



CITY OF SILVERTON

AFFORDABLE HOUSING TASK FORCE MEETING

Silverton City Council Chambers
421 S. Water Street
Meeting to be held in person with a virtual option
Tuesday, May 21, 2024 – 6:30 p.m.

Zoom Meeting Link: <https://us02web.zoom.us/j/86916112703>

Dial in: 1 (253) 215-8782 Webinar ID: 869 1611 2703

AGENDA

I. Call to Order, Pledge of Allegiance and Roll Call

II. Approval of Minutes – April 16, 2024

III. Public Comment – Items not on this Agenda

IV. Discussion

4.1 Affordable Housing Development – Review

- a. DevNW and Ink Built – SOQ & RFP
- b. Hacienda Community Development Corp. – SOQ & RFP

V. Adjournment

Americans with Disabilities Act – The City of Silverton intends to comply with the A.D.A. The meeting location is accessible to individuals needing special accommodations such as a sign language interpreter, headphones, or other special accommodations for the hearing impaired. To participate, please contact the City at 503-874-2216 at least 48 hours prior to the meeting.

A copy of the full packet is available on the City's website at www.silverton.or.us/agendacenter. In accordance with House Bill 2560 the meeting will be held electronically using the Zoom web conference platform. Please submit written comments to jgottgetreu@silverton.or.us by 3:00 p.m. on Tuesday, May 21, 2024. Comments received will be shared with the Affordable Housing Task Force at the meeting and included in the record.

1 **CITY OF SILVERTON**
 2 **AFFORDABLE HOUSING TASK FORCE MINUTES**

3 **421 South Water Street and Zoom Web Conference Platform**

4
 5 **April 16, 6:30 p.m.**
 6

7 **I. CALL TO ORDER, PLEDGE OF ALLEGIANCE AND ROLL CALL**

8 Chairman Freilinger called the meeting to order at 6:30 p.m. The task force members and staff were
 9 present both in person and through the virtual meeting platform Zoom, consistent with House Bill 2560.

Present	Excused	
X		Jason Freilinger {Chairman}
X		Dana Smith
	X	Karyssa Dow
X		Laurie Chadwick
X		Sarah White
X		Gene Oster
X		Barbara Rivoli
X		Hilary Dumitrescu
X		Rebecca Delmar
	X	Ray Teasley
X		Clay Flowers {Planning Commission Rep.}

24
 25
 26 **STAFF PRESENT:**

27 Community Development Director, Jason Gottgetreu.

28
 29 **II. APPROVAL OF MINUTES:**

30 Member Flowers moved to approve the minutes of the March 19, 2024, meeting, Member
 31 seconded the motion and it passed unanimously.

32
 33 **III. PUBLIC COMMENT:** There were no comments.

34
 35 **IV. DISCUSSION/ACTION:**

36
 37 **4.1 Affordable Housing Development – Proposals Review**

38 **a.** REACH Community Development Inc. (REACH) and Farmworker Housing Development
 39 Corporation (FHDC).

40
 41 **b.** DevNW and Ink Built.

42
 43 **c.** Hacienda Community Development Corp.

44
 45 **d.** Home First Development and Green Light Development.

46
 47 **A. REACH Community Development Inc. (REACH) and Farmworker Housing Development**
 48 **Corporation (FHDC).**
 49

1 Director Gottgetreu provided a summary of the process the affordable housing development has
2 progressed from. Once the proposals were reviewed, and approved by the Task Force their
3 recommendation would be presented to the City Council. Director Gottgetreu then relayed the overview
4 for process of ranking the proposals.

5
6 Director Gottgetreu began their presentation with the proposal from REACH Community Development
7 Inc. and Farmworker Housing Development Corporation [FHDC]. They displayed the conceptual plan
8 submitted by REACH and FHDC providing details of the potential development and iterating the
9 development would not extend to the entirety of the West Field site. The conceptual plan included thirty-
10 eight apartments and two community buildings. One of the community buildings would be an
11 administrative office with laundry facilities; the other would have a community gathering space with
12 kitchen, public restrooms, and storage. The development would target households earning at or below
13 sixty percent median family income. REACH-FHDC had relayed there was a potential for additional
14 affordability housing *if* substantial funding was secured. The overall project costs were estimated at
15 twenty-two million dollars. Director Gottgetreu displayed Reach-FHDC's allocated funding sources with
16 a combination of thirteen provisions along with a detailed projected cost breakdown.

17 Director Gottgetreu went forth to elucidate on the Oregon Department of Housing and Community
18 Services [OHCS] Affordable Rental Housing Divisions, current and upcoming process for funding
19 assistance. REACH-FHDCs' exemptions and or requests from the City were then relayed along with
20 proposed off-site infrastructure needs. Potential funding assistance for necessary infrastructure
21 development was stated. Director Gottgetreu displayed Reach-FHDCs' development schedule.

22
23 Director Gottgetreu opened the floor for discussion.

24
25 Member Delmar inquired about the performance/ development side of the proposal; asking if the proposal
26 offered information regarding the operation [of the development].

27
28 Director Gottgetreu stated they wanted to remain confidential as listed in the RFP. It has been stated that
29 either the developer or a partner would head operations.

30
31 Member Delmar referred to property tax and stated if there was a 99-year ground lease would property
32 tax be assessed; they inquired about the process for such.

33
34 Director Gottgetreu clarified the City of Silverton has the option of waiving property tax for affordable
35 housing, there is a time restriction on the waiver. Within the proposals there were requests for tax
36 exemption.

37
38 Member Flowers inquired about the tax exemption process and due diligence the City would adhere to
39 with taxing jurisdictions.

40
41 Director Gottgetreu was unaware of the specifics for the tax exemption program.

42
43 Member White asked if REACH/FHDC had indicated they would work with a local entity to fulfill the
44 leases for the property; example Marion County [Housing Authority]. Was there any indication there
45 would be preference for the local community.

46
47 The Committee held open discussion on lease options for the development and the potential for creating
48 preference for local community members.

1 Member Smith commented they were excited about the dedication to energy efficiency, durable finishes,
2 and earth advantage certifications being exceeded. Member Smith added they were disappointed with the
3 site plan; it did not have connectivity for future expansion.
4

5 Chairman Freilinger eluded they were under the impression the RFP stated there was an expectation for
6 the proposals to anticipate future expansion. The location of the property requires multiple roadways
7 therefore the development must anticipate that. Chairman Freilinger relayed concern for REACH/FHDC
8 not adhering to the RFP requirements in reference to future expansion and roadways within their
9 submittal.
10

11 The Committee collectively discussed the proposal submittal and expressed their concerns with three
12 story buildings and lack of efficiency in meeting the RFP requirements. The price point for the submittal
13 was then discussed along with the parking requirements.
14

15 Member Oster asked the committee their preference on making the price point for the development a
16 priority for proposal consideration. Member Oster stated they are concerned about what the proposals are
17 asking from the City; example waiving SDCs'; and if the requests are expenses the City can manage.
18

19 Member Rivoli referred to Member Oster's comment and asked Director Gottgetreu for clarification on
20 the land lease for 99 years.
21

22 Director Gottgetreu elucidated the lease agreement and offered examples of alternate agreements the City
23 possesses.
24

25 There was discussion on cost of the project and return on productivity with future operation of the
26 development. Potential credits for the developers were then considered.
27

28 Member Flowers relayed the development mirrors that of Habitat for Humanity except for home rental
29 versus home ownership; the City Council in the past has approved SDC waivers for that of Habitat for
30 Humanity. With this, Member Flowers relayed to achieve the goal of affordable housing provision, the
31 City must treat the project as they have others in the past anticipating offering a credit somewhere.
32

33 **B. DevNW and Ink Built.** 34

35 Director Gottgetreu introduced the proposal from DevNW and Ink Built stating the conceptual plan
36 included forty-eight units comprised of twenty-two- three-bedroom units, fourteen-two-bedroom units,
37 and twelve-one-bedroom units. Director Gottgetreu stated there were eighty-three parking spaces
38 proposed along with the expansion of Davenport Lane with parallel parking. Director Gottgetreu then
39 provided the housing details and proposed AMI requirements. The proposal included an additional
40 community space with restrooms and offices. The estimated project cost was the sum of seventeen-
41 million dollars and Director Gottgetreu presented the organization's utilization of grant funding. The
42 proposal included the request for SDC exemption with a no cost land lease. The proposal timeline was
43 displayed for the Committee with the potential of construction completion in spring of 2027.
44

45 Chairman Freilinger referred to the REACH/FHDC proposal and asked for clarification on their projected
46 occupancy timeline.
47

48 REACH/FHDC timeline for completion was projected in February of 2027.
49

50 Director Gottgetreu opened the floor for discussion.
51

1 Member Flowers referred to the housing details and asked if the proposal stated it would remain at 60%
2 AMI or was there willingness to accept lower AMI.

3
4 Brief Discussion was had on the organization's potential for lower AMI provision if specific parameters
5 were met.

6
7 Member Smith relayed they were pleased the submittal honored the desire for connectivity and
8 expansion. They added the organizations had preemptively reached out to local organizations and they
9 were willing to provide housing to 30% AMI if able to partner with Marion County Housing Authority.
10 Member Smith went on to express the importance of adhering to a tight building envelope such as the
11 submittal included.

12
13 Member Oster spoke about utility provisions and the process for payments when utility cost exceeds the
14 standard monetary allotment. With this, Member Oster stated the developer would be inclined to construct
15 energy efficient buildings.

16
17 Member Rivoli inquired about government programs that offer lower fixed rates for utilities and rent, and
18 asked if the property owner is liable for the cost differential.

19
20 The Committee discussed the process and due diligence for utility subsidies.

21
22 Member White commented that DevNW and Ink Built have a good reputation and they have helped many
23 low income and poverty level persons. It was Member Whites impression the organization had resident
24 coordinators to assist with the process for subsidy [utilities].

25
26 Member Delmar iterated the proposal stated the City would be responsible to finance and execute the land
27 partition.

28
29 Director Gottgetreu elucidated the trajectory for partitioning land.

30
31 Member Dumitrescu referred to the proposals concern for the potential wetlands on the property.

32
33 Director Gottgetreu and the Committee discussed the potential wetlands and general topography of the
34 site.

35 36 **C. Hacienda Community Development Corp.**

37
38 Director Gottgetreu presented the proposal from Hacienda Community Development Corp. The submittal
39 included the extension of Davenport Lane with continuing head in parking. Phase one of the proposal
40 portrayed thirty-seven units with nine one-bedroom units, twenty-three-two-bedroom units, and five
41 three-bedroom units with sixty-one parking units. Director Gottgetreu displayed the proposed building
42 models and relayed there were three facility buildings on the site as well. The organization had expressed
43 their expertise and passion for working with a mix of individuals and families. Director Gottgetreu
44 reiterated the organization is not specific to one group or another, they serve a diverse population. The
45 proposal stated seventy-five percent of the units would be ADA accessible or adaptable. The project cost
46 was estimated at twenty million dollars and Director Gottgetreu relayed the organization's plan for fund
47 obtainment. Project completion was projected for February 2027.

48
49 Director Gottgetreu opened the floor for discussion.

1 Chairman Freilinger asked if the organization was accepting the land lease concept. They asked for
2 clarification on the proposed land ownership.

3
4 There was discussion on the proposed land ownership within the submittal, it was suggested the
5 organization was requesting ownership.

6
7 Member Flowers inquired with Member Oster about the statement for onsite laundry facilities. They
8 asked if there was a cost differential between constructing onsite laundry facilities versus facilities within
9 the dwelling units.

10
11 Member Oster relayed their experience with dwelling construction.

12
13 Member Flowers asked if the City had the ability to require in unit laundry facilities.

14
15 The Committee spoke about potential requirements for laundry facility hook-ups. Conversation led to the
16 proposal including Solar array for energy use and the exterior aesthetic complimenting the Committees
17 preference.

18
19 Member Rivoli added the attention to resources was impressive.

20
21 Member White stated the design from the submission was their favorite and they believe the design is
22 pertinent to the development as it will have an impact on the community. Member White added if the
23 community sees the development honoring the community aesthetic [it would be likely accepted].
24 Member White commented on the porch features for the units and how creates an integrated community
25 along with the pedestrian oriented spaces. The support services on site were impressive, however there
26 was confusion regarding the language of generational wealth and if the proposal was indicating creating
27 home ownership.

28
29 The Committee agreed for home ownership being a facet of phase two of the project, not phase one. They
30 requested clarity on the concept.

31
32 **D. Home First Development and Green Light Development.**

33
34 Director Gottgetreu presented the proposal from Home First Development and Green Light Development.
35 The submittal included provisions for forty-four units; eight one-bedroom units, six two-bedroom units,
36 and thirty-three- three-bedroom units. The site would provide seventy-two parking spaces and a 1,250
37 square foot community building. Residential amenities would include a community garden, large
38 community room, walking trails and pocket picnic and play areas. The site plan had a checkerboard
39 approach in lieu of a linear design. Estimated project cost was seventeen million dollars with the main
40 funding source being the LIFT funding. The organization requested the city waive SDCs', expedited
41 permit processing, and a long-term land lease. The primary site infrastructure would be built with the said
42 funding source and deferred SDCs'-Permit fees. Project completion was estimated for Spring of 2026.

43
44 The floor was open for discussion.

45
46 The Committee discussed their preference for Solar array and the proposal lacking such. Conversation led
47 to the layout of the development and that of the parking areas.

48
49 Chairman Freilinger opened discussion for proposal preferences.
50

1 Member Flowers stated the submittal from Hacienda met their aesthetic preference and would be rated
2 their first choice. REACH/FHDC was their least favorite for aesthetic they would be rated fourth.
3 DevNW and Home First were congruent however, Member Flowers stated Home First would be second,
4 with DevNW being third.
5
6 Member Delmar relayed their first choice would be DevNW. Hacienda and Home First were congruent,
7 however with the provision of additional units, Member Delmar preferred Home First proposal.
8
9 Member Rivoli stated they rated Hacienda's design first. The decision between Home First and DevNW
10 came to affordability with Home First being second.
11
12 Member Dumitrescu iterated they rated DevNW first and Hacienda second.
13
14 Member Chadwick relayed Hacienda was number one and DevNW was their second choice.
15
16 Chairman Freilinger relayed their vote was DevNW as number one and Hacienda as second.
17
18 Member Smith stated DevNW was their first choice. They liked Hacienda but they did not want to lose
19 ownership of the land. If Hacienda did not waiver on preferring land ownership, then Member Smith
20 would recommend Home First proposal.
21
22 Member Oster stated DevNW was their first choice, and Hacienda as their second choice contingent on
23 land ownership preference being clarified.
24
25 Member White iterated DevNW was their first choice, with Hacienda second with the contingency
26 regarding land ownership being clarified.
27
28 Chairman Freilinger stated their seemed to be congruency between the Committees preferences with the
29 caveat of land ownership with Hacienda.
30
31 Director Gottgetreu went over the next steps of the RFP process.
32
33 The Committee spoke about the upcoming processes, and the potential preferences on the submittals.
34 There was consideration for requiring additional amenities such as Solar array. The Committee
35 considered the Hacienda proposal and the significance of the land ownership being elucidated.
36
37 The Committee and Director Gottgetreu discussed the proposal recommendations to City Council and
38 suitable ways to navigate their receipt.
39
40 **ADJOURNMENT:**
41 The meeting adjourned at **8:12 pm**
42 /s/ Cleone Cantu, Planning and Permit Assistant.

