Officer, Authorized Individual or Owner)

PRINT NAME & TITLE: Julie Smith, Business Development

ADDRESS: 20 Mechanic Street Gorham, ME 04038

TELEPHONE: 207-839-2744

E-MAIL: jasmith@greatfallsinc.com

FEDERAL TAX ID #: 01-0487089

DUNS #: 868451691

STATE OF INCORPORATION Maine

(If incorporated in another State, businesses must be authorized to do business in the State of Maine.)

In your organizations preceding completed fiscal year, did the organization receive:

(1) 80 percent or more of its annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements; AND

(2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

☐ Yes ☒ No

Does the public have access to information about the compensation of the executives in the organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (18 U.S.C. 78m(a), 78o(d) or section 6104 of the Internal Revenue Code of 1986?

☐ Yes ☒ No

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 application package.**



Table of Contents

For ease of navigation, please simply click on the text of the section you would like to navigate to.

1. Our Vision
2. Our Experience & Capacity
3. Use, Occupancy, and Management Plan
4. Affordability Matrix and Financial Feasibility
5. Schedule & Purchase Price



1

Our Vision



OUR VISION



Constructing and Developing with a Purpose is at the core of what we do as a team. We cannot think of a better purpose than supporting the housing needs of our community through responsible and meticulous construction and property management but we see an opportunity to do more with the social mission.

Here in Maine we have an aging population and an economy centered around skilled labor. These two factors make for a challenging road ahead for professions that are at the core of our State's economy. Accordingly we propose, we would commit to the site being a workforce development site for the next generation of skilled labor workers. In order to be successful we will commit to assigning a dedicated Great Falls Construction site trainer and manager who will serve as the overall liaison and trainer for the work at hand. The Great Falls instructor will teach both in the classroom and field settings to the students/employees. It is our intent to impart invaluable knowledge to the state's, and therefore country's, next generation of essential and leading carpenters, electricians, roofers, plumbers, designers and beyond.

While our goal is aligned with the City/Town on housing and we are committed to engineering a path to responsible homeownership, we'd also like to add this workforce development on site training as another goal and our primary vision for the project. As local, well experienced construction and development professionals, we are confident in our ability to design, train, and execute the most efficient site, buildings and community for this parcel of land. No matter the project, the future inhabitants are always at the forefront of our planning and design.

Our vision for the development of 622 Auburn Street and 0 Gray Road is simple: design, build and sell and/or lease superior homes/living quarters for mixed income families while also training the next generation of the construction trades. We see this as a hugely impactful way to utilize this land as it not only meets the City's goals outlined in section III for housing but also our own added goal of training the next generation of construction tradespeople in Maine. Our firm is dedicated to establishing this site as a space where the next generation of the workforce can come and be trained to execute meticulous and superior construction. This will of course take some investment from us which we are committed to providing. We understand the necessary requirements relating to the Portland work and the Green New Deal and see this workforce development program exceeding the requirements set forth. We will be taking formal steps towards meeting the acknowledged requirements relating to this workforce development program. Should we be selected, we would intend to further develop the workforce development training program to be one that safely and effectively teaches the next generation of Maine's tradespeople.

The remainder of our proposal will elaborate on the feasibility of our plans. It will also discuss in detail our thoughts on how best to shape not only the construction but the post-construction sales and/or management. Should we be selected we would refine the concept and flush out the formalities of the training management.





2

Experience & Capacity



ABOUT GREAT FALLS CONSTRUCTION

Since 1988, Great Falls Construction has been a premier Construction Management, Design-Build, General Contracting and Real Estate Development firm respected throughout northern New England for meticulous craftsmanship and committed customer service. Great Falls Construction is a single source firm located in Gorham, Maine. Our forty-five talented employees, consisting of both office and construction field staff, all work closely together to diligently manage projects in multiple industries including but not limited to residential, municipal, educational, commercial, historical, medical, financial and retail. We apply our founding principle of “construction and developing with a purpose” to meet project and community needs through practical development, construction, and property management knowledge. In addition, we operate JCS Property Management, which maintains our 100-unit + existing portfolio needs and ensures the continued success and committed customer service to our development projects post construction.

Our dedication to ‘*Constructing and Developing with a Purpose*’ permeates our organization’s culture and informs our approach to every project here at Great Falls. The opportunity to develop this property in Portland and Falmouth excites us because of our demonstrated success in breathing new life into our local Maine communities. The opportunity to provide sound and suitable housing for Maine’s “missing middle” speaks to who we are as a firm and what we genuinely enjoy doing. We look forward to purchasing the real estate and getting to work envisioning and building all of the future residences of 622 Auburn Street & 0 Gray Road. We are confident that our vision for development at this location will make future residents proud of their homes and neighborhood. In addition to building homes for our community, we see an opportunity to do more with this development project—that is to teach.

We live in a state with an aging workforce, a workforce centered around the trades and industries and the interest in these trades and industries is dwindling. This is why we feel it our duty to help re-establish an interest in the trades throughout our state and country. It is with excitement we share our vision for developing the next generation of designers, construction, and trades women and men through the construction and development of this property at 622 Auburn St. and 0 Gray Road in Portland and Falmouth.

To learn more about who we are and our experience please see the following pages of this section.

ABOUT GREAT FALLS CONSTRUCTION

CONSTRUCTION

From mixed-use commercial centers to small town centers of commerce, multi-unit affordable housing projects to single family residential, University campuses and major municipal structures, Great Falls has a wide range of development and construction project experience and resources. We participate in development and construction at every level in order to move a project successfully forward. Some of the disciplines we perform are listed below:

- Preconstruction and Project Estimating
- Development
- Design Build
- Construction Management
- General Contracting Services



DEVELOPMENT

Great Falls has enjoyed designing, developing, building and property managing many properties throughout Maine. Our most recent developments are listed below and elaborated on in the following pages.

- The Edge at Berwick at the former Prime Tanning Facility in Berwick, ME (in design)
- Station Square, a mixed use facility at 7 Railroad Avenue, Gorham
- 109 Main Street, Gorham
- Perennial Place at White Rock: redevelopment of a former school building.
- Redevelopment of a former fire station, South Windham, ME (in design)



PROPERTY MANAGEMENT

JCS Property Management formed in order to internally manage our conservative real estate portfolio and ensure the continued success of our developments after construction and acquisitions. Through JCS Property Management, we are able to extend our mission of service to others beyond the temporary services we provide in development and construction. JCS Property Management handles the following units throughout Southern Maine.

- 105 total units
 - 50 residential
 - 55 commercial tenants



STATION SQUARE AT 7 RAILROAD AVENUE GORHAM, MAINE

BEFORE: A STORAGE FACILITY WAREHOUSE LOCATED IN THE VILLAGE CENTER



AFTER: 70,000SF OF MIXED-USE BRAND NEW SPACE IN THE VILLAGE CENTER



STATION SQUARE

RESIDENTIAL AND COMMERCIAL MIXED USE FACILITY IN GORHAM, MAINE



Location: Station Square, 7 Railroad Avenue Gorham, ME 04038
Square Feet: ~70,000 SF | **Project Completion:** November 2019
Owner/Developer: Great Falls Construction/JCS Property Management, Gorham
Design Team: Custom Concepts, Inc., Sebago Technics, Structural Integrity
Award Winning: [MEREDA Top 7 Most Notable Projects](#) and 2020 Grow Smart ME award.

Great Falls Construction has been committed to constructing with a purpose since its inception in 1988 and remains dedicated to furthering the importance of quality construction and sound development to enhance and sustain responsible economic growth and prosperity for Maine. Station Square is a great representation of Great Falls' most recent commitment to excellence in meeting diverse community needs in construction and development to best support Maine's economy. Station Square stands as a five story, thirty-three residential, six commercial unit property located in the heart of Gorham's thriving Village. Station Square is currently home for nearly sixty residents as well as the new hub for Village entertainment, dining, commerce and more. The residential offerings are estimated to nearly triple the rental offerings in the Village prior to this development. In addition, Station Square has employed over 100+ people throughout the construction and development process and will continue to employ 150+ people with the commercial offerings onsite. Throughout the planning and development process, this project contracted over 75 Maine companies. These companies worked hard together to produce this project with millions of dollars circulated through to the hard working Maine people who's talented hands created this facility.

In addition to the economic impact, Station Square includes countless thoughtfully chosen environmentally sustainable upgrades. Throughout the entirety of the project significant choices for sustainable upgrades were selected and executed upon. Some notable examples include the building's envelope at an R value of 42, which is double the amount required by code. In short, this selected upgrade drastically reduces the consumption of heat and a/c. Should the occupants turn on their heat or a/c they use a highly efficient ducted electric heat pump. Each unit of the 33-residential units are equipped with an efficient heat pump system to ensure sustainable consumption by all occupants. This of course lowers consumption and combined with the upgraded envelope R value of 42, maintains heat and a/c at significantly sophisticated and sustainable levels. We also have a sophisticated storm water treatment system on site which includes a system made with storm tree brand filters to filter water run off on site. In addition, our upgraded choice in flooring for the numerous outdoor patios and common roof deck is a recycled tire material that allows water to pass through and run off where required. By using recycled materials we help eliminate waste and reuse existing materials that withstand the harsh Maine climate conditions. The durability of this upgrade will ensure that they last for years to come.

Finally, from a historical and cultural perspective the building intentionally preserves Gorham's historic identity and modernly invites the community to enjoy working, living and playing in the center of Gorham. The name and design of the space is centered on Gorham's history as a heavily traveled train village. The building is situated at 7 Railroad Avenue atop where the old train ran from 1851 until the tracks were ultimately abandoned in 1961.

109 MAIN STREET GORHAM, MAINE

BEFORE: A RUNDOWN, 15-YEAR +/- ABANDONED GAS STATION ON MAIN STREET



AFTER: A 4-UNIT VIBRANT COMMERCIAL HUB ON MAIN STREET



109 MAIN STREET FEATURING SUBWAY, AROMA JOES, 9 ROUND FITNESS &
NAIL XPERTS
GORHAM, MAINE



Developer: Great Falls Construction
Property Manager: JCS Property Management
Architect: Bild Architecture
Square Feet: 11,086
Project Completion: Spring 2015

This new construction retail center was a welcome change from the vacant dilapidated structure occupying this site for over 15 years. This new building is highly visible from all angles at the prominent intersection of Main Street and New Portland Road in Gorham, Maine. Great Falls constructed the new building and four interior tenant fit-ups for the new Aroma Joes, Subway, 9 Round Fitness and Nail Xperts.