RESPONSE TO REQUEST FOR QUALIFICATIONS // CITY OF SILVERTON WESTFIELD SITE

DEC 12, 2023



1 // COVER LETTER

City of Silverton

Re: Request for Qualifications Westfield Site

Attn: Jason Gottgetreu

DevNW and Ink Built are pleased to submit our combined qualifications for the development of affordable housing on the Westfield site. DevNW and Ink Built have deep roots in the Willamette Valley and extensive experience in planning, designing, building, and managing affordable housing, including for both rental and ownership. We share a mission to bring innovative thinking, design, and collaboration to bear in addressing the immense need for sustainable, equitable, and affordable housing that builds upon the inherent strengths and resources of communities. We understand that we must go beyond making great buildings, that we must strive to restore justice and create connection through the spaces we shape together.

DevNW is a nonprofit asset building and community development organization serving a six-county region: Lane, Linn, Benton, Lincoln, Marion, and Clackamas. Affordable housing development and management have been central to our mission for more than 40 years. We believe that secure, affordable housing is central to our ultimate mission of helping individuals, families, and communities build financial opportunity and long term assets. We pair our housing with extensive services that include financial literacy, matched savings, small business development, first time homeownership, and more. DevNW owns and operates a portfolio of 436 rental homes and 26 Community Land Trust (CLT) homes; we have an additional 17 rental units and 94 Community Land Trust homes currently under development. Our real estate team (including development, construction management, and asset management) includes 10 full time staff with an average of 15+ years of experience. They are supported by a total team of 70, including finance and accounting, resident services, first time homebuyer services, and other roles critical to a future Westfield project.

Ink Built is a growing Woman-Owned Architecture Firm (Oregon Certified WBE/ESB) founded in 2017 by Andrea Wallace, Melynda Retallack, and Nate Ember, with a mission to deliver responsive architecture, planning, and development to respond to our triple crises of increasing economic & social inequity, climate change, and housing affordability. They have centered their firm on the belief that access to safe housing is a human right and that all people should have access to great design. Spinning off from a Development+Design+Build firm, in 2017, Ink Built is now a team of 10 that as a practice, have optimized for innovation, flexibility, and efficiency to deliver the best of what's possible to those who have had the least access to it. Over the last 7 years their work has resulted the design and construction of nearly 200 units of affordable housing across the pacific northwest, all of those units being design Net-Zero or Net-Zero-Ready.

We believe we are uniquely qualified to partner with the City of Silverton on this site, and we look forward to engaging with you throughout this process.

Primary Point of Contact

Nora Cronin, DevNW
Director of Real Estate Development
nora.cronin@devnw.org
541-345-7106 x2092



DEVELOPING THRIVING COMMUNITIES

212 Main Street //
Springfield, OR 97477

528 Cottage St //
Salem, OR 97301



2808 NE MLK BLVD //
SUITE G //
PORTLAND // OR // 97212

[503] 454-6793

OR WBE|ESB #11068

2 // PROJECT VISION

A thriving new Silverton neighborhood

DevNW and Ink Built would be thrilled to partner with the City of Silverton to bring the City's vision for the Westfield site to reality. We share a strong value that affordable housing is best accomplished in collaboration with local jurisdictions and partners throughout the community. We admire Silverton's vision for affordable housing on the site, and the City's commitment to being an active partner in the process. Our two organizations bring extensive experience in affordable housing development, both for rental and for ownership; so, while this proposal will focus on the first two acres intended for a rental project, we're also excited to begin envisioning how future phases will build upon and augment this first phase. We fully support the City's interest in the future inclusion of homes for ownership, and we would be excited to help the City develop a model site that demonstrates how mixed housing types can create stronger neighborhoods and better meet community needs.

DevNW and Ink Built envision a thriving new neighborhood for the Silverton Community, beginning with a multi-family affordable rental project for residents below 60% area median income, and then expanding in later phases to encompass the full seven acre site and include community land trust homes for homebuyers below 80% area median income, and a cottage cluster designed to help seniors age-in-place in a community setting. The design we envision (illustrated in a rough site plan submitted with this response) focuses on creating community through the built environment, including thoughtful use of community spaces, green space, connectivity to neighboring resources, and the creation of micro-communities through cluster design. While the first phase (and we hope the majority of a future phase) will focus on affordable housing, we are also interested in exploring the inclusion of some market rate units for a truly mixed income neighborhood.

Ink Built's initial research into the zoning for the site - including statewide density bonuses for affordable housing - indicate that the first 2 acres could include up to 60 units of rental housing. In the following rough site plan, we show a layout that includes 56 units, as well as 60 parking spaces. The buildings would be 2-3 stories townhouse-style apartments that will naturally blend with the Silverton community in general, and future phases on this site in particular. Our parking plan attempts to minimize the space needed for parking lots while also honoring the reality that many people rely on daily use of cars: commuters to Salem or rural agricultural jobs, seniors with limited mobility, families taking kids to activities, etc.

All plans pending future community engagement

If selected as the City's development partner, DevNW and Ink Built would plan early community engagement with potential future residents, City staff, elected officials, local community groups, and others to inform final design concepts. All ideas included in the response are provisional and meant to illustrate potential project components.

Key Features - Phase 1:

- Multi-generation
- Connectivity
- Community spaces
- Accessibility
- Trauma Informed Design
- High Efficiency Building Systems
- Solar Design
- Net-Zero Ready

Possible Features - Phase 2+:

- Mix of rental and ownership
- Missing middle housing types
- Mixed income
- Net-Zero Ready Homes
- Network of gardens and green space connecting to existing community amenities

2 // PROJECT VISION

A thriving new Silverton neighborhood

Taking advantage of the location adjacent to the Senior Center and Robert Frost Elementary, we envision a mix of generations living in the community, and would plan a mix of units into any phase of the project: smaller, single story units for seniors (or other 1-2 person households), alongside larger 2-3 bedroom units for families. Based on community engagement, we would also be interested in the demand for 4-bedroom units for multi-generation families.

Our rough site plan shows a community room with adjacent kitchen built into the first phase of the project, and the same building would include offices for property management and other onsite services. We believe these amenities are critical for cultivating a strong resident community, by providing space where residents can gather for shared meals, celebrations, and other events, and can also meet with service providers (from DevNW and other partners) to easily access the resources they need.

We also envision a neighborhood that offers green space, community gardens, and walking/biking connectivity to the skate park, Senior Center, and Robert Frost Elementary. It will be a shared priority to create inviting community space on the Westfield site, while also fostering easy connections with the rest of the neighborhood.

We would work closely with the City to coordinate access to these neighboring sites.

To illustrate how the first phase of the project might connect to additional housing types in a later phase, our site sketch also shows a cottage cluster, single family homes, and clusters of townhomes that can be utilized for varying levels of density and the meet the differing needs of diverse Silverton residents. We would hope that a significant number of any future homeownership units would utilize a Community Land Trust model, offering an affordable path to homeownership, including for residents of the adjacent affordable rental units. In addition to multi-family development, both DevNW and Ink Built share extensive experience designing, funding, and building homes for affordable ownership.

In the following site plan, we have shown a conservative estimate of where the site might have protected wetlands, flood plain, and/or critical drainage area. If further due diligence indicates that less area needs to be set aside, we can easily expand our vision for future phases to include additional units, but we also wanted to be realistic about potential limitations on the site.

DevNW and Ink Built are excited to work through these opportunities with the City of Silverton, and to see the Westfield site developed as a thriving neighborhood.



The DevNW Development Team on a recent site visit to a 10-unit CLT subdivision in Clackamas Co.

2 // PROJECT VISION

PHASE 1



3 // DEVELOPMENT TEAM

The Westfield Site Team

The Silverton project would be led by **Nora Cronin**, DevNW's Director of Real Estate Development, in collaboration with **Andrea Wallace** of Ink Built Architecture as Principal in Charge and Project Design Manager.

Through the initial Concept and Schematic Design phases, Nora and Andrea will be your primary points of contact as their staff guide project stakeholders through conversations designed to clarify goals and priorities for the remainder of the project.

Josh Shafer, DevNW's Director of Construction Management, and his team will support these phases through coordination of cost and timeline feedback in parallel with the design process, acting as a knowledge bank for Nora and Andrea regarding future construction feasibility.

As the team narrows in on the project design, Nora will begin working with **Skylar Yang**, DevNW's Senior Real Estate Financial Analyst, to create a project budget and pro forma, and to complete applications for the likeliest affordable housing funding sources.

After funding is secured, the focus will shift to a construction-focused team. Andrea will be central during document production phases to drive continual alignment with the project budget and values; continuing through the construction process.

Once under construction, **Tara Hanby**, DevNW Project Manager, will act as the Project Manager for DevNW, leading weekly team meetings of the project team (including Ink Built and the general contractor).

At this point, Nora and Tara will coordinate ongoing responsibilities for communication between the City and the design team, project planning and oversight, vision, budget, project plan, schedule, and execution. Skylar will remain centrally involved in managing and updating the project pro forma and coordinating all project funding sources.

After certificates of occupancy are received for the project, DevNW's Director of Housing Operations, **Leah Breen-Cooper**, will join the project leadership team to coordinate lease-up, manage the third party property management company, and oversee staff providing onsite resident services. Leah's team will then assume ongoing asset management for the project, including annual operations and long term capital needs planning.

Throughout the lifetime of the project, **Cori Riley**, DevNW's CFO, and her team will manage the accounting and annual audits of the project, including the unique requirements for tax credit funding sources.

Partners Still To Be Identified

Several additional critical partners will be identified if our team is selected to respond to a full Request for Proposals, including the Civil Engineer, Landscape Architect, General Contractor, and property management company. In selecting these partners, the DevNW and Ink Built Team will prioritize:

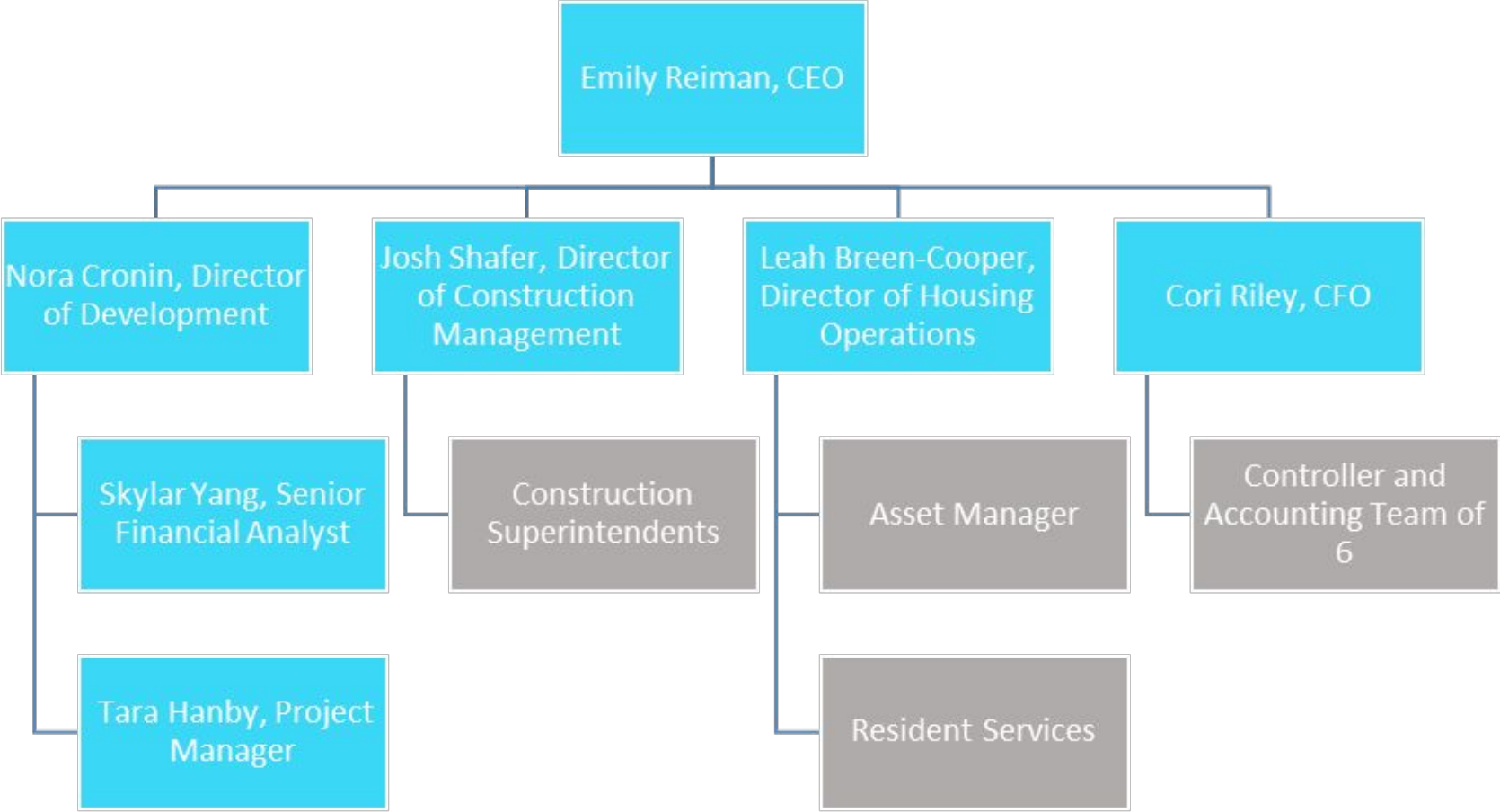
- Minority-owned, Women-owned, Veteran-owned and Emerging Small businesses;
- Businesses local to Silverton and Marion County;
- Proven experience completing projects of similar size and types, preferably with affordable housing included.

General Contracting Option and Skillset

DevNW has just launched an affiliate nonprofit, Neighborhood Building Corp (NBC) that provides construction management services for some of our affordable housing projects. NBC is already managing two CLT subdivisions in Salem and Milwaukie. Led by Josh Shafer, with more than 20 years of GC experience, NBC will act as an in-house expert for DevNW in the early planning phase of projects, and will be an option for selection (along with 3rd party GCs) as the construction management entity for any phase of the Westfield project - potentially offering both cost savings and added timeline control for construction.

3 // DEVELOPMENT TEAM

DevNW Project Team





NORA CRONIN, DevNW DIRECTOR OF REAL ESTATE DEVELOPMENT

PROJECT ROLE: TEAM LEAD

Nora stands out as a committed affordable housing developer, recognized for centering the people and communities we serve. Throughout her 17+ year career, she has navigated the intricacies of real estate development with finesse, bringing forth a wealth of experience to address the critical need for accessible housing solutions and collaborating with neighbors and community partners.

Nora specializes in creating sustainable, cost-effective housing solutions that go beyond bricks and mortar, placing a strong emphasis on trauma-informed and accessible design to meet the diverse needs of communities.

RELEVANT PROJECT EXPERIENCE

The Nel | Eugene, OR | 45 Units | Project Developer | Homes for Good | 2022 | Permanent Supportive Housing

The Keystone | Eugene, OR | 15 Units | Project Developer | Homes for Good | 2021 | Permanent Supportive Family Housing

The Commons on MLK | Eugene, OR | 51 Units | Project Developer | Homes for Good | 2021 | Permanent Supportive Housing

The Myrtlewood | Springfield, OR | 35 Units | Project Developer | St Vincent de Paul | 2018 | Integrated Housing

Bascom Village | Eugene, OR | 54 Units | Project Developer | St Vincent de Paul | 2015 | Family Housing

PROFESSIONAL EXPERIENCE

Director of Real Estate Development, DevNW | Oregon | 2023 - present

Project Development Manager, Homes for Good | Lane County | 2019 - 2023

Project Developer, Homes for Good | Lane County | 2018 - 2019

Housing Development Associate, St. Vincent de Paul | Lane County | 2006-2018

Affordable Housing Funding Sources Utilized In Prior Projects

Federal:

HOME, CDBG, Project-Based Vouchers, Section 811 Vouchers

State of Oregon:

9% and 4% LIHTC, Private Activity Bonds, LIFT, GHAP, PSH Capital and Services, Mental Health Housing Funds

Other:

City SDC Exemptions, Federal Home Loan Bank, Healthcare Provider Grants

PUBLIC SERVICE

Development, Land Use and Preservation Work Group Co-Chair | Oregon Housing Alliance | 2021 - present

Volunteer | Egan Warming Center | 2016 - present

EDUCATION

Master's Degree, Community and Regional Planning, and Certificate in Nonprofit Management | University of Oregon | 2007

Bachelor's Degree, Architectural Studies | University of Illinois | 1995

RESUMES // DevNW



SKYLAR YANG, DevNW SENIOR REAL ESTATE FINANCIAL ANALYST

PROJECT ROLE: FINANCIAL MODELER

Skylar is a senior financial analyst and resident budget/excel wizard on our real estate team. Skylar joined DevNW directly out of the UofO's MSF program in 2019 and immediately found his calling in the affordable housing world. Known for his unparalleled attention to detail, Skylar has accumulated over four years of experience in the intricate realm of affordable housing finance, including financial modeling and cash flow projections for many project types and funding sources. He is especially adept at mid-project adjustments, to stay within budget when the unexpected occurs.

Beyond numbers, Skylar believes in the transformative power of affordable housing to build resilient, connected communities. His strategic financial insights serve a larger purpose — making affordable living not just a goal but a reality for all.

RELEVANT PROJECT EXPERIENCE

MacLeay CLT | Salem | 24 Units | Senior Financial Analyst | DevNW | under construction

DevNW CLT | Eugene and Corvallis | 52 Units | Senior Financial Analyst | DevNW | under construction

Evergreen Apartments | Salem, OR | 17 Units | Senior Financial Analyst | DevNW | under construction

Polk Apartments Phase 2 | Eugene | 12 Units | Senior Financial Analyst | DevNW | 2023

Florence CLT | Florence | 12 Units | Senior Financial Analyst | DevNW | 2021

Cottage Grove CLT | Cottage Grove | 6 Units | Senior Financial Analyst | DevNW | 2020

PROFESSIONAL EXPERIENCE

Senior Financial Analyst, DevNW | Willamette Valley | 2019-present

Financial Analyst (Emerging Markets Fund), UofO Lundquist College of Business | Eugene | 2018-2019

PUBLIC SERVICE

Member, International Honor Society, Beta Gamma Sigma Chapter, 2016 - present (past chapter president)

Volunteer, Greenhill Humane Society, 2002 - present

EDUCATION

Masters in Financial Mathematics | University of Oregon | 2019

Bachelors in Accounting | Minor in Mathematics | University of Oregon | 2018

RESUMES // DevNW



JOSH SHAFER, DevNW DIRECTOR OF CONSTRUCTION MANAGEMENT

PROJECT ROLE: LEAD CONSTRUCTION MANAGEMENT

Josh is a builder with 25 years' experience in the private sector (including as the lead partner on 2 of DevNW's CLT developments) before joining DevNW in the spring of '23. He believes construction boils down to the precise delivery of plans and specifications, on time and budget, through careful communication and a creative approach to problem solving with project partners. He's an expert in building assemblies and systems and thoughtful and efficient design, and taps his background and experience to offer solutions to maximize results within budget.

In heading up the Construction Department of the first non-profit, combined Developer/ General Contractor in our state, Josh is thrilled to offer his experience to the community by focusing entirely on building affordable housing.



RELEVANT PROJECT EXPERIENCE

DevNW CLT | Eugene and Corvallis | 52 Units | Senior Project Manager | DevNW | under construction

Florence CLT | Florence | 12 Units | General Contractor | Stonewood | 2021

Cottage Grove CLT | Cottage Grove | 6 Units | General Contractor | Stonewood | 2020

Main Street Apartments | Cottage Grove | 12 Units | General Contractor | Stonewood | 2020

Everyone Village Safe Sleep Site | Eugene | 65 Spaces with Community Building | General Contractor | Stonewood | 2020

Friendly Place Food Cart Pod | Eugene | 5 Cart Spaces, Common Dining | General Contractor | Stonewood | 2020

PROFESSIONAL EXPERIENCE

Director of Construction Management, DevNW | Willamette Valley | 2023-present

Chief Construction Officer, Stonewood Construction | Lane County | 2010-2023

Project Manager, Stonewood Construction | Lane County | 2000-2010

PROFESSIONAL REGISTRATIONS

Certified Erosion and Sediment Control Lead (CESCL)

Lead Based Paint Renovator Certificate

Responsible Managing Individual: Oregon CCB

PUBLIC SERVICE

Charter Member: Spencer Creek Community Grower's Market

Member/ President: Business Networking International, Eugene Metro Chapter, 2012-2019

EDUCATION

Bachelors in English | University of Oregon | 1998

RESUMES // DevNW



TARA HANBY, DevNW PROJECT MANAGER

PROJECT ROLE: PROJECT MANAGER

Tara is a supremely detailed-oriented project manager with a background in sustainable architecture. With over 14 years of experience in architecture and sustainability, she brings a passion for the environment, equity, and design.

Tara understands the urgent necessity to build our stock of affordable housing and is grateful to be contributing through her work at DevNW. She has managed several multi-family and single family affordable housing projects and is looking forward to many more years of developing affordable housing for Oregonians.

RELEVANT PROJECT EXPERIENCE

Evergreen Apartments | Salem, OR | 17 Units | Project Manager | DevNW | under construction

DevNW CLT | Eugene and Corvallis | 52 Units | Project Manager | DevNW | under construction

Polk Apartments Phase 2 | Eugene | 12 Units | Project Manager | DevNW | 2023

PROFESSIONAL EXPERIENCE

Project Manager, DevNW | Willamette Valley | 2022-present

Caregiver and Artist | Springfield | 2011 - present

Project Manager / LEED Consultant, Green Building Services | Portland | 2006 - 2010

LEED and Quality Control Supervisor, Workstage LLC | Springfield | 2005-2006

PROFESSIONAL REGISTRATIONS

Licensed architect, state of Oregon

SELECT AWARDS & ENGAGEMENTS & AFFILIATIONS

AIA Henry Adams Award

PUBLIC SERVICE

AIA Committee on the Environment

EDUCATION

Master of Architecture | w/Technical Teaching Certificate | University of Oregon | 2004

Architecture Exchange Program | Yokohama International University

Bachelor of Architecture | Magna Cum Laude | Florida A & M University | 1997

RESUMES // DevNW



CORI RILEY, CFO

PROJECT ROLE: FINANCIAL MANAGEMENT

Cori brings 41+ years' experience to DevNW as the Chief Financial Officer. She started her career in Public Accounting, became a Certified Public Accountant working primarily in Health Care Medical Management and has spent the last 10 years in the nonprofit sector.

While the majority of Cori's career was in For-Profit accounting as a part-owner and Chief Financial Officer of a medical management company for 20 years, the transition into the Non-Profit sector and working with affordable housing projects and the multitude of community services provided by DevNW has given her the greatest sense of pride of her financial career. Cori has managed the accounting and audits for a multitude of tax credit and other affordable housing projects, including development and ongoing asset and property management.

RELEVANT PROJECT EXPERIENCE

Polk Apartments Phase 2 | Eugene | 12 Units | Project Manager | DevNW | 2023

Florence CLT | Florence | 12 Units | General Contractor | Stonewood | 2021

Cottage Grove CLT | Cottage Grove | 6 Units | General Contractor | Stonewood | 2020

Seavey Meadows | Corvallis | 48 Units | CFO | DevNW | 2017

Alexander Court | Corvallis | 37 Units | CFO | DevNW | 2013

PROFESSIONAL EXPERIENCE

CFO, DevNW | Willamette Valley | 2014 - present

Final Consultant, Robert Half Management Resources | Klamath Falls | 2013

CFO, Oregon Medical Group | Eugene | 2011-2012

CFO, Bright Health Physicians | Los Angeles | 2008-2011

CFO, Integrated Medical Management | Los Angeles | 1994-2008

PROFESSIONAL REGISTRATIONS

Certified Public Accountant, active status, State of OR, August 2013

Certified Public Accountant, State of TX, 1989 – 2013

PUBLIC SERVICE

Housing Oregon – Fiscal Managers Work Group

EDUCATION

Bachelors in Business and Accounting | Western Michigan University | 1982

RESUMES // DevNW



EMILY REIMAN, DevNW CEO

PROJECT ROLE: STRATEGIC PLANNING AND RELATIONSHIPS

Emily brings nearly 20 years of experience in nonprofit management, including 10 years in executive leadership in the fields of economic development, affordable housing, and community development. Emily bring visionary leadership and a tactical approach to any project, and enjoys pulling together complex partnerships, tools, resources, and advocacy to accomplish projects that others might not be willing to tackle.

Emily is passionate about affordable housing (both ownership and rental) as a stepping stone to financial stability and asset building at the individual and family level, and to thriving communities at the city and state level.

PROFESSIONAL EXPERIENCE

CEO, DevNW | Western Oregon
| 2019-present

Chief Executive for DevNW and affiliate CDFI, Community LendingWorks. Leads a staff team of 70 with an annual operating budget of \$10M+. Spearheads strategic planning, governance, political strategy, and financial oversight for lines of business including: affordable housing development, community development lending, asset building services for low income families, and neighborhood revitalization.

Executive Director, NEDCO | Lane, Marion, Clackamas Counties | 2014-2019

Director of NEDCO and affiliate CDFI, Community LendingWorks. Lead a staff team of 35 with an annual operating budget of \$3-4M. Spearheaded merger with a peer nonprofit that led to the creation of DevNW.

OpportunityWorks Manager, NEDCO | Willamette Valley | 2010-2014

Managed financial literacy, first time homeownership, matched savings, and foreclosure prevention services. Oversaw staff team of 15-18 and managed partnerships across three counties.

Independent Living Program Manager, LookingGlass | Lane County | 2007-2010

PUBLIC SERVICE

Board of Directors | Oregon Consumer Justice
| 2019 - present | Founding Board Member

Member | Oregon Housing Alliance | 2014 - present | Past Homeownership Work Group Chair

Member | Lane County Housing Policy Board | 2016 - present

Board of Directors | Solid Strides | 2021 - present

EDUCATION

Bachelor's Degree in Political Science | History Minor | Mt. Holyoke College | 2002



**LEAH BREEN-COOPER, DevNW
HOUSING OPERATIONS DIRECTOR**

PROJECT ROLE: ASSET MANAGEMENT

Leah is the most recent member to join the DevNW, in a new role that brings together Asset Management, Property Management, and Resident Services - formerly siloed roles that will now work together to foster housing communities that are physically strong, financially secure, and a supportive place for residents to call home.

Leah provides strategic planning for our housing portfolio, including the financial and physical health of all properties. She also manages our 3rd party and in-house property management teams, ensuring management that is aligned with DevNW goals and values.

Leah believes that a holistic approach to housing operations - that recognizes the collective importance of the residents, the built environment, and the budget - is the only way to create thriving communities.

PROFESSIONAL EXPERIENCE

Director of Housing Operations, DevNW | Willamette Valley | 2023-current

Director of Housing Operations, Innovative Housing, Inc. | Portland | 2016-2023

Housing Coordinator, New Avenues for Youth | Portland | 2010-2016

PUBLIC SERVICE

In-School Youth Counselor, Youth Contact

Volunteer, Portland Public Schools

EDUCATION

Masters in Social Work | Minor in Law
| Columbia School of Social Work | 2004

Bachelor of Arts in American Studies |
Concentration in Race Discrimination | Trinity
College | 2001

RESUMES // INK BUILT ARCHITECTURE



ANDREA WALLACE PRINCIPAL, AIA, ILFI, LFA, NCARB

PROJECT ROLE: PRINCIPAL IN CHARGE & DESIGN PROJECT MANAGER

Andrea is a designer extraordinaire, hell bent on bringing the best potentials of design to bear in the quest to house our community through beautiful, sustainable architecture. With over 13 years of experience, she will support the Year Round Shelter project with design oversight and collaborate with the team and community on art and other components to make these community spaces specific and meaningful to the residents.

Andrea believes one of our most urgent challenges as designers and builders is to lessen the impact we make on the earth while increasing the benefit we bring to those we serve. How can we say we create something sustainable if it is not also beautiful and affordable/available to everyone?