The project houses four retail spaces with future second floor residential or office areas. Site work includes ample parking and drive through windows for Aroma Joes. Both Aroma Joes and Subway use the brand's latest interior retail store designs.

Great Falls Construction was the Developer and Construction Manager for the project having worked closely with the project team to ensure a high quality building and conducive spaces for all tenants and the community. The building changed the dynamic of Gorham's busy Village center and greatly enhanced the economic vibrancy of the town's center. Great Falls and JCS Property Management, an affiliated company owns and operates this busy downtown commercial building.

PERENNIAL PLACE AT WHITE ROCK GORHAM, MAINE

BEFORE: A FORMER SCHOOL THAT WAS ABOUT TO BE TORN DOWN

This project was put out as an RFP by the Town of Gorham in which we were selected to develop the project.



AFTER: A RENOVATED, UPGRADED, 12-UNIT 55+ MODERN APARTMENT FACILITY



PERENNIAL PLACE AT WHITE ROCK - 55+ LIFESTYLE APARTMENTS

GORHAM, MAINE



Developer: Great Falls Construction

Property Manager: JCS Property Management

Engineering/Design: MacLeod Engineering

Square Feet: 11,360

Project Completion: Winter 2015

Perennial Place at White Rock is the former White Rock School in Gorham, Maine converted into twelve 55+ lifestyle apartments. This development provides local residents with a beautiful facility that boasts extensive grounds including ball fields, nature paths and gardens. All units are on a single level and have wide hallways and generous common spaces providing residents with easy access from their units to all amenities. A storage structure is located on site and provides each unit with a sizable private secure storage unit.

Great Falls construction was the developer and Construction Manager and worked closely with the town throughout the entire planning, design and construction phases to complete this successful and community-orientated project. Perennial Place is a great example of our experience working with municipalities on needs and executing on thoughtful design and usages for the community. JCS Property Management continues to operate this property that is



THE EDGE AT BERWICK (FORMERLY THE PRIME TANNING FACILITY)
BERWICK, ME



BEFORE: A RUNDOWN, 15-YEAR +/- ABANDONED ~11 ACRE TANNERY SITE IN THE
MIDDLE OF TOWN



AFTER: CURRENTLY IN DEMO AND DESIGN—
THE FUTURE WILL UNVEIL A VIBRANT MIXED USE VILLAGE CENTER WITH DIVERSE
HOUSING OPTIONS AND COMMERCIAL OFFERINGS



THE SOUTH WINDHAM BREW PUB

A FUTURE COMMERCIAL DEVELOPMENT LOCATED AT 8 MAIN ST., WINDHAM, ME

BEFORE: ABANDONED FORMER SOUTH WINDHAM FIRE STATION

This project was put out as an RFP by the Town of Windham in which we were selected to develop the project.



AFTER: CURRENTLY IN DESIGN—

THE FUTURE WILL UNVEIL A VIBRANT COMMERCIAL OFFERING. A CATALYST FOR SOCIAL AND ECONOMIC CHANGE IN THE SOUTH WINDHAM VILLAGE



MEDIA DEMONSTRATING OUR COMMITMENT TO
“DEVELOPING WITH A PURPOSE”



- <https://www.mainebiz.biz/article/maine-real-estate-group-names-seven-notable-projects-for-2019>
- <http://www.gorhamtimes.com/smiths-moving-forward-plans-revitalize-gorham-village/>
- <https://www.pressherald.com/2015/03/02/vacant-gorham-eyesore-may-finally-be-replaced/>
- <https://growsmartmaine.org/smart-growth-awards/>
- <https://www.pressherald.com/2021/02/17/restaurant-brewery-planned-for-old-south-windham-fire-station/>
- <http://frontpage.thewindhameagle.com/2021/02/windham-awaits-closing-on-sale-of.html>
- <https://mereda.org/2020/10/06/the-right-equation-for-responsible-development-spotlight-on-3/>
- <https://www.pressherald.com/2019/11/04/new-owner-pledges-to-transform-former-tannery-site-in-berwick/>

PRINCIPALS FOR THE PROJECT DEVELOPMENT



With over 33 years of experience in the industry Great Falls has grown into more than a Construction Management, Design Build, and General Contracting Firm by adding a development portfolio to its repertoire. Our development portfolio currently has over 100-managed units which are managed by our in house property management firm—JCS Property Management. Jon and Cindy, co-owners of Great Falls, are passionate about promoting community and economic development and their drive for constructing with a purpose permeates the family owned organization and all of its talented and passion-ate staff. Cindy, Jon and Julie will be the primary team responsible for and involved in the early develop-ment and pre-construction process of this project. As the project moves further along, more team mem-bers will be brought into the project planning and execution. Our entire team of Great Falls employees and talented local subcontractors are top talents in the industry and have experience on numerous con-struction and development projects. For all of our construction and development projects we meticulously choose the design and execution team that will best facilitate the most successful project depending on their specific skill sets, interest in the project, and ability to get it done on time and on budget. We are confident and excited to assemble the entire team should we be selected. At this stage, below is the currently assembled early development team.



Cindy is the Vice President of Great Falls Construction. She oversees Human Resource operations, accounting, and the procurement and overall design of our executed development projects. She has over 30 years of experience in everything from balancing the books to employee onboarding and training to procurement for our development projects. Cindy's commitment to the project's design and character ensures all of our tenants feel right at home from the very start.



Jon is the Founder and President of Great Falls Construction. He is the overall project executive on all of Great Falls Construction's projects. He also oversees JCS Property Management, ensuring the continued success and community enjoyment of each of the properties. He has over 35 years of experience in the industry with extensive knowledge in all divisions of construction and development. He oversees the daily operations of the company and all its talented staff. Jon is an electric leader with a strong commitment to bettering his community through education and equitable housing.



Julie went to Cheverus, a Jesuit high school, and then on to Saint Anselm's for her undergraduate degree in Sociology and Criminal Justice. She went on to get her Master's Degree in Management with a focus in Strategic Management at Harvard University School of Extension. Her previous experiences are in permanency placement for youth coming out of detention and development for non-profits. The need for equitable and quality housing is one of her core beliefs. Julie joined her family business to pursue her interest in Development where she seeks to responsibly and sustainably develop the business through strategic growth—invigorated by her passion to help others.

In addition, should our submission be selected, we have many deep working relationships with top talented engineers and architects whom we would intend to bring onto the team. Any of the firms that would be brought on as a part of the team are highly regarded and have extensive industry knowledge. Should you like additional information about how we would formulate our design team please don't hesitate to ask.

PRINCIPALS FOR THE ONGOING PROPERTY MANAGEMENT



JCS Property Management, an affiliate to Great Falls Construction, is a dynamic company based in Gorham, Maine near Portland, passionately dedicated to building a cohesive community, locally and beyond, through purposeful property stewardship and service to others. Our tenants are our partners. JCS Property Management is focused on finding perfect spaces for both our residential and commercial tenants. Whether a new business owner looking for the right location to launch a fresh venture, a growing company that requires more office or retail space, or looking for a place to call home, JCS Property Management works with the community to find which of our properties best satisfy their specific needs. We take great pride in helping our community find the right space for whatever their needs may be. Community is at the core of what we do.



Becky Parker is the Property Manager for JCS Property Management. Becky works directly with Jon and Cindy Smith leading the day-to-day at JCS Property Management. Becky has extensive experience in customer service and makes a point to personally get to know each and every tenant—serving as an invaluable resource and leader of the JCS property management portfolio.



Devyn Harrington is the Property Administrator and works directly with Becky assisting in the daily administration of all of JCS's properties. She has a strong knack for customer service and helps to manage the social media accounts.



Jerry Farina is the Property Maintenance Technician for JCS Property Management. Jerry works directly with Becky on any and all maintenance needs. Jerry is quick to become a tenant favorite with his quick wit, customer service, and kindness.

OUR TEAM



If selected, we would intend to include our entire team in the training and development program at the direction of one dedicated site manager who helps to administer the training. This individual will be supported by Great Falls Construction's resources and extensive knowledge. Our commitment to training, safety, and workforce development is second to none. As evident by our diverse team we are committed to cross collaboration and training in the workforce already. This project would allow us to expand our reach of on the job training for the next generation of the trades. We will work with our subs, designers, and suppliers to engage in workforce development practices on the site. The result of this site development will not only be quality homes/living spaces for the missing middle, it will also be the on the job training necessary for the trades yielding trained workers in all aspects of development and construction.

See our talented Great Falls team below many if not all of whom will be involved in this project—exhibiting their strong skills and abilities so as to train our industry's workforce for a brighter, stronger, and more educated tomorrow!



Jonathan Smith
President



Cynthia Smith
Vice President



Darren
Operations Manager



Aaron
Project Manager



Debbie
Director of Finance



Julie
Accounting Reception



Lindsay
Payroll Coordinator/ Human
Resources



Julie
Business Development



Karen
Director of Preconstruction
and Estimating



Jim R
Senior Estimator



Jim A
Senior Estimator



Josh
Estimating Assistant

OUR TEAM CONTINUED....



Beth
Office Administrator



Valerie
Project Manager Estimator



Jeff
Project Manager



Patrick
Project Manager



Jenna
Assistant Project Manager



Ben
Site Superintendent



Dan
Site Superintendent



Mike
Site Superintendent



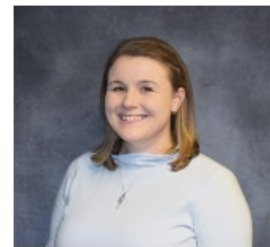
Matt
Site Superintendent



Mike
Site Superintendent



Bob
Site Superintendent



Becky
Property Manager



Mike
Field Staff



Colby
Field Staff



James
Field Staff



Nate
Field Staff

OUR ENTIRE TEAM CONTINUED....