RELEVANT PROJECT EXPERIENCE
PROJECT HOMELESS CONNECT DAY CENTER | Design Lead & PM | Hillsboro, OR | Ink Built | 2025

BEAVERTON CONGREGATE SHELTER | Beaverton, OR | 60 beds | Design Lead | Ink Built | 2024

HEARTWOOD COMMONS | Aloha, OR | 54 units to permanent supportive housing | Interiors | Ink Built | 2023

HABITAT FOR HUMANITY - TAYLORS FERRY | PDX | 17 Affordable Ownership units | Ink Built | Earth Advantage Platinum & Net Zero Energy

HABITAT FOR HUMANITY - FOSTER TOWNHOMES | PDX | 40 Affordable Ownership units | PM & Design Lead | Ink Built | Estimated 2022 Pursuing Earth Advantage Platinum & Net Zero Energy

TIMBER RIDGE AFFORDABLE HOUSING | La Grande, OR | 104 units Affordable Housing | Interiors | Ink Built - NE Oregon Housing Authority/CDP | Estimated 2022 | Pursuing LEED for Homes Platinum & Net Zero Energy

THE JOSEPHINE | PDX | 8-story mixed-use addition to a 3-story 1920s historic laundry building | Ink Built | Type III Historic Resources Design Review

PROFESSIONAL REGISTRATIONS

OR #12346 | NCARB #95222
Living Futures LFA Accredited Professional

SELECT AWARDS & ENGAGEMENTS

2023 DJC Women of Vision Recipient

2023 Housing Oregon Industry Support Conference Presenter

2021 AIAO Presenter - People's Choice Awards

Habitat for Humanity National - Award of Excellence | Foster Townhomes | 2021

2021 AIA Bend Section People's Choice Awards - 1st Place - Timber Ridge | 2021

2020 Sustainable Building Week - Small but Mighty Panelist/Presenter

DJC Top Projects People's Choice Award 2019 - SolTerra Headquarters

LEED For Homes Project of the Year | Woodlawn Apartments | 2015

PUBLIC SERVICE

Architects in Schools Residency | AFO | '19-'23
Build Days | Habitat for Humanity | '15, '19, '22, '23

EDUCATION

Masters of Architecture | U. of Oregon | 2012
Rome Program Fellowship | Rome, Italy | U of O | 2010
Bachelors in Art History - Architecture History & Theory | U. of Oregon | 2007

RESUMES // INK BUILT ARCHITECTURE



**MELYNDA RETALLACK, PRINCIPAL,
LEED AP BD&C. NCARB**

PROJECT ROLE: PROJECT MANAGER

Mel brings 25+ years of experience. She started, back when architecture schools were only 20% women. Her career has been devoted to helping clients and organizations achieve their goals. Her passion for affordable housing and sustainable building practices has kept her inspired in this profession.

As a principal of her own practice, she is beyond elated to be able to directly influence the development of a more diverse next generation of architects and firm leaders.

In addition to many years of designing affordable housing and adaptive reuse projects, she spent a decade of her career working directly for real estate developers and property managers. This has given her unique insight and deep understanding of the needs of owners and the relationship between operating costs and building value.

A capable and dedicated project manager, Mel works with owners, stakeholders, contractors, and project teams to deliver projects on time and on budget.

RELEVANT PROJECT EXPERIENCE

HOUSING AUTH. WASH. COUNTY | 267 units renovations - (5) sites and jurisdictions | Principal in Charge | Ink Built | 2023-24

HEARTWOOD COMMONS | Aloha, OR | 54 units to permanent supportive housing | Project Mgr/Architect | Ink Built | 2022

BEAVERTON CONGREGATE SHELTER | Beaverton, OR | 60 beds | Project Mgr/Architect | Ink Built | 2023-24

GLISAN APARTMENTS RENOVATIONS | PDX | 16 units | Project Mgr/Architect | Ink Built | 2020

BREITUNG BUILDING | PDX | 28 units Affordable Veterans Housing | Ink Built - NW Ventures | 2020 | Pursuing PTNZ & LEED Homes Platinum

1000 WALL REDEVELOPMENT | Bend OR | 36,000 sf | Owners Rep - Sustainability Mgr. | Redside | 2013 | LEED CS Silver

MEDICAL DENTAL REDEVELOPMENT | PDX | Owners Rep - Architect | Redside + Ink:Built | 2012 - 2022 | (ongoing TI, capital improvements)

PROFESSIONAL REGISTRATIONS

OR #5550 | WA #11530 | NCARB #66589

SELECT AWARDS & ENGAGEMENTS

2023 DJC Women of Vision Circle of Excellence Award

2019 DJC Women of Vision Recipient

PBJ - Innovation in Sustainability: Green Building (Redside) 2014

Building a Better Central Oregon - Best Urban Renovation Project (1000 Wall - Redside) 2013

EPA Forum and Awards Panelist, Go Green 2014

AEE Energy Engineering Forum - Bridging the Gap: Commercial Real Estate and Energy Efficiency Panelist, 2018

PUBLIC SERVICE

Chair, Board of Directors | Executive Committee | Camp Fire Columbia | 2016-Present

Board of Directors | Past Chair | Camp Namanu | 2021 - present

GBIG (Green Building Interest Group) Chair | 2014-2019

EDUCATION

Bachelor of Architecture | Minor Environmental Studies | U. of Oregon | 1996

Fellowship | Mackintosh School of

Architecture | Glasgow School of Art | 1994

Real Estate Finance | Portland State. U. | 2014

RESUMES // INK BUILT ARCHITECTURE



NATE EMBER, PRINCIPAL, AIA, LEED FOR HOMES, NCARB, ILFI
PROJECT ROLE: QUALITY ASSURANCE

Nate is a design and technical wizard, deeply committed to quality, performance, sustainability, design, and equity as equally drivers in housing for the 21st century. He brings 18 years of experience in public projects, multifamily housing with a focus on building and mechanical systems, efficient documentation, detailing, and specifications.

Nate's passion to make the world better constantly drives him to learn and delve deeper into topics of equity, health, ecology, systems, community dynamics, and the expression of meaning in design. With his technical expertise, he keeps up with building Science trainings and conferences including the Portland Building Enclosure Council. In addition he has training in high performance sustainable design that includes LEED AP, Passive House courses, and Zero Energy design practice.



RELEVANT PROJECT EXPERIENCE

HEARTWOOD COMMONS | Aloha, OR | 54 units to permanent supportive housing | Quality Assurance | Ink Built | 2022

TIMBER RIDGE | La Grande, OR | 104 units Affordable Housing | Project Architect | Ink Built - NE Oregon Housing Authority/CDP | Estimated 2022 | Pursuing LEED for Homes Platinum & Net Zero Energy

BEAVERTON CONGREGATE SHELTER | Beaverton, OR | 60 beds | QA/QC | Ink Built | 2024

BREITUNG BUILDING | PDX | 28 units Affordable Veterans Housing | Ink:Built - NW Ventures | 2020 | Pursuing PTNZ & LEED Homes Platinum

HABITAT FOR HUMANITY - FOSTER TOWNHOMES | PDX | 40 Affordable Ownership units | Ink Built | Estimated 2022 Pursuing Earth Advantage Platinum & Net Zero Energy

HABITAT FOR HUMANITY - TAYLORS FERRY | PDX | 17 Affordable Ownership units | Ink Built | Estimated 2024 Pursuing Earth Advantage Platinum & Net Zero Energy

HABITAT FOR HUMANITY - BOONES FERRY | Lake Oswego | 23 Affordable Ownership units | Ink Built | Estimated 2025 Pursuing Earth Advantage Platinum & Net Zero Energy

PROFESSIONAL REGISTRATIONS

OR #6420 | NCARB #77215

SELECT AWARDS & ENGAGEMENTS

2023 Housing Oregon Industry Support Conference Presenter

2021 AIAO Presenter - People's Choice Awards

Habitat for Humanity National - Award of Excellence | Foster Townhomes | 2021

2021 AIA Bend Section People's Choice Awards - 1st Place | Timber Ridge (affordable housing) | 2021

2020 Sustainable Building Week - Small but Mighty Panelist/Presenter

DJC Top Projects People's Choice Award | SolTerra Headquarters | 2019

Architecture at Zero Competition Prize

PUBLIC SERVICE

Park Ave. Dev. and Design Standards Project Management Team 2009-Present
Clackamas County Affordable Housing and Homelessness Task Force | 2018-Present
350 Clackamas County | Climate Action Plan Liaison | 2017-Present
Transitional Family Housing Village Design | City of Milwaukie | 2018-Present

EDUCATION

Masters of Architecture | University of Idaho | 2000-2003
Engineering and Pre-Architecture | Boise State University | 1997-2000

4 // RELEVANT EXPERIENCE

Nelson Place CLT (Homeownership)

5220 Royal Ave, Eugene, OR

41

UNITS

43,800

BUILDING SF

2024-25

COMPLETE

Mixed Income
Ownership

Nelson Place is a 42-unit subdivision across the street from a K-8 school in West Eugene. The 9 townhomes facing Royal Ave are market rate homes in a price range for workforce housing (80-120% AMI). The 32 single family homes will be Community Land Trust (CLT) homes, affordable to families below 80% AMI.

All public infrastructure on the site in complete as of November 2023. DevNW is building the homes in three phases; the first phase, including the nine townhomes and the first three CLT homes will be complete in February 2024, with remaining phases complete in late 2024 and mid-2025.

Relevant to the Westfield site, the Nelson Place site design shows how we worked around existing wetlands and floodplain and preserved green space for the community.

DevNW is finalizing an HOA for the market rate townhomes and will hand over long term management to the HOA upon home sales. We will continue to manage the Land Trust, in partnership with the CLT homeowners.

PROJECT HIGHLIGHTS

- Mixed housing types: townhomes and single family
- Mixed income
 - CLT below 80% AMI
 - Townhomes 80-120%
- Significant green space
- Adjacent to K-8 school; focus on family-size units
 - 9 2-bed townhomes
 - 13 2-bed CLTs
 - 19 3-bed CLTs
- 7-acre site
- Homes exceed Energy Code by 10-15%

Project Funding Sources

- LIFT Homeownership
- SDC Waivers (Eugene)
- ARPA Funds (OR Legislature)



4 // RELEVANT EXPERIENCE

Evergreen Church Apartments (Rental)

925 Cottage St, Salem, OR

17

UNITS

9,478

BUILDING SF

2024

COMPLETE

Permanent Housing
for Veterans

In 2021, DevNW acquired the Evergreen Church building after the congregation outgrew the space. We are mid-construction on a project that will convert the church and the former parsonage into 17 apartments for veterans.

DevNW is partnering with Mid-Willamette Valley Community Action Agency as the service partner on site. MWVCAA will refer veterans from their shelter and transitional housing programs, who are ready for permanent housing, and will also employ an on-site case manager to help connect residents to their vast array of veterans services.

Our first project in Salem, we were fortunate to receive HOME funds to acquire the Evergreen building, and an additional allocation to support construction.

PROJECT HIGHLIGHTS

- Studio and one-bedroom units
- 100% veterans housing
- Affordable below 60% area median income
- Ongoing rent assistance in 9 units (likely additional through MWVCAA voucher programs)
- Onsite services
- Significant neighborhood engagement

Project Funding Sources

- Veterans NOFA (OHCS)
- HOME (Salem)
- SDC Waivers (Salem)
- PSH rent assistance and service funds (OHCS)



4 // RELEVANT EXPERIENCE

Polk St Apartments (Rental)

89 North Polk, Eugene, OR

12

UNITS

6,130

BUILDING SF

2023

COMPLETE

Youth Aging Out of Foster Care

In 2014, DevNW purchased a 12-unit apartment complex and converted it to housing for youth aging out of foster care. The complex was the first in Oregon dedicated to this population. In 2022, we received funding from OHCS to add a new building at the same site, with 12 additional units. Learning from the residents of the original units (who often found the 1-bedroom apartments too big), the new building utilizes an SRO+ model. The new community room will be open to all 24 residents of both buildings for community dinners, classes, and events.

Polk St Apartments utilizes a Housing First model, and provides services tailored to this transition-age population, including help with budgeting and financial management. The project is also rich in partnerships, with residents being referred from (and receiving additional services from) Coordinated Entry, DHS Independent Living Program, and 15th Night.

DevNW provides direct property management at this property (rather than our typical 3rd party manager) because of the unique population. As with all our properties, we provide in-house long term asset management.

PROJECT HIGHLIGHTS

- Single Room Occupancy Plus (SRO+): each unit includes full bath and kitchenette
- Affordable Below 50% AMI
- Shared Full Kitchen
- Community Room
- On-Site Case Manager
- Community Garden
- Ongoing rent assistance for 6 residents
- High-efficiency building envelope, heating and cooling
- 0.54 Acre

Primary Funding Sources

- Small Projects NOFA (OHCS)
- Market Cost Offset Funds (OHCS)
- SDC Waivers (Eugene)
- Prop Tax Exemption (Eugene)
- HIP Grant (Lane County)
- Ongoing PSH Rent Assistance and Service Funding (OHCS)



4 // RELEVANT EXPERIENCE

Florence CLT (Homeownership)

Murrulet Lane, Florence, OR

12

UNITS

1/2/3 Beds

Home Sizes

2021

COMPLETE

Cottage Cluster - City
Donated Land

In 2018, the City Florence approached DevNW and other affordable developers about developing affordable housing on a City-owned lot in the heart of a residential neighborhood and across the street from the Boys & Girls Club. After an RFP process, DevNW was selected to build 12 Community Land Trust (CLT) homes on the site. We successfully applied for LIFT Homeownership funds in the very first year of that funding source, and the Florence CLT cottage cluster was one of the first LIFT HO projects completed in the state.

City staff, Mayor, and Council were critical partners at every step of the process, including, offering reduced SDCs for smaller homes.

The 12 homes are built around shared lawn and garden space. 11 of the homes are 2- and 3- bed, to focus on family housing near the Boys & Girls Club. One home tested a 1-bedroom, aging-in-place design for a low income senior (and it was the first home to sell!).

DevNW continues to operate the Land Trust, in partnership with the homeowners, including common area maintenance.

PROJECT HIGHLIGHTS

- Florence Donated City-Owned Land
- Affordable Below 80% Median Income
- Cottage Cluster Design
- Common lawn and garden space
- Across the Street from Boys & Girls Club
- Focus on Family Units
- Piloted 1-Bed Cottage for Aging-in-Place
- Community Land Trust model
- Permanent affordability for subsequent generations of owners
- 1.7 Acres

Primary Funding Sources

- LIFT Homeownership (OHCS)
- Donated Land (Florence)
- Reduced SDCs (Florence)
- SHOP Self-Help (HUD)



4 // RELEVANT EXPERIENCE

SEAVEY MEADOWS (Rental and Homeownership)

Corvallis, OR

43

UNITS

42,000

BUILDING SF

2017

COMPLETE

Mixed Ownership and Design

Seavey Meadows combined three distinct phases: 24 units of affordable rental townhomes for families, 13 single-level cottages in a cluster around common garden and community space for veterans, and 6 Community Land Trust homes for affordable homeownership. Seavey Meadows highlights how a single project can be designed for (and bring together) individuals and families with unique housing needs to form a cohesive community, and is probably the closest individual project in our portfolio to the Westfield site.

DevNW contracts with Cascade Property Management for ongoing management of the rental portion of the site. DevNW provides asset management, managing the capital needs of the rental property. DevNW also manages the Land Trust, in partnership with the homeowners.

PROJECT HIGHLIGHTS

- Features both rental and ownership
- Multiple housing types: single family detached, townhomes, cottage cluster, traditional multi-family
- Veterans housing (8-unit set aside)
- Domestic violence survivors (10-unit set aside)
- Family housing
- Six ADA units
- Community building and playground
- Community garden
- 4 acre site

Key Funding Sources

- LIHTC 9% Tax Credits (OHCS)
- HOME (Corvallis)



4 // RELEVANT EXPERIENCE

Julian Hotel (Rental)

150 SW Monroe, Corvallis, OR

37

UNITS

15,800

BUILDING SF

2016

COMPLETE

**Seniors and People
w/Disabilities**

The Julian Hotel Apartments rehabbed and preserved a historic hotel building located in downtown Corvallis that now provides affordable studio and one-bedroom apartments to seniors or people living with disabilities. This property overlooks the Willamette River and is in the heart of downtown Corvallis with easy access to parks, the river walk, biking and other activities. It is just minutes away from the library, post office, grocery store, pharmacy, downtown businesses, restaurants and the central transit station for the free city bus.

The Julian has two commercial spaces on the ground floor, which are important to the commercial district in downtown. DevNW preserved these retail spaces, and now manages the commercial tenants directly.

DevNW contracts with Cascade Property Management, but (as with all our properties) we provide direct asset management of the building.

PROJECT HIGHLIGHTS

- Acquisition / rehab project
- Studios and 1-bed units
- Affordable below 50% AMI
- Community rooms
- Onsite manager
- 2 commercial spaces on ground floor, 3,000 sq ft (currently retail and chiropractor)

Funding Sources

- LIHTC 9% Tax Credits (OHCS)
- HOME (Corvallis)
- Project Based Section 8 (Linn-Benton Housing Authority)



4 // RELEVANT EXPERIENCE

Alexander Court (Rental)

Corvallis, OR

25

UNITS

23,000

BUILDING SF

2013

COMPLETE

Housing for Survivors of Domestic Violence

Alexander Court is the most typical example of our multi-family housing projects, showcasing the townhouse design that we find works well in suburban neighborhoods.

When developing Alexander Court, DevNW prioritized creating affordable housing for survivors of domestic violence. The service agency CARDV was seeking new office space at that time, and we were able to partner with CARDV to simultaneously build Alexander Court and an immediately adjacent office for nearby services.

DevNW contracts with Cascade Property Management, but (as with all our properties) we provide direct asset management of the building.

PROJECT HIGHLIGHTS

- Ten units set aside for survivors of domestic violence;
 - **Project included adjacent office for CARDV (service provider)**
- Affordable below 50% area median income
- Three ADA units
- Community room
- Onsite manager
- 1.5 acre site

Funding Sources

- LIHTC 9% Tax Credits (OHCS)
- HOME (Corvallis)
- PRA 811 (HUD)



4 // RELEVANT EXPERIENCE | INK BUILT

FOSTER TOWNHOMES

P13403 SE FOSTER RD, ORTLAND, OR

40

UNITS

83,341

BUILDING SF

2023-24

COMPLETE

**AFFORDABLE HOME
OWNER. | NET ZERO
READY**

Foster townhomes will provide 40 homes between 2-5 bedrooms allowing affordable home ownership for many people who have previously been excluded from such opportunities. Ink:Built worked collaboratively with Habitat for Humanity's multifaceted team to explore multiple site design options, eventually settling on a clustered approach that breaks up parking areas, sprinkles open spaces evenly, preserves existing mature trees, allows solar access, and addresses the challenges of a sloping site creating a unique neighborhood.

The Habitat for Humanity team shares our passion for continuous innovation toward better livability and health for their owner occupants. As part of that goal, our team explored opportunities to enhance shared outdoor spaces and community connection as well as pathways to achieve net zero energy costs for the project. We worked together to streamline constructibility for their construction staff and to maximize potentials to use volunteer labor.

Key energy performance strategies include improved insulation and air tightness along with excellent heat pump mechanical systems with dedicated filtered ventilation for optimum health for what will likely become multi-generational households.

PROJECT HIGHLIGHTS

- Habitat for Humanity **National Award Winner**
- Innovative site design to enhance community
- Affordable Home Ownership
- Design for Volunteer Labor
- Combination of LIFT and Donor Funding
- Shared Common Spaces with Nature Play
- Many mature trees preserved
- Casework Designed to use Ikea Donations
- Guided MEP Design for Net-Zero-Ready Performance
- Solar-Ready design
- High-Performance HVAC
- Heat pump water heaters
- **Earth Advantage Platinum Target**
- **80% WESB Certified A&E Design Team**

PROJECT REFERENCE

Steve Messinetti

President & CEO Habitat for Humanity Portland/Metro East
steve@habitatportlandmetro.org
503.287.9529 ext. 11



4 // RELEVANT EXPERIENCE | INK BUILT

TIMBER RIDGE APARTMENTS

3002 EAST Q AVENUE, LA GRANDE, OREGON

104

UNITS

118,795

BUILDING SF

2023

COMPLETE

TRAUMA INFORMED
DESIGN | NET ZERO

The Timber Ridge community will provide 104 new affordable (60% AMI) apartment homes ranging from 1-4 bedrooms. Aiming high, this project will provide trauma-informed design for all ages and multiple populations supported by a variety of local service partners. Thanks to partnerships with EngAGE and PSU's Center for Public Interest Design, Timber Ridge features a highly programmed 7,000sf community center and climate responsive site that are thoughtfully rich with activities and natural habitat as a means to support a holistically healthy lifestyle for every resident.

Being mindful of cost efficiency, the team found that the client's goals prioritize safety, visibility, social interaction, and occupant health as essential to great livability; along with durable materials and details to perform for them and residents over time.

Ink:Built found strategies that provide multiple benefits including circulation walkways that act as social porches while sheltering living spaces from the elements; native landscaping to buffer the residents from parking areas while immersing them into the calming aspects of nature; use of exposed timber frame roofs and siding that softens human experience by using cost-effective regional materials.

PROJECT HIGHLIGHTS

- o Mixed / Supported Affordable Housing
- o Multiple Service Partners
- o CM/GC with Competitively Bid Subcontractors
- o LIFT, LIHTC, and Voucher Funding
- o Extensive Indoor + Outdoor Amenities and Shared Spaces
- o Full Interior Design with Acoustic, A/V, and Furniture Coordination
- o Extensive Art Integration
- o High-Performance HVAC
- o Heat pump water heaters
- o Excellent Ventilation (IEQ)
- o Superior Air Tightness
- o Innovative Solar PV system funding
- o ILFI Affordable Housing Pilot Program Project
- o **Leed For Homes - Platinum** Target
- o **Net-Zero Energy** Target - ZE Reveal Certification Pursued.
- o **80% WESB Certified A&E Design Team**

PROJECT REFERENCE

Jessica Woodruff

Chief Development Officer for
Community Development Partners
jessica@communitydevpartners.com
971.533.7466



5 // REFERENCES | DevNW

Ellen Meyi-Galloway

Affordable Housing Production Manager
Community Development Division
City of Eugene
EMeyi-Galloway@eugene-or.gov

Worked with the DevNW team on the following projects:

DevNW CLT | Eugene and Corvallis | 52 Units | under construction

Polk Apartments Phase 2 | Eugene | 12 Units | 2023

Polk Apartments Phase 1 | Eugene | 12 Units | 2014

Has worked closely with the following development team members:

- Nora Cronin (including in her previous positions)
- Tara Hanby
- Skylar Yang
- Emily Reiman

Mark Sirois

Community Development Manager
Clackamas County
marksir@clackamas.us

Worked with DevNW Team on the following project:

Clackamas CLT | Milwaukie, OR- | 10 Units | under construction

Has worked closely with the following development team members:

- Josh Shafer
- Tara Hanby
- Emily Reiman

Wendy Farley Campbell

Community Development Director
City of Florence
wendy.farleycampbell@ci.florence.or.us

Worked with the DevNW Team on the following project:

Florence CLT | Florence, OR | 12 Units | 2021

Has worked closely with the following development team members:

- Emily Reiman
- Josh Shafer



The **quality of relationships** we build with the people we serve is fundamental to the quality of design we provide.

Restoring **equity** and broadening **affordability** in the housing system is our key mission and focus, and we're working to challenge the conventions that prevent the fundamental changes our communities need.

We've designed our practice around this goal, tailoring everything we do to improve **cost efficiency**, enrich **design quality**, and maximize **health, joy and livability** for the individuals and families who call our projects home.

We don't just talk collaboration, we **actively empower** residents, citizens, policy makers, owners, contractors, students, and advocates to help us make design better, **restoring community and the planet** we share.

We love the challenge of affordable housing, and the opportunity it gives us to **stretch creativity** discovering better solutions with **bigger impact**.



RESPONSE TO REQUEST FOR PROPOSAL // SILVERTON

APRIL 9, 2024



COVER LETTER

City of Silverton

Re: Request for Proposals Westfield Site

Attn: Jason Gottgetreu

DevNW and Ink Built are delighted to present our joint proposal for the development of affordable housing on the Westfield Site. With strong ties to the Willamette Valley and extensive expertise in planning, designing, constructing, and managing affordable housing, we are committed to addressing the pressing need for sustainable, equitable, and affordable housing that leverages the strengths and resources of communities. Our mission is to bring innovative thinking, design, and collaboration to the forefront as we strive not only to create exceptional buildings but also to foster justice and connection through the spaces we co-create.

DevNW and Ink Built envision a thriving new neighborhood for the Silverton community. The first phase on roughly 2 acres will begin with a multi-family rental development affordable for residents below 60% area median income. Our plan includes 48 units of housing and a community center, spread throughout 6 buildings across the site. There will be a mixture of one, two, and three bedroom apartments. Later phases on the remaining 5 acres of the site could include affordable community land trust homes (single unit detached and townhomes) for homebuyers below 80% area median income, and a cottage cluster designed to help seniors age-in-place in a community setting.

The design we envision focuses on creating community through the built environment, including thoughtful use of community spaces, green space, connectivity to neighboring resources, and the creation of micro-communities through cluster design. While the first phase (and we hope the majority of a future phase) will focus on affordable housing, we are also interested in exploring the inclusion of some market rate units in later phases for a truly mixed income neighborhood.

Together, DevNW and Ink Built offer a unique blend of experience, expertise, and commitment that positions us as ideal partners for the City of Silverton on this transformative project. We eagerly anticipate the opportunity to collaborate with you throughout the development process.

Primary Point of Contact

Nora Cronin, DevNW
Director of Real Estate Development
nora.cronin@devnw.org
541-345-7106 x2092



DEVELOPING THRIVING COMMUNITIES

212 Main Street //
Springfield, OR 97477

528 Cottage St //
Salem, OR 97301



2808 NE MLK BLVD //
SUITE G //
PORTLAND // OR // 97212

[503] 454-6793

OR WBE|ESB #11068

DESIGN - PHASE 1



PHASE 1

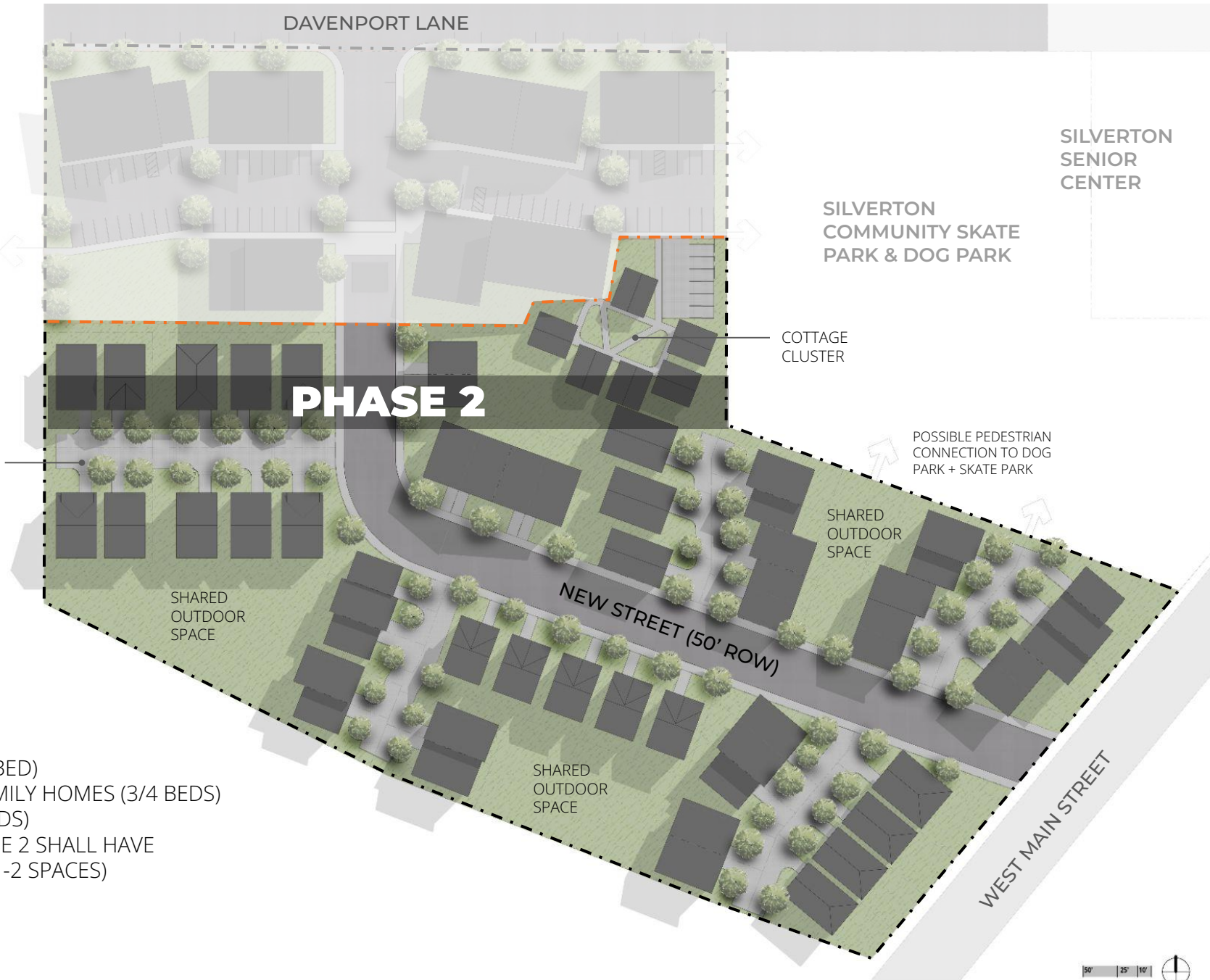
APPROX. 2 ACRES
 40 - 60 UNITS MAX
 (30/ACRE PER SB8)