Jerry
Property Maintenance
Technician



Devyn
Property Administrator



Joseph
Project Administrator



Quintin
Project Engineer



Ryan
Project Engineer



Matt
Project Engineer



Dan
Field Staff



Jake
Field Staff



Ambroise
Field Staff



Eric
Field Staff



Luke
Field Staff



Aaron
Field Staff



Douglas
Field Staff



Steve
Field Staff

REFERENCES

Please see below for references that can best speak to Great Falls Construction's recent development construction portfolio. From town officials to designers, we are happy to have been on (or in some cases still be on) the team with these talented and community-focused individuals.

Kevin Jensen, Economic Development Director in Gorham, Maine
(207) 222-1628
kjensen@gorham.me.us

James Bellissimo, Town Planner in Berwick, Maine
(207) 698-1101 x124
jbellissimo@berwickmaine.org

Owens McCullough, Sebago Technics, Senior VP of Strategy and Client Development
(888) 976-1123
omccullough@sebagotechnics.com

Michael Richman, President of Custom Concepts Inc. Architecture
(207) 883-0083
mike@customconceptsinc.com

Amy Valentine, Executive Director Gorham Community Art Center & current tenant
(207) 318-0584
gorhamarts@gmail.com



3

Use, Occupancy & Management



Duplex Home in Berwick, Maine by Great Falls Construction & managed by JCS Property Management

PROPOSED USE, OCCUPANCY & MANAGEMENT PLAN



USE & ZONING

In order to meet the market demand and attain the city's goals we intend to meet the intended economic diversity and inclusivity by creating a mix of options and scenarios for livability. The goal is mixed housing that meets affordability requirements set forth—we believe the best way to obtain housing diversity is to provide diverse options. This is why, should we be selected, we will be studying the lot so as to comfortably and appropriately maximize the site and housing options available. While it's currently not our intention to rezone, we reserve the right to do so should it become apparent as we dig in deeper.

We understand that the Portland site is zoned as R2 and if fully developable allows for 21 single-family dwelling units and that the Falmouth site, if fully developable, is approx. 13 acres in the MUC zone which allows for Multiplexes as part of a mixed use development. With that in mind, we would likely seek to utilize the Portland side for low density housing and the Falmouth side for mixed use development with potentially some low density housing options as well. We are strong believers that in order to have diversity in housing you must offer diversity in options. It is imperative that there are different scenarios (i.e. rent v. own) and different options (i.e. single family homes v. apartments) so that the diversity in affordability is met and responsibly sustained.

Should we be selected, we would intend to dive into the zoning in detail so as to best maximize not only the right balance of housing options and affordability but also the right layout of the site. That said, if selected and as we dive in further, if the most effective and efficient way to meet the projects prescribed goals is by changing the zone, we intend to do so. The impact on project timelines will play a role in our ultimate decision as to whether we pursue zoning changes. We understand that the need for housing is great and thus we intend to move swiftly, efficiently, and effectively to meet the intended goal of the site.

DESIGN

The property will be of exquisite design as we intend to work with many of the talented design firms in our state to design and best lay out this site to match aesthetic, enhance the neighborhood, and provide home offerings our fellow and new Mainers would be proud of.

MANAGEMENT & OCCUPANCY PLAN



JCS Property Management LLC manages all of Great Falls Construction's own development projects. The portfolio is over 100-units of both commercial and residential throughout Southern Maine. The team and team's credentials are detailed out in section 1 of this proposal. JCS Property Management is a leading professional real estate steward ensuring the comfort, safety, and excellence of all of our properties day in and day out.

As of now, should we be selected, we intend to dive into the most efficient and effective layout of the site which we expect to include occupancy options ranging from rental offerings, controlled home sales so as to meet affordability requirements, and long-term "missing middle" affordability assurances. In order to best dictate the mix, it will require significantly more investment of time and resources which is why, should we be selected, we would expect to dive into the details in earnest.



4

Affordability Matrix & Financial Feasibility



Multi-Family Apartment Unit in Gorham, Maine by Great Falls Construction & managed by JCS Property Management

AFFORDABILITY MATRIX

In order to meet the goals of affordability we will offer the following options: rental options, rent-to-own options, and homeownership options. The rates of these scenarios will be decided upon after selected and once we design the site. In all instances we agree to uphold the spirit of affordability to the best of our ability given current market conditions. Please see below for what the options for affordability will entail:

- Rental Options: Standard leasing terms to apply and lease rate to be established based off of construction costs. We assume that most all units will meet the 60%-120% AMI.
- Rent-to-Own Options: Tenants who wish to become homeowners of their unit will have an advantage that will make homeownership easier. We anticipate we will work with Macias Savings Bank in order to make this option feasible and that the details will be worked out should we be chosen for the property.
- Homeownership Options: Perspective homeowners between the 60% - 120% AMI who are able to purchase at the onset will be set to do so at a sale amount directly correlated with the cost of construction. We anticipate that we will work with Machias Savings Bank to ensure feasibility and affordability for the 60-120% AMI folks. Again, the details will be flushed through should we be selected.

In all three scenarios of calling this land home, we will be working on cultivating the next generation of Maine's construction and trades workforce. Mainers building homes for Mainers will not only meet the City's and our shared goals of attainable "missing middle" homes but also add a layer of social mission and that is to teach and train the upcoming workforce for a better and brighter tomorrow.

FINANCIAL FEASIBILITY

Please see the following page for our bank reference to indicate our ability to finance the project.



April 23, 2020

RE: Great Falls Builder's proposal in response to RFP#21042

To Whom it May Concern:

As per the request of Jon and Cindy Smith of Great Falls Builders, Inc, this letter is to accompany their response to the City of Portland's proposal for the disposition and development of city-owned property located a 622 Auburn Street, Portland and 0 Gray Road in Falmouth.

I am a Senior Vice President of Commercial Lending with Machias Savings Bank and have personally had a commercial lending relationship with Jon and Cindy Smith and their construction company for more than 18 years. I have financed numerous commercial construction projects for the company and have the utmost confidence in the Smith's ability to deliver a quality project on time and on budget. The Smiths have excellent credit and have handled all loan obligations as agreed. Additionally, Great Falls Builders, Inc has an excellent reputation in the industry.

The Smiths have discussed their concept of this project with Machias Savings and if their proposal is selected, they are ready to begin the financing process. Based on my extensive experience with the company, my knowledge of their financial status and the preliminary information of their project plans for this project, Machias Savings is looking forward to the possibility of working closely with the Smiths on the financing of this project.

If you have any further questions or concerns at this time, please feel free to contact me directly at (207) 561-3937.

Sincerely,

A handwritten signature in dark ink that reads "Francine Cram" followed by a stylized monogram "MTR".

Francine V. Cram
Senior Vice President
Business Banking

4 Center Street, PO Box 318 | Machias, ME 04654-0318

{T} 800-339-3347 | {W} machiassavings.bank

Member FDIC | Equal Housing Lender



5

Schedule & Purchase Price



SCHEDULE & PURCHASE PRICE

SCHEDULE

Upon selection for the development project and closing, the estimated timeline of the project from design to completion is approximately three calendar years once receipt of all required building permits and planning approvals.

PRICE & TERMS

Great Falls Construction (“the buyer”) hereby offers to purchase the real estate at 622 Auburn Street, Portland and 0 Gray Road, Falmouth from The City of Portland and Town of Falmouth (“the sellers”) at a purchase price of **\$75,000**.

2021 Income Limits - Portland HUD Metro FMR Area

Household Size

AMI	1	2	3	4	5	6	7
30%	\$ 21,000	\$ 24,000	\$ 27,000	\$ 29,950	\$ 32,350	\$ 34,750	\$ 37,150
50%	\$ 35,000	\$ 40,000	\$ 45,000	\$ 49,950	\$ 53,950	\$ 57,950	\$ 61,950
60%	\$ 42,000	\$ 48,000	\$ 54,000	\$ 59,940	\$ 64,740	\$ 69,540	\$ 74,340
80%	\$ 55,950	\$ 63,950	\$ 71,950	\$ 79,900	\$ 86,300	\$ 92,700	\$ 99,100
100%	\$ 69,950	\$ 79,950	\$ 89,950	\$ 99,900	\$ 107,900	\$ 115,900	\$ 123,900
110%	\$ 76,950	\$ 87,950	\$ 98,950	\$ 109,900	\$ 118,700	\$ 127,500	\$ 136,300
120%	\$ 83,950	\$ 95,950	\$ 107,950	\$ 119,900	\$ 129,500	\$ 139,100	\$ 148,700

Maximum Rents

Bedroom Count

AMI	1	2	3	4	5	6
30%	\$ 525.00	\$ 600.00	\$ 675.00	\$ 748.75	\$ 808.75	\$ 868.75
50%	\$ 875.00	\$ 1,000.00	\$ 1,125.00	\$ 1,248.75	\$ 1,348.75	\$ 1,448.75
60%	\$ 1,050.00	\$ 1,200.00	\$ 1,350.00	\$ 1,498.50	\$ 1,618.50	\$ 1,738.50
80%	\$ 1,398.75	\$ 1,598.75	\$ 1,798.75	\$ 1,997.50	\$ 2,157.50	\$ 2,317.50
100%	\$ 1,748.75	\$ 1,998.75	\$ 2,248.75	\$ 2,497.50	\$ 2,697.50	\$ 2,897.50
120%	\$ 2,098.75	\$ 2,398.75	\$ 2,698.75	\$ 2,997.50	\$ 3,237.50	\$ 3,477.50



Lori Paulette <ljn@portlandmaine.gov>

Fwd: 622 Auburn St

Greg Mitchell <gmitchell@portlandmaine.gov>

Mon, Jul 19, 2021 at 2:58 PM

To: Mary Davis <mpd@portlandmaine.gov>, "Paulette, Lori" <ljn@portlandmaine.gov>

FYI

----- Forwarded message -----

From: **Amy Johnson** <amyfjohn@gmail.com>

Date: Mon, Jul 19, 2021 at 2:22 PM

Subject: Re: 622 Auburn St

To: <tchong@portlandmaine.gov>, <sthibodeau@portlandmaine.gov>, <pali@portlandmaine.gov>,

<azarro@portlandmaine.gov>, <gmitchell@portlandmaine.gov>

CC: Liz Trice <liztrice@gmail.com>

Dear Housing and Economic Development committee,

As I am unable to attend your meeting tomorrow evening, I am again writing to encourage you to recommend the Maine Cooperative Development partners proposal for the 622 Lambert St site in order to maximize the number of units added to our "missing middle" housing supply.

You have also heard from me recently about my concerns for the mega shelter planned for Riverside St. My opinion on 622 Lambert is the other half of the same coin: we need to be investing in evidence-based solutions and our overall supply of housing units. Emergency shelter beds are a poor substitute.

Last night I watched the recording of last week's public hearing for the human services committee about the statewide shelter plan. I heard consistent concern from the councilors present about the dire need for housing. If the Council is sincere in this belief, then it should necessarily follow that the MCDP proposal -- with its long-term guarantee of affordability -- is preferable to the 12 Habitat units with no future assurance of price control.

Because I am a pragmatist, I would further propose this carrot for Habitat (a worthy and deserving organization): perhaps they could be granted development rights to the Falmouth side of the parcel at the end of Eugene St., if it is deemed feasible. MCDP doesn't plan to use it. Even if most of the site is deemed undevelopable, there is room at the flat area at the end of Eugene for at least a couple of house lots.

Thanks for considering!

Amy Johnson

[20 Armstrong Hts](#)

On Tue, Jun 15, 2021 at 10:27 AM Amy Johnson <amyfjohn@gmail.com> wrote:

Dear members of the Housing and Economic Development Committee,

I am a resident of Portland at [20 Armstrong Hts](#), [across the street](#) from the proposed development at 622 Auburn St. I have been following the public hearings as closely as I can and I participated in the last committee meeting where public comment was postponed to provide adequate public notice. (Ironically, I was better informed about that meeting -- having received a postcard in the mail -- than about this one, but I realize that is how the rules work.) I am unable to attend tonight and so wish to provide my comments by email.

Prior to the last meeting I reviewed the information packets and familiarized myself with both the Habitat for Humanity and the Maine Cooperative Development Partners proposals. Both are solid organizations with laudable goals, and either proposal would be a better use of space than vacant, unused property.

As an advocate for families experiencing homelessness, I am personally in favor of building as much housing as possible to help relieve some of Portland's housing crunch. Increasing the total supply should have a domino effect that will make things better at all levels of the housing continuum. This is why I personally prefer the MCDP proposal. I also heard what Brian Eng presented at the last meeting about the economy of scale that could be achieved if they were able to develop both properties, and I find that credible.

Having participated in the Lambert St development conversations, I am reasonably confident that my neighbors who are directly adjacent to the property would probably prefer the Habitat proposal. They have spoken in favor of minimizing the number of units and I expect would use the same logic for the [622 Auburn St](#) parcel. My counter-point is that the Lambert St project will set the tone and character of the area and reducing the units across the street won't make a difference; opponents of adding housing here have already lost their case. While I understand that city staff may feel empathetic to the neighbors and have justifiable reasons for wanting to placate them, that horse has left the barn.

Most of all, I wish to express my skepticism that the Habitat housing would provide more than short-term relief for low-income families. On the Habitat schematic (p 40 of the packet if memory serves) it is apparent that the site is directly across the street from the Garsoe Dr and Longview developments, which are some of the priciest real estate in the city. I know from experience that this street has a halo effect on the surrounding properties, as my own house value is improved by my proximity. Habitat's rationale that their house prices would likely remain low because Habitat homes are generally located in areas with other starter homes simply does not pass the straight face test. It is far more likely that the homes would immediately have equity as soon as constructed due to the location. A rational homeowner would probably stay in the home as long as the location suits them because their own mortgage would be so low, but this would only last as long as the first owner. Beginning at the five year mark, they would begin to have an incentive to sell and pocket at least 10% of the increase in equity. This would be a personal benefit to them as well as a benefit to Habitat, which would gain the remainder of the financial benefit. Both of these are good things -- I do not begrudge the homeowners or Habitat this ability to increase their wealth. This is part of the model of paying it forward. However, it is quite clear to me that the **second** owner of any Habitat home in this particular location would not be low-income. This seems to me to be in direct conflict with the city's original intent.

I wish you the best with this decision!

Thanks,
Amy Johnson

MEMORANDUM

TO: Housing and Economic Development Committee

FROM: Greg Mitchell, City Consultant

DATE: July 14, 2021

**SUBJECT: Vote to Recommend to the City Council Authorization to
direct City staff to issue a Request for Proposals to sell the
remaining portion of City-Owned Thames Street Property**

I. ONE SENTENCE SUMMARY

A public hearing is being held on July 20, 2021, by the Housing and Economic Development Committee to discuss and vote, in the form of a recommendation to the City Council, on authorization to direct staff to issue a Request for Proposals (RFP) to sell the remaining portion of the City-owned Thames Street property, including approximately 24,500 +/- square feet, as shown on the attached map.

II. BACKGROUND

Policy for development in the area surrounding Ocean Gateway is informed by the *Master Plan for the Redevelopment of the Eastern Waterfront* (Eastern Waterfront Master Plan, EWMP) which provided graphics, schematic plans, and written policies guiding upland and waterfront development. Along with infrastructure and development scenarios, the Master Plan promoted policies for mixed use development, retention of water-side land for marine use, compatibility of new development with neighboring uses, and economically responsible development. Prior to its adoption, the Eastern Waterfront Master Plan was amended with the addition of Design Guidelines and a Building Height Study. Public infrastructure expansion (as partially implemented by Ocean Gateway with Thames Street and Hancock Street extensions) was a key recommendation of the plan.

The EWMP envisioned a mixed-use build-out of the upland sections of the district establishing a new urban neighborhood based on an expanded street grid, resulting in over a half-million square feet of additional office, retail and residential construction to be supported by additional structured parking. The sale of a portion of the City-owned Thames Street property, through this Request for Proposals, will further the EWMP.

The EWMP was adopted into the City’s Comprehensive Plan in 2004, and was amended in 2006. In 2009, the City Council further directed staff to market for sale the City-owned portion of the site that has come to be known as the “Thames Street Lot.”

Sale of City-owned Thames Street property located between Hancock Street and Mountfort Street right-of-way was completed through a public RFP proposal process, in 2018/2019, to support attracting the WEX Headquarters and stimulating a new parking garage with 83,000 square feet of commercial space (occupied by WEX and the Roux Institute) located at 100 Fore Street.

Staff’s proposed approach is to solicit proposals for the remaining portion of the Thames Street property (bounded by Mountfort Street right-of-way, Thames Street, the new Connector Road and adjacent to privately owned property which includes the VA Clinic and other tenants) through a public RFP process similar to the attached RFP which supported attracting the WEX headquarters. The HEDC and City Council will have final decision-making over any purchase and sale agreement related to the sale of this property.

The recommended approach accomplishes the following:

- **EWMP.** Furthers the goals of the EWMP; and,
- **Attracts Private Sector Investment and Quality Jobs.** Enables Portland to attract private sector investment and associated high quality job creation to the site under existing zoning.

III. INTENDED RESULT AND OR COUNCIL GOAL ADDRESSED

Sale and development of the remaining portion of the Thames Street property will:

- Implement long-standing City goals fulfilling the vision of the Eastern Waterfront Master Plan;
- Provide an improved appearance and increased year-round vitality for the Ocean Gateway area; and,
- Promote infill development connecting eastern waterfront development with planned redevelopment of the Portland Foreside Complex.

IV. FINANCIAL IMPACT

Sale of this property will generate property sale revenue for the City, attract private sector investment and associated job creation, along with annual property tax revenue to the City. All proposals will be evaluated for the amount of private sector investment and number of quality jobs.

If the HEDC and City Council agree to proceed with issuance of a RFP and sale of this property, staff recommends that fifty (50) percent of the property sale proceeds be appropriated to the Jill C. Duson Affordable Housing Trust Fund and fifty (50) percent be appropriated to the Portland Harbor Commons Project.

V. STAFF ANALYSIS

Staff recommends the City take advantage of the current strong market position for Portland to place this property on the market to support continued growth of Portland's economy.

Detailed analysis will be done on all proposals, under direction of the HEDC and City Council, to select a development program approach for the City.

VI. RECOMMENDATION

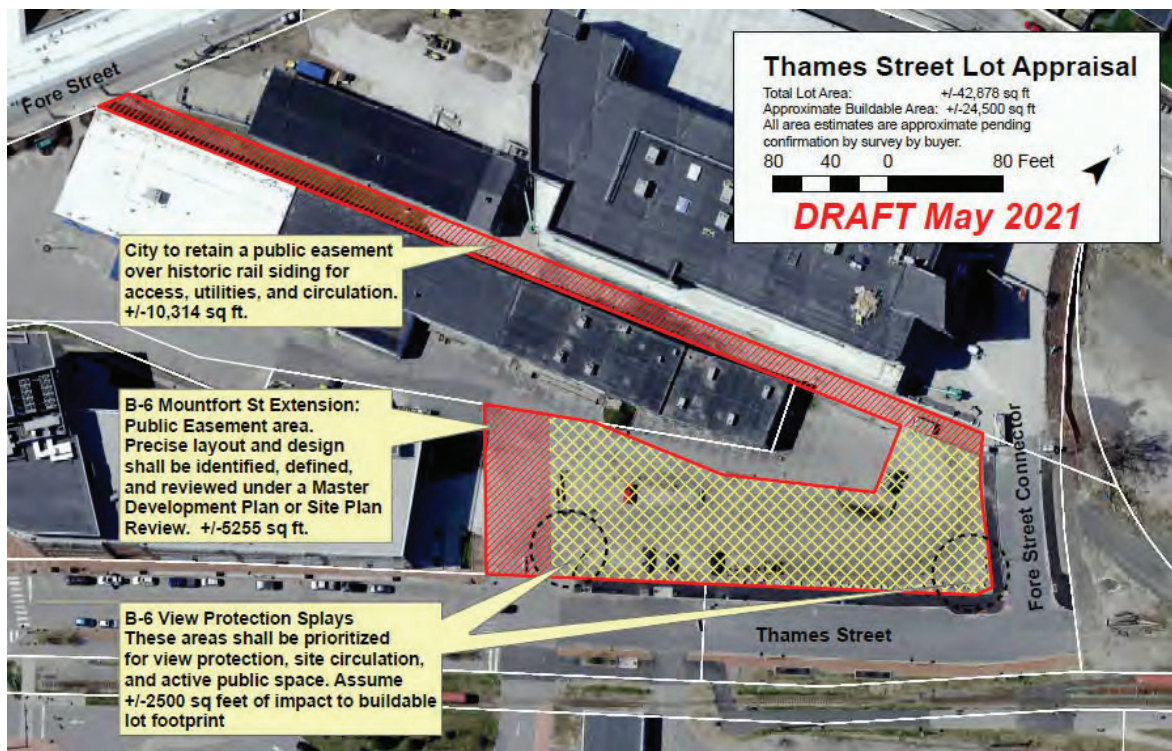
Staff recommends the HEDC vote to recommend to the City Council that the City issue an RFP to solicit proposals to support development of the remaining portion of the City-owned property on Thames Street. City staff would be responsible to finalize and issue an RFP, which would be similar to the attached RFP utilized to attract the WEX headquarters investment.