(6) 2- STORY BUILDINGS
 48 UNITS //

(22) 3 BEDROOM
 (14) 2 BEDROOM
 (12) 1 BEDROOM

83 PARKING // (1.7/UNIT)
 62 SPACES (SURFACE LOT)
 21 SPACES (ON STREET)

DESIGN - PHASE 2



PHASE 2

PHASE 2

5.7 ACRES
110 - 170 UNITS MAX
(30/ACRE PER SB8)

- 59 UNITS //
 - (6) COTTAGE CLUSTERS (1 BED)
 - (22) DETACHED SINGLE FAMILY HOMES (3/4 BEDS)
 - (33) TOWNHOUSES (2/3 BEDS)
- NOTE: ALL HOMES IN PHASE 2 SHALL HAVE PARKING AT EACH HOME (1-2 SPACES)

DESIGN - UTILITIES

DAVENPORT LANE 1/2 STREET IMPROVEMENT



DESIGN



DESIGN



DESIGN



DESIGN



PROGRAM

SUMMARY

Taking advantage of the location adjacent to the Senior Center and Robert Frost Elementary, we envision a mix of generations living in the development community, and have planned a mix of units types: smaller, single story units for seniors (or other 1-2 person households), alongside larger 2-3 bedroom units for families. Based on community engagement, we would also be interested in the demand for 4-bedroom units for multi-generational families.

Our proposal includes 48 units of housing and a community center, spread throughout 6 two-story buildings across the roughly 2 acre site. There will be a mixture of one, two, and three bedroom apartments, along with sufficient parking and ample outdoor spaces.

DevNW will enter into a 60-year covenant with OHCS for their funding sources to keep these units affordable in perpetuity.

HOUSING DETAILS

Unit Type	# of units	Total # of bedrooms	Sq Ft per unit	Total sq ft	Affordability	Net rent per month
1 bedroom	12	12	640	7,680	60% AMI	\$782
2 bedroom	14	28	960	13,440	60% AMI	\$956
3 bedroom	22	66	1,140	25,080	60% AMI	\$1,116
Community Center			2,000	2,000		
Total	48	106		48,200		

PROGRAM

UNIT AMENITIES

Unit amenities will include the following:

- In-unit washer and dryer hookups with appliances included
- Secure bike parking
- Ductless heat pumps for energy efficient heating/cooling
- Energy Star appliances
- Durable and easy-to-clean vinyl plank flooring
- Extra insulation and tight building envelope to provide thermal comfort and energy costs savings
- Three units are ADA-compliant and accessible to people with physical disabilities
- One unit is compliant with hearing and visually impaired regulations



COMMUNITY SPACE

Our proposed design boasts a 2,000 square foot community center complemented by outdoor space and a nature play area, all designated exclusively for residents. This inviting hub features essential amenities including restrooms, a moderate-sized kitchen, a community room, a manager's office, and ample storage for maintenance, cleaning, and supplies such as folding chairs. This space will be used for facilitating community gatherings, enrichment classes, and other events. Access to this space is provided to residents free of charge and can be scheduled to use for birthday parties or family gatherings.

The community center plays a pivotal role in nurturing a robust resident community. It offers a venue for shared meals, celebrations, and various events, while also serving as a convenient meeting point for residents to connect with service providers, including those from DevNW and other partners, for accessing essential resources.



PROGRAM

SHARED/SITE AMENITIES

We envision a neighborhood that offers green space, community gardens, and walking/biking connectivity to the skate park, Senior Center, and Robert Frost Elementary. It will be a shared priority to create inviting community space on the Westfield site, while also fostering easy connections with the rest of the neighborhood. We would work closely with the City to coordinate access to these neighboring sites.

Our site design includes a variety of shared, outdoors spaces that are stitched together with connecting corridors between buildings. These open spaces can be a combination of lawn and nature play areas. Our site design also includes a community garden space and smaller garden spaces woven throughout.

The 2-acre site includes approximately 23,000 SF of open outdoor space and 3,000 SF of stormwater filtration facilities in two areas which can be expanded if required. In the event available open space doesn't allow for large scale, traditional stormwater treatment facilities (or in addition to), we're prepared for and experienced in installation of alternative, compact, engineered treatment equipment that can be installed under roadways and parking facilities.

Our parking plan, including 62 onsite parking spaces and 21 street parking spaces (on the extended Davenport Ln), attempts to minimize the space needed for parking lots while also honoring the reality that many people rely on daily use of cars: commuters to Salem or rural agricultural jobs, seniors with limited mobility, families taking kids to activities, etc.



PROGRAM

TARGET POPULATION

DevNW and InkBuilt have collaborated on a deliberately inclusive and community-oriented development, ensuring it caters to residents from diverse backgrounds.

We will provide a range of affordable housing options tailored to different income levels and family sizes. While our initial proposal targets rents affordable at 60% Area Median Income (AMI), we are exploring the addition of vouchers in partnership with the Marion County Housing Authority to accommodate households with fixed incomes or below 30% AMI.

Our design approach prioritizes elements of universal design, trauma-informed design, and cultural sensitivity. This includes creating spaces that are accessible to individuals with varying needs and abilities, fostering welcoming and calming environments, and incorporating architectural features and programming that celebrate diverse cultural identities. Language accessibility will be ensured through multilingual resources.

Throughout the development process, we will actively engage the community for input and employ affirmative marketing strategies to reach a broad audience, including traditionally underserved populations. DevNW will collaborate with community organizations and City staff to ensure the inclusion of underserved populations.

For instance, DevNW has initiated discussions with the Hope and Safety Alliance, serving Marion and Polk counties, to address the need for affordable rental units to support survivors of domestic violence within the new development.

ENVIRONMENTAL SUSTAINABILITY

Our proposal emphasizes our commitment to environmental sustainability through various strategies aimed at reducing ecological impact and promoting a healthy ecosystem. We are dedicated to pursuing the Path to Net Zero and adhering to Earth Advantage guidelines, seeking certification under their Multifamily Residential program.

The Path to Net Zero focuses on minimizing energy use in buildings and generating the remaining energy needed from renewable sources like solar power. It involves designing energy-efficient buildings with features such as better insulation, efficient appliances, and natural lighting and ventilation. This approach can lead to achieving net-zero carbon emissions.

At the core of our approach is optimizing density to protect valuable land and ecosystems. Our design incorporates energy-efficient features like high-performance building envelopes and HVAC systems, as well as carefully selected materials with recycled content and low toxicity.

Additionally, we will implement water conservation measures and responsible stormwater management to further enhance our environmental stewardship. During construction, strict protocols will be in place to minimize site disturbance and divert recyclable waste from landfills.

Moreover, our infrastructure design will include provisions for future solar energy generation. We will explore incentives in collaboration with local authorities to support this forward-thinking approach.

PROGRAM

ART

Community-based art enhances the vibrancy of any residential setting. Leveraging Silverton's commendable commitment to murals, we've engaged with a local artist who has previously contributed to the city's artistic landscape. If selected, we plan to collaborate with additional local artists, fostering a diverse artistic community.

Recognizing the City's interest in both honoring history and embracing diversity, we see an opportunity to commission a mural acknowledging Silverton's indigenous Kalapuya and Molala communities, or honoring former Mayor Stu Rasmussen, the country's first transgender Mayor. Alternatively, a mural depicting "The Old Oak" or the Oregon Gardens could serve as a tribute to Silverton's heritage while engaging contemporary residents.

With our team's expertise in mural installations and knowledge of available grants, we are well-equipped to facilitate these projects. Furthermore, we propose incorporating art and art classes into community spaces, if desired by the future residents, by partnering with local artists and artist associations, thereby fostering creativity and community engagement.



PRO FORMA

2-ACRE SITE

Project Name	Westfield Site
Project Type	New Construction
# of Units	48
Street Address	Westfield St & Davenport Ln
City/County/State	Silverton/Marion/OR
Zip Code	97381



Sources & Uses	Amount
Sources	
OHCS GHAP	\$ 600,000
9% LIHTC Funding	\$ 14,236,076
Perm. Loan	\$ 2,100,000
Total Sources:	\$ 16,936,076
Uses	
Acquisition Cost	\$ -
General Costs	\$ 1,566,045
Financing Costs	\$ 1,320,966
Construction Costs	\$ 12,175,072
Reserves & Lease Up	\$ 134,941
Developer Fee	\$ 1,739,052
Total Uses:	\$ 16,936,076

Gap: \$ -

Budget			
	Assumption	Budget	Budget / Unit
			48
Acquisition Cost			
Acquisition Cost	No Cost Land Lease	0	0
Sub Total		0	0
General Costs			
Appraisal		10,000	208
SDC	City SDC Exemption	0	0
Building Permits		384,000	8,000
Review & Inspection Fee		50,000	1,042
Architecture & Engineering	7%	814,545	16,970
Utility Distribution Engineering		100,000	2,083
Survey		30,000	625
Legal		75,000	1,563
Environmental		10,000	208
Utilities		7,500	156
Miscellaneous		5,000	104
Soft Cost Contingency	5%	80,000	1,667
Sub Total		1,566,045	32,626
Financing Costs			
Construction Loan Fee		87,500	1,823
Perm Loan Fee		10,000	208
OHCS Application Charges (9%LIHTC)	9.5%	162,625	3,388
Closing Cost (lender legal, title insurance, recording fees)		75,000	1,563
Construction Interest Exp.		985,841	20,538
Sub Total		1,320,966	27,520
Construction Costs			
Site Development		2,880,000	60,000
Vertical Construction		7,894,400	164,467
Design/Inflation Contingency	8%	861,952	17,957
Construction Contingency	5%	538,720	11,223
Sub Total		12,175,072	253,647
Reserves & Lease Up			
Lease-up Cost		24,000	500
Operating Reserve		110,941	2,311
Sub Total		134,941	2,811
Developer Fee			
Developer Fee	12%	1,739,052	36,230
Total Development Cost		16,936,076	352,835

DEAL STRUCTURE AND FINANCE

FUNDING SOURCES

DevNW proposes to finance the initial phase of affordable rental housing through a combination of funding sources. These include 9% Low Income Housing Tax Credits (LIHTC), Oregon Housing and Community Services (OHCS) GHAP grant funds, and a permanent loan using Oregon Affordable Housing Tax Credits (OAHTC). Additionally, our financial projections anticipate contributions from the City of Silverton, including a no-cost land lease, waivers for System Development Charges (SDCs), and property tax exemption.

Although not currently reflected in our proforma, DevNW plans to leverage incentives and rebates offered by the Energy Trust of Oregon for implementing energy-efficient measures, as well as tax credits for the installation of solar energy systems. These funding sources, while non-competitive, align with our commitment to sustainability and affordability.

Furthermore, DevNW has initiated preliminary discussions with the Marion County Housing Authority regarding the potential utilization of Project-Based Housing Vouchers for a portion of the units within this development. Initial indications suggest a favorable outlook, prompting DevNW to collaborate closely with authority staff to explore and potentially implement this option.

CITY ROLE IN DEVELOPMENT PROCESS

DevNW proposes that the City provide a no-cost land lease and waivers for System Development Charges (SDCs) to facilitate the development of the project. Furthermore, we suggest the City take responsibility for financing and executing the land partition for the initial phase, encompassing approximately 2 acres. We request the City collaborate closely with our design team to ensure the partition line aligns harmoniously with our building and site design objectives, including provisions for desired outdoor space, ample parking, and appropriate building setbacks.

An integral role for the City would involve championing the project and providing steadfast support in engaging with neighbors and community groups. This includes advocating for the project during funding requests and adeptly navigating and potentially expediting City development, land use, and building permit processes.

DevNW has initiated preliminary discussions with Marion County regarding the availability of HOME or Community Development Block Grant (CDBG) funds that could be utilized for this development. Currently, these funds are exclusively allocated for homeownership initiatives by the county. We believe the City could facilitate discussions with the County to explore the possibility of redirecting HOME funds toward rental housing at the Westfield site. Collaboration between the City and County in this regard could unlock additional resources vital for the success of the project.

DEAL STRUCTURE AND FINANCE

OWNERSHIP

The first phase of affordable multi-family rental housing will uphold a distinct ownership structure as per the City's request to retain ownership of the land. To honor this request, we propose establishing a separate entity—a Limited Partnership (LP)—to own the rental housing development. Under this arrangement, the City will engage in a 99-year ground lease with the Limited Partnership. Ownership of the LP will primarily be held by the Limited Partner (Tax Credit Investor) at 99.99%, with a minimal 0.01% ownership held by the General Partner (DevNW).

Additionally, DevNW has initiated discussions with the Marion County Housing Authority regarding potential participation as a Special Limited Partner within the ownership structure. This arrangement would grant them a fractional ownership stake in the project, facilitate negotiation for a portion of the developer fee, and enable the project to benefit from property tax exemption. The Housing Authority has shown interest in similar partnerships with other developers for affordable housing initiatives, indicating a promising opportunity for collaboration at the Westfield site.

Should the remaining 5 acres be developed as Community Land Trust (CLT) homes, DevNW anticipates navigating complexities stemming from the City's retention of land ownership. Typically, in the CLT model operated by DevNW, the CLT owns the land and common areas, while homebuyers acquire the homes and pay a lease for the land. The land lease needs to be a renewable 99-year lease, so that the owner's right to the land is never jeopardized. Collaboration with the City will be essential in determining the optimal ownership structure for this segment of the development.