VII. LIST ATTACHMENTS

- City Thames Street Property Map
- RFP issued to support attracting the WEX Headquarters



Subject property site with new WEX office building and parking garage complex in the background



Subject site identified as 24,500 sf.

IDENTIFICATION OF THE REAL ESTATE

The subject property is located at the northwest corner of Thames Street and the Fore Street Connector in the Eastern Waterfront neighborhood. The subject consists of a hypothetical 24,500 sf. buildable parcel that represents a portion of a larger city-owned tax parcel referenced by the assessor's office as Map 19, Block A, Lot 2. The subject site currently consists of a gravel parking lot. The immediate subject neighborhood represents the epicenter of new development activity within downtown Portland.

City of Portland, Maine
“Sale of Portion of City Owned Thames Street Property”
Request for Proposals

NOTICE AND SPECIFICATIONS

Sealed proposals for furnishing the Economic Development Department with proposals related to the “Sale of Portion of City Owned Thames Street Property,” as specified herein, will be received by the Purchasing Office, Room 103, City Hall, 389 Congress Street, Portland, Maine 04101, until 3:00 p.m., Thursday, May 4, 2017 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 “Thames Street Proposal”, together with an electronic copy. Proposals that are late and or submitted via tele-facsimile shall 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. Questions may be mailed, hand delivered, faxed to (207) 874-8652 or e-mailed to mff@portlandmaine.gov and must be received no later than ten (10) 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 and cannot be relied upon by proposers. Proposers cannot have contact with any City staff with regard to this Request for Proposals unless to obtain general public information as specified in the document.

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 and all proposals. All proposers are advised that the property will be sold “as-is” and “where is,” in its existing condition, with no warranties to be 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. The property will be conveyed by quitclaim deed.

INTRODUCTION

The Eastern Waterfront Master Plan (EWMP) envisioned the build-out of the area establishing a new neighborhood based on a new street grid, with over a half-million square feet of additional office, retail and residential construction to be supported by additional structured parking. The City adopted design guidelines for the Eastern Waterfront redevelopment. The sale of a portion of the City-owned Thames Street property, through this Request for Proposals, will further the EWMP.

Use of additional land, either contiguous or non-contiguous to the City property being made available through this RFP, is encouraged in order to best fulfill the development goals described in the EWMP.

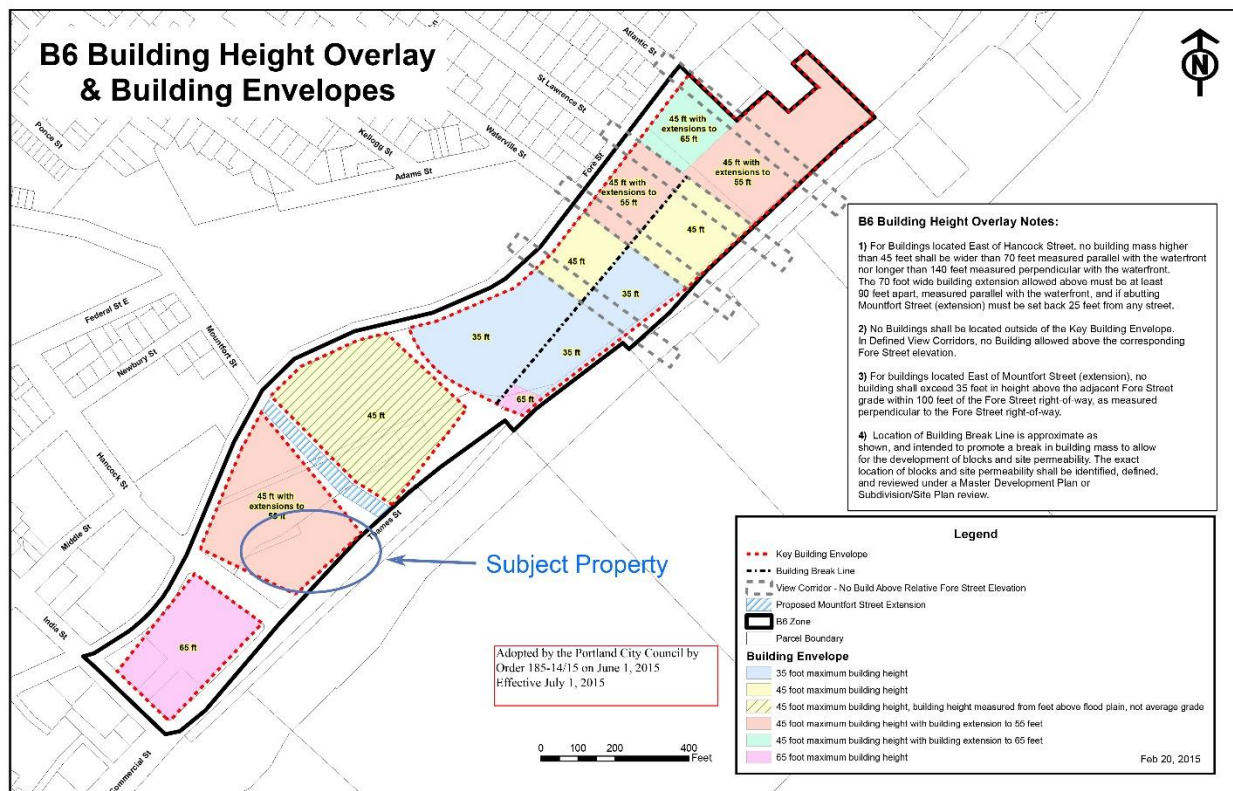
Thames Street Property Overview

The portion the City is considering selling includes approximately 48,000 square feet located along Thames Street between Hancock Street and the Proposed Mountfort Street Extension. The City is not prepared, at this time, to sell the remainder of the City Thames Street property. See attached map.

Existing Zoning Summary

This property is located in the B-6 zoning district, which permits a variety of uses, including residential, office, retail and hospitality. The zoning allows heights of 45 feet, with some allowances up to 55 feet, as regulated by the B6 Building Height Overlay and Building Envelope Map (B6 Height Overlay.) As shown on the B6 Height Overlay, there are portions of the subject parcel - at the corners of Hancock Street and the proposed Mountfort Street extension with Thames Street - that lie outside of the "Key Building Envelope" established within the Overlay. These areas are intended to preserve and create view corridors from public streets to the water. While not available for buildings, these areas may be used for landscaping, plaza space, outside dining, or other similar use.

The B6 Zone is additionally subject to Design Guidelines for the Eastern Waterfront.



<http://www.portlandmaine.gov/DocumentCenter/Home/View/6725>

Note: All respondents should investigate specific legal and zoning requirements for proposed projects prior to submission of proposal. The City's Zoning Administrator can be contacted at (207) 874-8695. The City's Planning Office can be contacted at (207) 874-8719.

SELECTION PROCESS

Proposals will be reviewed by a staff evaluation committee that will score the proposals based upon the best opportunity for negotiating the highest quality and most appropriate use of the property. The highest scoring respondents to the RFP may be selected for an on-site interview at the discretion of the evaluation committee. These firms may be re-scored after the evaluation committee has completed its interview process and reviews any additional information. The staff committee's scoring will be forwarded to the Portland City Council Economic Development Committee for its deliberation and subsequent recommendation to the City Council. Final approval for sale of City property and the negotiated public-private partnership will be with the Portland City Council.

Key Proposal Goals (3)

1. ***Private Sector Investment.*** The City desires to further the build-out of private sector investment to meet City goals as outlined in the Eastern Waterfront Master Plan, economic development efforts, and community development goals.
2. ***Parking.*** The majority of the City's Thames Street property should be utilized for development. The majority of new structured parking, located within the City's Thames Street property, if needed, shall be surrounded by active uses and screened from view. All new proposed structured parking facilities, located in the Eastern Waterfront Area (not on the Thames Street property) should be located within a reasonable walking distance from the Thames Street property. All proposals shall address City replacement parking needs and accommodate parking requirements for new proposed private investment.
3. ***Future Streets (New Connector Road and Mountfort Street Extension).*** At this time, the City is not prepared to provide commitments to design and construct Mountfort Street Extension or the New Connector Road. However, all proposals should address the need for Mountfort Street Extension and the New Connector Road as future public rights-of-way to support proposed private investment on the City property located between Hancock and Mountfort Streets. Alternative approaches to meeting the goals of permeability and accessibility across this block will be considered.

Thames Street Extension Note: The City Council approved a Purchase and Sale Agreement with CPB2 to sell a triangular shaped property to CPB2 along with an expected City commitment to invest in extending Thames Street easterly to this property.

GENERAL INFORMATION

1. **City Property Location:** Corner of Hancock and Thames Street (See attached map.)
2. **General Dimensions:** Portion site under consideration for sale includes 48,000 +/- square feet.