The CLT model being used is innovative in ensuring permanent affordability of these homes in perpetuity. This model incorporates permanent income restrictions and imposes resale price limits, safeguarding long-term affordability. Upon resale, the new sales price is determined by a formula encompassing the homeowner's base price, any "qualified capital improvements" stipulated in the ground lease, and the homeowner's 25% share of the change in appraised value since their purchase.

DevNW employs this model to maintain affordability of CLT homes for subsequent generations of buyers while affording each homeowner to benefit from a portion of the appreciated value. The goal is to ensure these homes remain accessible to families who would otherwise be priced out of the market.

DEAL STRUCTURE AND FINANCE

SITE INFRASTRUCTURE

DevNW proposes to pay for site infrastructure (the extension of Davenport Ln and utilities to service the first phase of rental housing) through the combined sources listed in the proforma (9% LIHTC, OHCS GHAP grant funds, and a perm loan).

Another possibility is to apply for CDBG funding just for the Davenport Ln road extension. CDBG triggers prevailing wage rates so we would need to determine if prevailing wage rates would apply to just the road extension costs or if it would apply to the entire housing development. Marion County staff indicated that they typically fund up to \$350,000-\$500,000 in CDBG funds per project.

If the City has access to other funding that can be used for the road extension, DevNW is open to exploring the viability of other sources.



PREVAILING WAGES

The deal structure presented in our proforma will not require BOLI prevailing wage rates for this development.

If CDBG or other federal funding is used, federal Davis-Bacon wage rates would apply. This could increase the projected construction costs by roughly 10%.



DEAL STRUCTURE AND FINANCE

LIKELIHOOD OF FINANCING

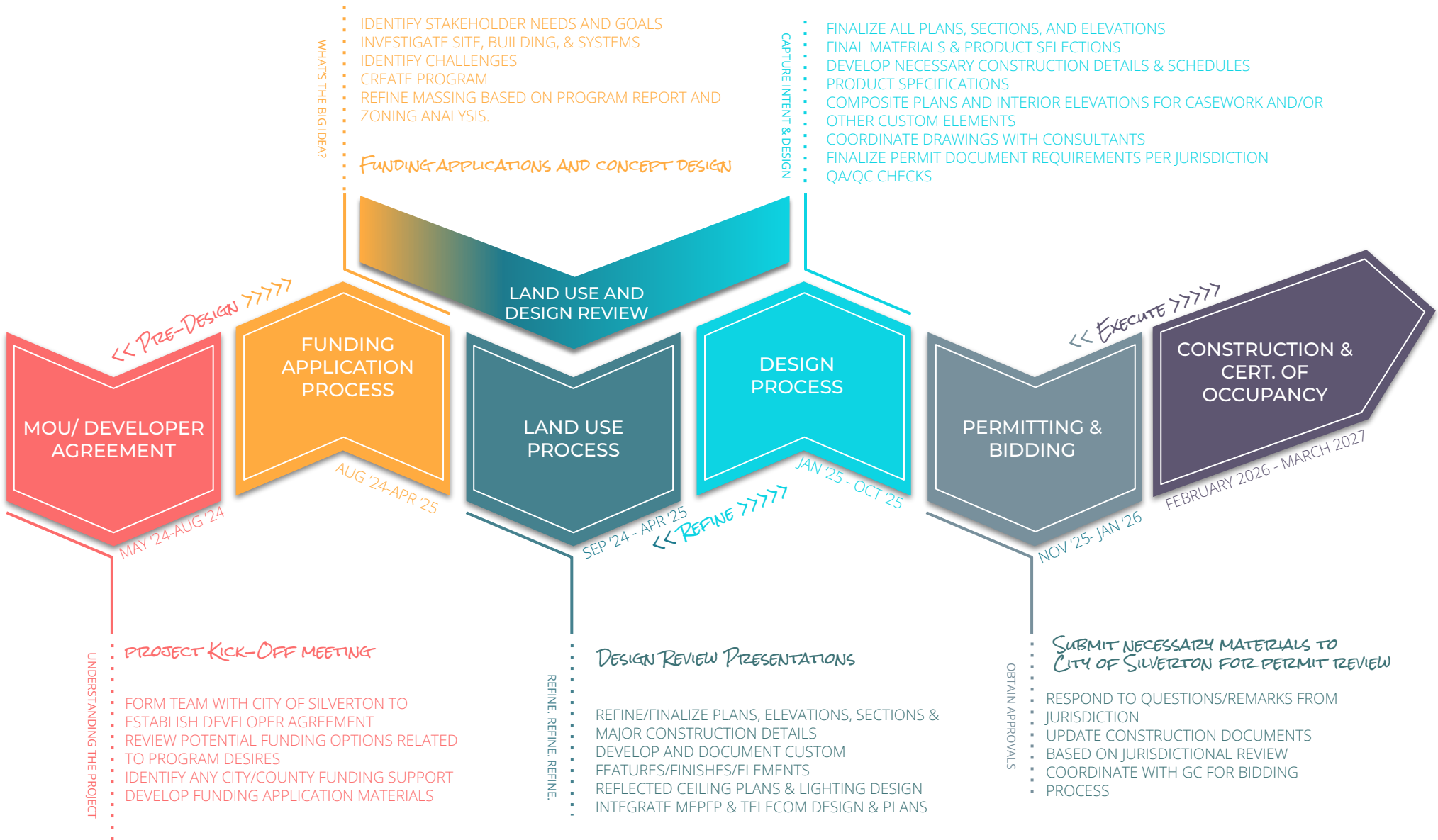
OHCS is introducing a new funding application process in 2024, moving away from the traditional NOFA (Notice of Funding Availability) format confined to a specific time of the year. This innovative approach will involve multiple steps and technical assistance from OHCS staff as we navigate through the development process. The aim is to ensure the financial structure and assumptions are robust, and there is greater amount of surety, as we progress through the stages of development.

Unlike the conventional method of submitting an application and waiting for a year if unsuccessful, this new process offers flexibility. It will be an open-ended procedure, allowing for preliminary funding commitments early on. We can then collaborate with OHCS as we move through our development process and milestones until we secure a final commitment and close on the financing.

Although 9% LIHTC is unavailable in 2024, it is slated to return in 2025. While the scoring criteria will differ in this new application process, we believe, based on the criteria from the 2023 application for 9% LIHTC and our understanding of this new process, that this funding would align well with our project. The main unknown lies in the criteria related to local funding commitments, which OHCS anticipates, particularly from HOME Participating Jurisdictions. This requirement applies to all projects in Marion County, given its allocation of HOME and CDBG funds. We will collaborate with the City, County, and OHCS to ensure the appropriate level and type of funding is secured.

Another potential funding avenue from OHCS could involve utilizing LIFT Rental funding. However, with no 4% LIHTC and Private Activity Bonds currently available to complement LIFT funds, this option appears unlikely. DevNW's financial model projected a significant gap exceeding \$1.5 million when considering LIFT funds from OHCS alone, owing to existing assumptions regarding allowable LIFT subsidies per unit. Should these assumptions or other factors change, the extensive LIFT resources available at OHCS could present a viable funding avenue.

SCHEDULE AND TIMING



PUBLIC OUTREACH/ENGAGEMENT PROCESS

OUR GENERAL APPROACH

Public outreach, engagement, and education are crucial components of any affordable housing development. Here are some general concepts that would guide your approach:

1. Transparent Communication: Ensure transparency throughout all stages of the project, from planning to implementation. This includes providing clear information about the goals, timelines, and decision-making processes involved in the development. Maintain open and honest communication with the community, providing regular updates on the progress of the project and addressing any concerns or questions that arise.

2. Community Engagement: Actively engage with community members, stakeholders, and local organizations throughout the project, seeking input and feedback at various stages. This could involve holding community meetings, small stakeholder meetings, or establishing advisory committees to ensure that community voices are heard and considered in decision-making. DevNW recognizes the diversity within the community and will tailor outreach strategies to reach different demographics effectively. We will utilize various communication channels, such as social media, local newspapers, and community newsletters, to ensure broad engagement.

3. Education: Provide opportunities for education about affordable housing, including the benefits it brings to the community, while addressing common misconceptions and dispelling myths. DevNW would offer information sessions at community meetings to help residents understand the importance of affordable housing and how they can get involved.

4. Inclusivity and Equity: Prioritize inclusivity and equity in all outreach efforts, ensuring that marginalized voices and underrepresented communities are heard and valued. Create opportunities for meaningful participation and engagement for all residents, regardless of socioeconomic status.

5. Collaboration and Partnership: Forge partnerships with local stakeholders, including government agencies, nonprofit organizations, faith-based groups, and educational institutions, to leverage resources, expertise, and community networks. By working together, we can address the complex challenges of affordable housing development. DevNW has already engaged with several government agencies and community organizations to inform our development proposal thus far. We look forward to continuing to build those relationships and collaborating to ensure that this development meets the needs of the community.

6. Long-Term Success: DevNW is dedicated to maintaining meaningful relationships with the community and neighbors throughout the lifespan of the project, fostering trust, and nurturing a sense of shared responsibility for the community's well-being. Being a good neighbor as a developer of affordable housing involves actively engaging with the community, maintaining open communication, collaborating with local organizations, empowering residents, promoting social integration, and sharing resources. This long-term approach ensures the continued success and sustainability of the affordable housing project.

PUBLIC OUTREACH/ENGAGEMENT PROCESS

DEVNW AND CITY PARTNERSHIP

DevNW envisions a collaborative approach to outreach, where city officials and staff work alongside our team to engage with residents and stakeholders in meaningful dialogue about the project.

Prior to Formal Development Agreement:

1. Initial Discussions: Seek feedback from city staff and representatives to understand their priorities and concerns regarding our proposal and assumptions of financial commitment. Engage with city planning, permitting, and public works staff to identify development challenges, city processes and timelines, and opportunities for collaboration, especially regarding the Davenport road extension design and construction.

2. Community Meetings: Collaborate with the city to organize community meetings or workshops aimed at informing residents about the proposed development. Address questions and concerns raised by community members and gather input to refine the project plan.

3. Stakeholder Engagement: Work closely with city staff to identify key stakeholders, including neighborhood associations, business groups, and advocacy organizations. Access city's communication channels, such as newsletters, social media platforms, and community calendars, to promote community meetings and events related to this project. Establish regular communication channels and opportunities for dialogue to ensure diverse perspectives are considered in the planning process.

4. Feedback Incorporation: Continuously incorporate feedback received from the city and community into the project design and development plans. Demonstrate flexibility and a willingness to adjust the proposal based on input from stakeholders.

After Formal Development Agreement:

1. Public Meetings: Participate in public meetings if required by the formal development agreement process. Present updates on the project's progress, address any concerns raised by city officials or residents, and provide transparency about next steps.

2. Regular Progress Updates: Maintain regular communication with city representatives through progress updates, reports, and meetings. Share milestones achieved, challenges encountered, and strategies for addressing them to keep all parties informed and engaged.

3. Community Events and Engagements: Continue to engage with the community through various events and initiatives, such as neighborhood meetings, informational sessions, or volunteer opportunities. Foster a sense of ownership and pride in the project among residents by involving them in its implementation.

4. Mitigation and Issue Resolution: Collaborate with the city to address any issues or concerns that arise during the development process, such as zoning challenges, infrastructure needs, or community opposition. Work together to identify solutions and mitigate potential impacts on the project's timeline or budget.

5. Celebration and Recognition: Celebrate project milestones and achievements with the city and the community to acknowledge progress and foster positive relationships. Recognize the contributions of city officials, staff, and community members who have supported the project's success.

Working together with the city is critical for the success and acceptance of this affordable housing development.

OTHER ISSUES: TOP 3 CONCERNS

1. SITE CONDITIONS

The site's conditions present significant uncertainties at this stage. If awarded this project, our immediate priority will be to conduct a comprehensive environmental assessment and a thorough geotechnical study. These assessments are vital as they will reveal any hidden conditions that may necessitate mitigation measures. Without a complete understanding of the site's environmental factors, we cannot confidently proceed with development plans.

Furthermore, without the completion of a geotechnical study, our ability to finalize site development costs is constrained. We are cognizant of the prevalence of Columbia River Basalt under Silverton, a factor that has the potential to significantly impact site costs. This emphasizes the critical importance of conducting a thorough geotechnical analysis to accurately estimate project expenses.

Additionally, the absence of a site survey raises concerns about potential unidentified elements such as easements and topographic constraints. Without this essential information, we acknowledge the possibility of encountering unforeseen obstacles during the development process.

2. SITE INFRASTRUCTURE

Connectivity to public and franchise utilities will require creativity and cooperation between DevNW and the City. We recognize the necessity of establishing a Lift Station and forced main sanitary sewer installation to meet the recommended sewer tap connection requirements to existing infrastructure at Main/Davenport. Plans entail extending electrical service and franchise utilities to Davenport Dr to cater to Phase 1 requirements. Additionally, the management of treated Stormwater will involve routing it through the land earmarked for Phase 2 development, linking it with the current stormwater infrastructure on Main St. Thoughtful consideration for the future volume of Stormwater generated during Phase 2 development must be factored into the Phase 1 installation to facilitate straightforward future connections to the installed stormwater conveyance system.

Ensuring vehicular and emergency vehicle access demands close cooperation between DevNW and Traffic Control/Local Fire Department. The Fire Department turnaround has been incorporated into the parking area in the Phase 1 conceptual design. However, provision for a secondary emergency access may be warranted, potentially connecting to Main St at the southeastern corner of the

property designated for Phase 2 development. The location of this access point, if not constrained to a specific spot, could significantly impact later phases of development. Thus, careful consideration is necessary to ensure seamless integration with the overall development plan.

Building upon the precedent established by the partial extension to Davenport Dr, DevNW proposes to continue the half-street improvement of Davenport, extending it to the northwest corner of the development. If the City requires a full street improvement, we would work with the City to see if additional local funding would be available to help with that increase in infrastructure costs.

3. POTENTIAL WETLANDS

We are concerned about potential costs linked to wetland mitigation if DSL approval is not received. Our design adjustments were made assuming a positive review from DSL, indicating no wetlands on site. If the DSL review isn't favorable, it's likely site density would decrease, or we would need to incur extra expenses for wetland mitigation, provided suitable off-site wetlands are available for credits.



The **quality of relationships** we build with the people we serve is fundamental to the quality of design we provide.

Restoring **equity** and broadening **affordability** in the housing system is our key mission and focus, and we're working to challenge the conventions that prevent the fundamental changes our communities need.

We've designed our practice around this goal, tailoring everything we do to improve **cost efficiency**, enrich **design quality**, and maximize **health, joy and livability** for the individuals and families who call our projects home.

We don't just talk collaboration, we **actively empower** residents, citizens, policy makers, owners, contractors, students, and advocates to help us make design better, **restoring community and the planet** we share.