3. **Current use:** Unimproved municipal parking lot.
4. **Condition of the property at the time of sale:** The property is within a B-6 Eastern Waterfront Mixed Zone and is being used as a municipal parking lot.
5. **Environmental Conditions:** The City of Portland does not have any specifics with regard to environmental conditions and makes no representations or guarantees with respect to the environmental condition of the site.
6. **License Agreement with adjacent property owner Jack Rabbit, LLC (copy attached):** The City acknowledges the existing License Agreement with Jack Rabbit, LLC which needs to be addressed with the sale of City property.
7. **Road Extensions (Thames Street, New Connector Road and Possible Mountfort Street Extension):** See attached plan showing the planned extension of Thames Street, the New Connector Road and Mountfort Street Extension. At this time, the City is not prepared to provide commitments to design and construct Mountfort Street Extension or the New Connector Road. The Thames Street extension is incorporated into a City Council approved City and CPB2 P&S Agreement, while the New Connector Road and Mountfort Street Extension, or suitable alternatives, need to be designed, funded, and constructed.

PROPOSAL REQUIREMENTS

1. All proposers shall signify, by signing the attached proposal form, that the proposer has read and understands all conditions concerning the development of the land being offered, as outlined in this request for proposals, and that the proposal is made in accordance with this request.
2. Each proposal submitted must specifically outline the proposed development or re-use of this City property and indicate the intended end use(s). At a minimum, the proposal shall include:
 - **Site Concept Plan.** Concept for the proposed use of the land including end use(s);
 - **Project Timeline.** Timetable from beginning to completion of the project;
 - **Future Road Rights-of-Way.** Any future streets right-of-way needed and offer of property if applicable;
 - **Parking.** Sale of this City property will displace upwards of 150 parking spaces utilized by the City staff and others. Construction of suitable City replacement parking must be located within a reasonable walking distance in the Eastern Waterfront Area from the Thames Street property along with plans for new structured parking to accommodate new private sector investment. A parking

management plan shall be provided showing the proposed locations for all new structured parking and options, including costs, to accommodate City replacement parking needs for upwards of 150 City parking spaces. The parking management plan should address public access to parking, weekend/evening hour use of parking, and snow ban parking.

3. Each proposer must present the City with evidence of its financial ability to undertake and complete the project as outlined in its proposal.
4. Responses should include a clear demonstration the proposer's ability to complete all elements of the project as described in the proposal including a description of the development team and past experience with similar projects, project readiness and timeframe for completion as evidenced by lease commitments or the like, and financial feasibility analyses detailing a development budget, operating pro-forma's, and any other provided information.
5. 12 copies, with the original being so marked, of each proposal shall be submitted, together with an electronic version.
6. Additional data, exhibits, statements, drawings, renderings of buildings, etc., are invited to insure a total understanding and proper evaluation of each proposal by the City.

SELECTION CRITERIA (5)

1. Community Integration as Guided by the Eastern Waterfront Master Plan

As described above, development proposals should be guided by the Eastern Waterfront Master Plan, which envisioned the build-out of over a half-million square feet of additional office, retail and residential construction. The City is requiring development of new structured parking as part of this redevelopment. Any successful response to this Request for Proposals will fulfill those goals.

See web link: <http://www.portlandmaine.gov/DocumentCenter/Home/View/3391-totheEasternWaterfrontMasterPlan>

2. Public Benefit to the City

The City would like to obtain the most favorable public benefit associated with the sale of this property, and will rate proposals based upon that return. This will mean that a proposal will score higher as it ascribes the greatest value to the City-owned land and offers the greatest public benefit to the City. Those factors could include, but are not limited to:

- **Net new jobs to the City.** The City desires to attract new full-time quality (wage compensation and access to benefits) type jobs to the city. Proposals should include estimates of the numbers and types of full-time jobs associated with project private sector investment.

- **Future Mountfort Street Extension and New Connector Road Rights-of-Way.** At this time, the City is not prepared to provide commitments to design and construct Mountfort Street Extension or the New Connector Road. All proposals should address the need for Mountfort Street Extension and the New Connector Road as future public rights-of-way to support proposed private investment on the portion of City property located between Hancock and Mountfort Street Extension. Alternative approaches to meeting the goals of permeability and accessibility across this block will be considered.

3. Purchase Price

The City expects to receive Fair Market Value (“FMV”) for the property and would recognize anything less than FMV as a financial incentive to the successful developer.

4. Additional Financial Benefit to the City

Above and beyond the proposed purchase price, including but not limited to:

- **Net new property tax revenue.** Estimates for the value of new private construction should be provided with each proposal. The City will review this information to determine an estimated total municipal assessed value for the proposed project and associated property taxes.
- **Parking.** The City requires investment of additional privately owned and operated parking structures located in the Eastern Waterfront Area (preferably not on the Thames Street property) to support City replacement parking, activities at the Portland Ocean Terminal, including the Ocean Gateway, parking for island residents and to provide opportunities for continued growth of the land side of the Eastern Portland Waterfront. A parking management plan shall be provided showing the proposed locations for all new structured parking and options, including costs, to accommodate City replacement parking needs for upwards of 150 City parking spaces. The parking management plan should address public access to parking, weekend/evening hour use of parking, and snow ban parking.

5. Proposers Proven Capacity and Relevant Experience

Responses should clearly demonstrate the proposer’s ability to complete all elements of the project as described in the proposal including a description of the development team and past experience with similar projects, project readiness and timeframe for completion as evidenced by lease commitments or the like and financial feasibility analyses detailing a development budget, operating pro-forma, and any other provided information.

SCORING MATRIX

Subject to the Reservation of Rights as described herein below, the City Council Economic Development Committee will recommend to the City Council the proposal which in its judgment offers the best opportunity for negotiating the highest quality and most appropriate use of the property, even though such proposal may not contain the highest purchase price offered.

The criteria used for the rating of the Proposals by the Evaluation Committee will include:

1. Community Integration as Guided by the Eastern Waterfront Master Plan (25 Points)
2. Public Benefit to the City (25 Points)
3. Property Sale Price (20 Points)
4. Additional Financial Benefits to the City (15 Points)
5. Proposers Proven Capacity and Relevant Experience (15 Points)

RFP Evaluation and Timeframe

The following process will be used:

1. Upon closing of the Request for Proposal application period, all proposals will be reviewed for completeness.
2. All complete proposals will be reviewed under the scoring factors and preference guidelines as described herein. The proposal evaluation team may confer with the applicants and/or third parties to clarify or verify information and request additional information for the purpose of allowing the evaluation team to ask questions of the finalists and to further clarify any Proposer's written responses.
3. All proposals and scoring information will be forwarded to the City Council's Economic Development Committee for review. The Committee may hold interviews with any, all or none of the proposers. The Committee's recommendation will then be forwarded to the full City Council for its review and final action.
4. When the evaluation and review process is complete, the Economic Development Committee will select the proposal to begin negotiations toward finalizing a Purchase and Sale Agreement including all conditions of sale to recommend to the City Council for final action.

Proposers will be notified of the scoring results and all pertinent meeting review dates.

CONFIDENTIALITY

Proposals received by the City 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.

LEGAL REQUIREMENTS

The Purchase and Sale Agreement for the sale of the property will be executed only after satisfactory review and final approval by the City Council. At closing, the City shall convey the property by quitclaim deed. There will also be covenants that restrict the re-sale of the property, requires City Council approval of any new owners within a negotiated period of time, or allows the City to repurchase the property in the case of non-performance.

RESERVATION OF RIGHTS

The City reserves the right, at its sole discretion, to reject any and all proposals for the property, 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 substantiate any Proposer's qualifications, capability to perform, availability, past performance records and to verify that the proposer is current in its financial obligations to the City.

The City 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 to do so.

March 31, 2017

Matthew F. Fitzgerald
Purchasing Manager

Appendices

- Thames Street Property Map
- City and Jack Rabbit, LLC License Agreement

PROPOSAL FORM

("Sale of Portion of City Owned Thames Street Property" RFP #6917

**** THIS SHEET MUST BE INCLUDED IN YOUR PROPOSAL ****

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, and that no person acting for or employed by the City of Portland is directly or indirectly interested in this proposal or in any anticipated profits which may be derived there from.

The undersigned hereby declares that they have read and understand all conditions as outlined in this Request for Proposals, and that the proposal is made in accordance with the same.

The bidder acknowledges the receipt of Addenda numbered: _____

COMPANY NAME: _____

AUTHORIZED SIGNATURE: _____

DATE: _____

PRINT NAME & TITLE: _____

ADDRESS: _____

E-MAIL ADDRESS: _____

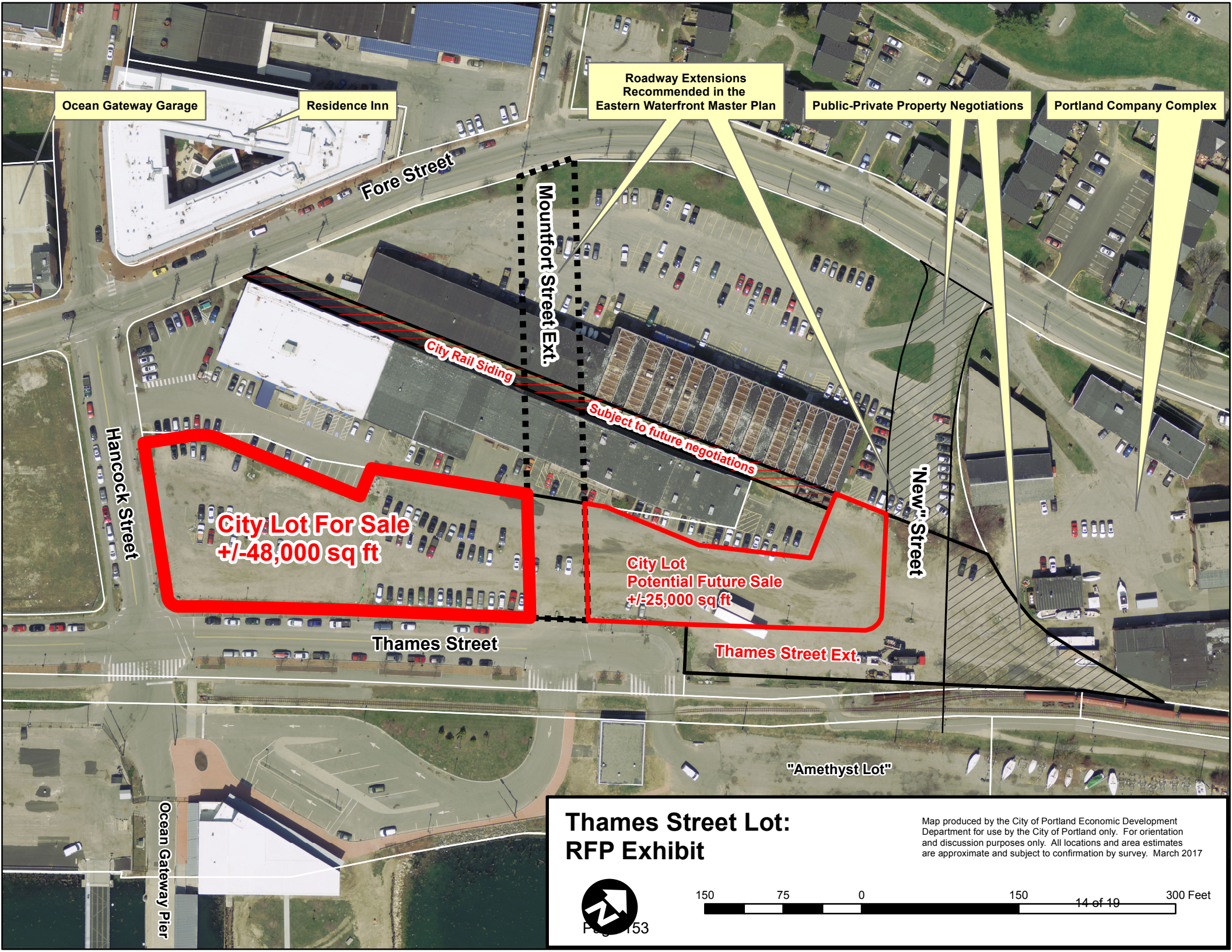
PHONE NUMBER: _____ FAX NUMBER: _____

TYPE OF ORGANIZATION - PARTNERSHIP, CORPORATION, INDIVIDUAL, OTHER:

STATE OF INCORPORATION, IF APPLICABLE: _____

FEDERAL TAX IDENTIFICATION NUMBER (Required): _____

NOTE: Proposals must bear the handwritten signature of a duly authorized member or employee of the organization submitting a proposal.



Ocean Gateway Garage

Residence Inn

Roadway Extensions
Recommended in the
Eastern Waterfront Master Plan

Public-Private Property Negotiations

Portland Company Complex

Fore Street

Mountfort Street Ext.

City Rail Siding

Subject to future negotiations

City Lot For Sale
+/-48,000 sq ft

City Lot
Potential Future Sale
+/-25,000 sq ft

New Street

Hancock Street

Thames Street

Thames Street Ext.

"Amethyst Lot"

Ocean Gateway Pier

Thames Street Lot: RFP Exhibit

Map produced by the City of Portland Economic Development Department for use by the City of Portland only. For orientation and discussion purposes only. All locations and area estimates are approximate and subject to confirmation by survey. March 2017



LICENSE AGREEMENT

This **LICENSE AGREEMENT** is made between the **City of Portland**, a body corporate and politic located at 389 Congress Street, Portland, Maine (hereinafter the "City"), and **JACKRABBIT, LLC**, a Maine limited liability company with a mailing address of 44 Oak Street, Portland, Maine, 04101 (hereinafter "Jackrabbit").

WHEREAS, the City and Jackrabbit each own property adjacent to Jackrabbit's building located at 144 Fore Street in the City of Portland, Maine; and

WHEREAS, the City wishes to have access to a portion the Jackrabbit's above-described property (hereinafter the "Jackrabbit Property"), and Jackrabbit wishes to have access to a portion of the City's above-described property (hereinafter the "City Property") for the purposes of vehicular traffic, travel and parking as described in the Agreement;

NOW THEREFORE, the City does hereby grant to Jackrabbit, its successors and assigns in ownership of the Jackrabbit Property, a revocable license to enter upon and to use the City Property for the purpose of vehicular traffic and travel, and Jackrabbit does hereby grant to the City, its successors and assigns in ownership of the City Property a revocable license to enter upon and use the Jackrabbit Property for the purpose of vehicular traffic, travel and parking, subject to the following terms and conditions:

1. **Location.** The City Property and Jackrabbit Property are described and delineated in Exhibit A, attached hereto and incorporated herein by reference.

2. **Use of City Property by Jackrabbit.** The City Property shall be used by Jackrabbit as shown on Exhibit A attached hereto for vehicular traffic, travel and minimal parking related to Jackrabbit's ownership and Jackrabbit's and his tenants' and invitees' use of Jackrabbit's building located at 144 Fore Street, only. All of Jackrabbit's parking shall be immediately adjacent to the building located at 144 Fore Street and at either end of the building, as shown on Exhibit A attached hereto. Vehicles shall not block the flow of traffic in the shared travel lane. Any vehicles that park on City Property not in accordance with this paragraph and do not display a City hang tag or permit will be subject to ticketing, booting and towing at the City's discretion. All use of the City's Property by Jackrabbit must be in compliance with state and federal law, and local ordinance, including but not limited to local land use ordinances.

3. **Use of Jackrabbit Property by the City.** The Jackrabbit Property shall be used by the City as shown on Exhibit A attached hereto for vehicular traffic, travel and parking related to the City's activities, including but not limited to providing parking for users of the Eastern Promenade Trail after 5:00 p.m. Monday through Friday and all day on weekends and holidays. All use of the Jackrabbit Property by the City must be in compliance with state and federal law, and local ordinance, including but not limited to local land use ordinances.

4. **Signage.** Jackrabbit agrees to post signs on or around its building located at 144 Fore Street, at its own expense, indicating that parking adjacent to the building is reserved for tenants and customers of the building.

5. **Maintenance.** Jackrabbit shall be responsible for maintenance and repair,

including snow plowing and removal, of the Jackrabbit property and the shared travel lane indicated on Exhibit A. City shall be responsible for maintenance and repair, including snow plowing and removal, of the City property.

6. **No Fees.** Jackrabbit shall be liable for no fees for its use of the City Property in accordance with this License Agreement, and the City shall be liable for no fees for its use of the Jackrabbit Property in accordance with this License Agreement.

7. **Event Revenue.** Jackrabbit shall retain any revenue from parking for special events only for parking spaces located on Jackrabbit property. The City shall retain any revenue from parking for special events for parking spaces located on City property.

8. **Insurance: City.** City is self insured and any claims which are the responsibility of the City under this agreement shall be covered by said self insurance fund.

9. **Insurance: Jackrabbit.** Jackrabbit shall procure and maintain throughout the term of this License Agreement, or provide through its contractor(s), comprehensive general liability insurance in the minimum amount of Four Hundred Thousand Dollars (\$400,000) covering Jackrabbit's activities hereunder and naming the City as an additional insured thereon. In addition, Jackrabbit shall provide evidence of automobile liability insurance in said minimum amount, and workers compensation insurance in the statutory amount, if applicable. All contractors to Jackrabbit performing work under this License shall provide the City with evidence of the above insurance coverages with the City as an additional insured, and workers compensation and employers liability insurance in the statutory amounts which shall have an endorsement waiving subrogation against the City. Such contractor insurance may be in place of that required of Jackrabbit so long as it remains in effect and names the City as an additional insured.

Certificates evidencing such insurance policies shall be delivered to City and shall provide the City with no less than thirty (30) days prior notice of cancellation or non-renewal.

All insurance policies hereunder shall be primary to any insurance, or self-insurance, maintained by City.

10. **Effective Date.** This License is effective as of the date of execution.

11. **Term.** This license shall have a term of ten (10) years and shall automatically continue for successive ten year periods unless the parties agree upon and establish functionally equivalent access to the Jackrabbit Property or the affected portion of it on terms similar to this Agreement as mutually agreed upon by Jackrabbit and the City. If the parties fail to agree, then on written notice from either party any dispute shall first be submitted to nonbinding mediation by a single mediator. If no mediation occurs or if no agreement is reached within 30 days thereafter, then on written notice from either party the dispute shall be submitted to arbitration, to a single arbitrator to be agreed upon within 20 days of the date on which the notice is served. If the parties cannot agree on a single arbitrator then on written notice from either part the dispute shall be submitted to a panel of three arbitrators and the notice shall specify the name and address of the person designated to act as an arbitrator on its behalf. Within 20 days after the service of such notice, the other party shall specify the name and

address of the person designated to act an arbitrator on its behalf. If the other party fails to notify the initiating party of the appointment of its arbitrator within the time above specified, then the appointment of the second arbitrator shall be made by the first arbitrator. The two arbitrators so chosen shall meet within 15 days after the second arbitrator is appointed and if, by 30 days after the date of the appointment of the second arbitrator, the two arbitrators shall not agree upon a resolution of the dispute, they shall together appoint a third arbitrator. The three arbitrators shall meet and render a decision within 30 days after the date of the appointment of the third arbitrator. The decision of a majority of the arbitrators shall be final. All arbitrators appointed must be employed or active in the real estate industry, including without limitation, as managers, real estate brokers, bankers, attorneys, developers, investors or otherwise.

The party's shall share the costs of providing a functionally equivalent access equally, but if the City's proportionate share based on the original square footage of the portion of the access relocated on its land to all of the original square footage of the access from the City to Jackrabbit access is less, then it shall pay the lesser share.

12. Termination. In the event either party does not comply with the terms of this Agreement, the aggrieved party must first request the other party to cure the problem. In the event the problem is not cured within thirty (30) days, the party can terminate the Agreement upon thirty (30) days written notice.

Any notice of an Event of Default delivered pursuant section 12 of this license agreement must be sent by certified mail, return receipt requested to Jackrabbit at the address for Jackrabbit set forth above, or at such other address as Jackrabbit may provide to the City in writing from time to time. In addition following a notice sent to the City by certified mail, return receipt requested, by a party identifying itself as the holder of a mortgage on Jackrabbit's Property, the City shall concurrently send such mortgagee a copy of any notice of an Event of Default which the City sends to Jackrabbit.

Notwithstanding any other provision herein, in the event that a notice of an Event of Default is delivered to Jackrabbit pursuant to section 12 hereof, any mortgagee of Jackrabbit's Property who has identified itself to the City shall be entitled to cure such default within the time frames set forth above, and the City agrees to accept such performance by any such mortgagee of Jackrabbit's obligations hereunder.

In the event the adjacent Thames Street Lot, owned by the City, is redeveloped and the use of City Property by Jackrabbit pursuant to this Agreement presents an encumbrance to redevelopment of said lot, the City shall provide Jackrabbit and any mortgagee of Jackrabbit's Property who has identified itself to the City one (1) years notice of termination of this Agreement, provided that the City must provide functionally equivalent access to the Jackrabbit Property on terms similar to this Agreement in order for such notice of termination to be effective.

In the event the City takes by eminent domain proceedings a portion of the Jackrabbit Property necessary for a future extension of Mountfort Street, then this License shall terminate with respect to that portion of the License area necessary for such extension of Mountfort Street, and the City shall not be required to pay damages for such partial

termination or for any increased value of the portion of the Jackrabbit Property so taken attributable to this License Agreement.

12.No Interest in Land. The City shall have no authority to modify or make any changes to the Jackrabbit Property subject to this License without the prior consent of Jackrabbit, and Jackrabbit shall have no authority to modify or make any changes to the City Property subject to this License without the prior consent of the City, provided that the parties hereby consent to the changes identified in the City's minor site plan approval issued on August 16, 2010.

13. This Agreement amends and restates in its entirety a prior License Agreement between the parties dated October 14, 2010.

Dated as of January 21st, 2011

JACKRABBIT, LLC

By: [Signature]
name: Mike Marino
its Gen.

CITY OF PORTLAND

By: [Signature]
name: Joseph C. Gray, Jr.
its City Manager

STATE OF MAINE
CUMBERLAND, ss.

January 21, 2011

PERSONALLY APPEARED before me the above named Mike Marino in his said capacity, and acknowledged the foregoing instrument to be his free act and deed in his said capacity and the free act and deed of said limited liability company.

[Signature]
Notary Public/Attorney at Law
Print name: Barbara J Brewer

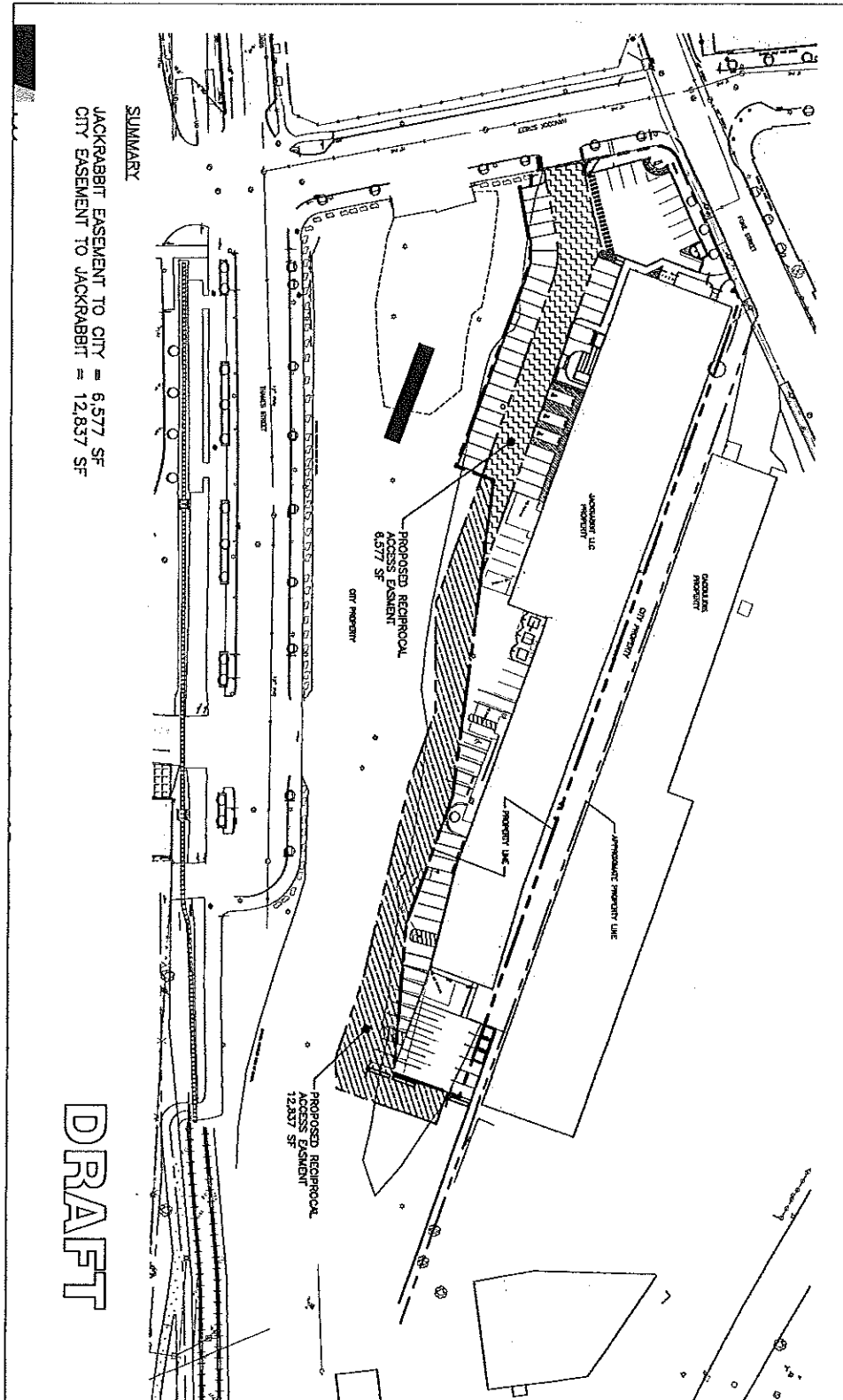
STATE OF MAINE
CUMBERLAND, ss.

January 21, 2011

PERSONALLY APPEARED before me the above named Joseph C. Gray, Jr. in his/her said capacity, and acknowledged the foregoing instrument to be his/her free act and deed and the free act and deed of the City of Portland.

[Signature]
Notary Public/Attorney at Law
Print name:

Exhibit A





Lori Paulette <ljn@portlandmaine.gov>

Re: City owned lot 019-A-002001

Greg Mitchell <gmitchell@portlandmaine.gov>

Tue, Jul 20, 2021 at 8:04 AM

To: Julia Flanders <julia.s.flanders@gmail.com>

Cc: "Jennings, Jon" <jpj@portlandmaine.gov>, Lori Paulette <ljn@portlandmaine.gov>

Good morning Ms. Flanders,

Thank you for your email.

This matter will be discussed publicly at tonight's 5:30pm Portland City Council Housing and Economic Development Committee remote meeting. Below is the link to tonight's meeting agenda and materials.

<https://civicclerk.blob.core.windows.net/stream/PORTLANDME/ae1fc43a-e246-44ec-9fbf-114653ddd6cd.pdf?sv=2015-12-11&sr=b&sig=sSJc3Or0dOyP6iSZ9dkcVFK%2FYAogEWWfjr%2FgVLOcLfk%3D&st=2021-07-20T11%3A37%3A27Z&se=2022-07-20T11%3A42%3A27Z&sp=r&rsc=cache&rsc=application%2Fpdf>

Policy direction regarding the possible sale of this property will be provided by the Housing and Economic Development Committee and the Portland City Council. I would point out that city staff and the Portland City Council have supported increasing green space in this area of the city through past investment in the Amethyst Lot located directly across Thames Street and between Ocean Gateway and the Maine State Pier through the Portland Harbor Commons Plan.

Best,

Greg Mitchell

On Mon, Jul 19, 2021 at 7:50 PM Julia Flanders <julia.s.flanders@gmail.com> wrote:

Dear Greg, I am interested in knowing whether the city would consider creating a park out of this land. As a resident, it is of concern to me that Portland is becoming over developed, in particular on the waterfront. I walk the waterfront from all of the Eastern Promenade to the Gulf of Maine Research Institute almost every day. It is important to me to keep the waterfront open for direct viewing and experience. It is what makes Portland so attractive in the first place. Please consider making this property into a park for sitting and contemplation. Open space is precious and highly valued in cities, so that long views of the harbor can be seen at all times, from any angle by any citizen, resident or visitor. It's what attracts people to Portland, to visit, or to live.

Julia Flanders [22 Hancock St Portland, ME 04101](#)

Sent from my iPad



Lori Paulette <ljn@portlandmaine.gov>

Fwd: Comment re: Thames St.

Greg Mitchell <gmitchell@portlandmaine.gov>

Tue, Jul 20, 2021 at 3:43 PM

To: Mary Davis <mpd@portlandmaine.gov>, "Paulette, Lori" <ljn@portlandmaine.gov>

Please email these comments to the Mayor and all city councilors.

Thanks,

Greg

----- Forwarded message -----

From: **Christian MilNeil** <c.neal.milneil@gmail.com>

Date: Tue, Jul 20, 2021 at 3:40 PM

Subject: Comment re: Thames St.

To: Greg Mitchell <gmitchell@portlandmaine.gov>

Hi Greg,

Would you please share this comment with the members of the Economic Development committee this evening?

I'm writing to urge the Council to re-visit the zoning height restrictions on this parcel, which were originally established in the early 2000s and do not really reflect the urgency of Portland's current housing needs.

The current height limit is 45' with allowances for small portions of a building to go up to 55' high. This is essentially the same as height limits across most of Munjoy Hill and the West End. But a valuable downtown location like this one, with excellent access to transit, and surrounded by commercial uses that will not object to a taller building, is an ideal place to invite a taller building that can accommodate more usable space.

One idea I'd like you to consider would be an affordable housing bonus, similar to what was done with the city's "Division 30" amendments in 2017. In effect, this could keep the current height limit of 45' for offices or hotels, but allow developers to build up to 65' (6 stories) or 85' (about 8 stories) tall if their projects include a certain percentage of middle- or low-income housing on site.

By authorizing height bonuses BEFORE this parcel goes to bid, the Council could accomplish several positive goals:

1. Attract higher offers from bidders,
2. Raise the longer-term taxable value of the parcel,
3. Attract more private investment in affordable housing, and
4. Create more location-efficient housing downtown.

Thanks for considering this idea for this site.

Christian MilNeil