We love the challenge of affordable housing, and the opportunity it gives us to **stretch creativity** discovering better solutions with **bigger impact**.



CITY OF SILVERTON RFQ
WESTFIELD SITE

December 12, 2023

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INTRODUCTORY LETTER



HACIENDA

COMMUNITY DEVELOPMENT CORP.

Date:

December 12, 2023

To the Attention of:

Jason Gottgetreu
Community Development Director
City of Silverton
306 S Water Street
Silverton, OR 97381

Jgottgetreu@Silverton.or.us

RFQ Title:

City of Silverton
Request for Qualifications
Westfield Site Development

Primary Contact:

Maryam Bolouri
Director of Real Estate Development
Hacienda CDC
6700 NE Killingsworth St.
Portland, OR 97218

mbolouri@haciendacdc.org

503-735-5519

Dear Jason,

Hacienda CDC is pleased to respond to the Request for Qualifications for the Westfield Site Development. We appreciate the opportunity to respond with an innovative and community-minded team to partner in a vision for a community that has the potential to help generations of families access affordable housing in the City of Silverton. Hacienda's unique perspective as a culturally specific affordable housing developer with over 30 years of experience delivering culturally responsive services prepares us to successfully implement the vision and goals expressed by the City of Silverton for this development opportunity.

Our vision will build on the City's vision to create a community-centered "village" that maximizes the density of units for affordable rental housing without sacrificing quality or safety while providing ample outdoor spaces to serve the residents and the neighborhood. We envision a multi-generational community that includes a significant number of units that are accessible or adaptable to people with various abilities. We will seek to provide affordable housing to households at 60% AMI and below. While we envision a rental housing development, we are optimistic that the industry and market will soon support owner-occupied housing.

Most importantly, our vision advances Hacienda's model of Equitable Development and Environmental and Racial Justice, incorporating family-sized units and sustainability features, including an all-electric building served by solar-powered energy.

Our priorities and values for this project are driven by the expectation that outcomes from development **must** be responsive to underserved populations, underrepresented voices, and vulnerable groups first.

Our development team includes Colas Construction, known for their commitment to quality, equity, and environmentally responsible construction practices; Salazar Architect, providing extensive experience of design methods and sustainable practices focused on the well-being of affordable housing communities. As you will see in our portfolio of work, we are a tested and reliable team, with a strong history of designing accessible housing for, and with, the local community.

We firmly believe our team's track record of housing and resident services for Latino, immigrants, people of color, and low-income households through our community-led approach to placemaking aligns with the City's goals for the Westfield site. We look forward to a synergetic partnership to implement this inclusionary vision.

Please do not hesitate to reach out to Maryam at mbolouri@haciendacdc.org or mevatvefonseca@haciendacdc.org if you have any questions.

Muchas Gracias,



Ernesto Fonseca, PhD
Chief Executive Officer

PROJECT VISION & APPROACH



PROJECT VISION & APPROACH

Hacienda CDC (Hacienda), Oregon's largest Latino-led, Latino-serving housing organization, is excited at the prospect of proposing a community development for the City of Silverton. Given the opportunity to participate in a shortlist for design studies, you will find that our proposal will embody Hacienda's model for equitable development and environmental and racial justice. Our team's interest in this project is driven by our passion and values that affordable housing developments should be accessible to everyone, everywhere, and must be responsive to underserved populations, underrepresented voices, and vulnerable groups first. This is why a people-centered design approach is the heart of our developmental process. **Our development team knows that we can only co-create successful solutions when they are deeply informed from, and with, the community.**

Our vision for what we seek to build with the community on this site would be two-story, garden style, 100% affordable housing apartments designed to serve families with an emphasis on communities of color at 60% and 30% AMI. Informed by universal design principles and trauma informed design, our aspiration is that these buildings will provide varying and accessible places for gathering including, open and covered seating, public and private greenspaces, a nature-based playground, and community gardens. In addition to affordable housing and greenspaces, we'll plan for this development to include several community functions including offices for management, residents, and supportive services, along with a community room fit with a kitchen to gather and host life-enriching workshops. Through an active community engagement cycle, the community will provide valuable input in the building's final naming, along with the amenities, design, and programs and services.

We understand this development is a new endeavor for the City of Silverton, and we have assembled a team of experienced professionals dedicated to affordable housing. We've worked throughout the State of Oregon and have created strong, committed relationships with public partners to provide a network of support for the communities we serve. Our team aspires to bring robust engagement with the people of Silverton – this may include opportunities to educate the public about affordable housing, easing community concerns, and garnering support for project overall. Furthermore, our team values the goals the City has set, aspiring to increase community-wide connectivity for Multi-Modal use, to foster placemaking by enhancing public green spaces, and to elevate the communication between the City and its constituents. Our first step to build a partnership with the City will be to establish, together, guiding principles for this project which we can use to guide a unified vision for the development while creating tangible performance metrics to measure the success of this development.

RESIDENT SERVICES

Hacienda is proud to stand out from other developers in that we uniquely provide resident services to the communities we develop in-house. Our Resident Services Team can deliver a suite of programs to build on the residents' strengths to help them achieve their goals and even dreams. Our Resident Services Coordinators are key to connecting residents to Hacienda's programs. Building relationships with families and their needs allows for warm introductions to program staff and helps residents enroll.

Hacienda's Programs include:

EXPRESIONES. Hacienda offers out-of-school programming in six residential communities for youth in grades K-8. Students receive academic tutoring and access to enrichment opportunities. Parent engagement is another pillar of the program model, and we facilitate connections between parents and the schools and offer leadership opportunities for parents to volunteer with the program.

SEMBRANDO SEMILLITAS. Hacienda's early childhood education program brings certified parent educators into the homes of families with children aged 0-5. Our Early Childhood Educators empower parents to learn about their child's development, help screen for any developmental delays, connect parents with resources available to them in the community, and empower them to meet their child's needs as they grow and prepare to enter school.

LEARNING CENTERS. Hacienda's Learning Centers in Portland coordinates programming to advance skills in digital literacy, workforce readiness, and STEM education, from middle school through adulthood. Programming includes courses, summer academies for students, and workshops for family members and the broader community.

DEVELOPMENT TEAM & KEY STAFF RESUMES



DEVELOPMENT TEAM

Hacienda CDC will lead this development. We assembled a mission-oriented, synergetic, and invested team to partner with the City of Silverton. Our team includes: Salazar Architect, a minority-owned, equity-driven architecture firm that brings quality design with a strong emphasis on community engagement; Colas Construction, a minority-led seasoned general contractor with decades of affordable housing experience and a strong track-record of MWESB participation. Together, with the City, we hope to build upon this team to partner with a trusted property manager firm dedicated to quality management and outstanding service to the community.

BENEFITS OF CHOOSING THIS TEAM

Hacienda has carefully selected a multifaceted team that can address, through diverse and complementary skillsets, the vision that City of Silverton has expressed in this request for qualifications together with its Comprehensive Plan, Housing Strategy, Housing Needs Analysis, and Parks and Recreation Master Plan. These will be our guiding principles and a compass to inform our approach.

Our responsiveness begins with attention to the City of Silverton's RFQ and Housing Strategy, followed by our people, who are committed to affordable housing development that is innovative, sustainable, and equitable. Here's why we think we are uniquely qualified to realize the project's goals:

- Our understanding of racial equity, environmental justice, and equitable developments is personal. Our lived experiences ground us.
- We build lasting partnerships with the community and are committed to improving the social and economic situations of the communities we serve long after projects are built.
- Our process is intersectional with social, environmental, and equitable issues, and is community centered.
- Our design process includes neighborhood and community engagement with touchpoints throughout predevelopment and construction to listen, inform, and engage the community as stakeholders in the development.
- We are transparent, credible, and trusted by the community to deliver affordable housing as a catalyst for positive outcomes in the community.

QUALITIES FOR SUCCESSFUL NEW AFFORDABLE HOUSING

OUTDOOR ENVIRONMENT

Our commitment to providing a vibrant and restorative outdoor environment is reflected in both recently completed project experience, like Las Adelitas, and our vision for other communities like Las Flores. It will be further grounded by our partnerships with design professionals as an integrated design team, which includes landscape architects with active and passive parks experience throughout Oregon.

SERVICES

Hacienda, driven by a mission of equity and positive long-term outcomes, is both a developer and service provider. Our partnerships and services manifest our philosophy brought to life. We don't just provide services; we work with the community to develop programs to support their specific needs.

BUILDING DESIGN

Our building design is centered in Salazar Architect's specialized talent in affordable housing, in partnership with construction expertise and project management acumen of Colas Construction. Hacienda will lead the people-first development with deep engagement from the community.

MANAGEMENT AND COMMUNITY

Hacienda has a successful and proven relationship with rural communities, and a collaborative history of equitable, low-barrier management. Hacienda, as the resident services provider, works to support the long-term success of programs and the people they serve.

QUALITIES FOR A SUCCESSFUL DEVELOPER

EQUITABLE

Hacienda personally understands the needs of marginalized people being an organization that is Latino-led and made up of 93% bilingual and bicultural staff. Our lived experience grounds and motivates us for racial and sustainable justice.

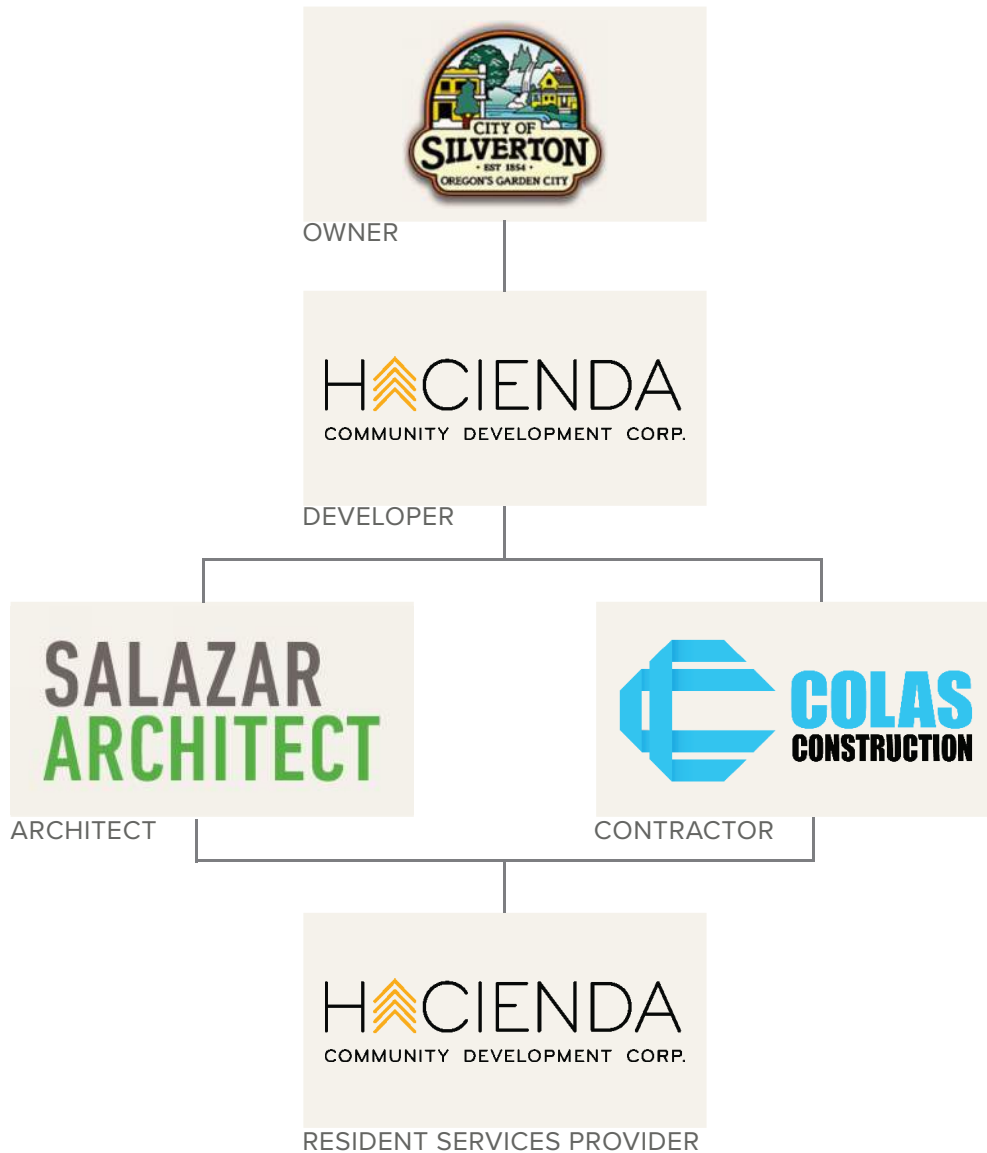
COLLABORATIVE

Collaboration is the key to Hacienda's success as shown in our project experience. From lenders, contractors, and design professionals to the residents that call our communities their home, we work to set new benchmarks in the industry. Our partnerships and letters of support showcase this strength.

LONG-TERM FOCUSED

Hacienda doesn't just develop buildings, we create and empower communities. When we serve a community, we set roots with partners and community members to foster thriving and resilient communities. We are here to stay!

DEVELOPMENT TEAM ORGANIZATIONAL CHART





ERNESTO FONSECA, PHD

Chief Executive Officer

Ernesto has been an architect, houser, and community developer for over 20 years, starting his career in construction and multi-family housing in Mexico. He has worked in affordable housing development since 2006, moving to construction administration in 2009, overseeing multi-family projects ranging from 6 to 64 units before coming to Hacienda. Ernesto provides leadership, oversight, and guidance in all of Hacienda's affordable housing development projects. His 15 years of experience in development finance, due diligence, and construction contract administration, have resulted in over 1,000 units of affordable housing.

PROJECT ROLE:

Executive Project Sponsor. Monitors the project's overall objectives, success, and people involved in the project. Communicates with stakeholders as needed.



YEARS
AT HACIENDA
6

YEARS IN
REAL ESTATE
DEVELOPMENT
20

EDUCATION
**DOCTORATE IN ENVIRONMENTAL
DESIGN & PLANNING, HOUSING &**

**ENVIRONMENTAL HEALTH,
ARIZONA STATE UNIVERSITY**

AFFILIATIONS
**ENERGY TRUST OF OREGON
BOARD OF DIRECTORS (2018-PRESENT)**

**HOUSING OREGON, BOARD OF
DIRECTORS (2017-PRESENT)**



Las Adelitas

- Ernesto's key strength is in his visionary leadership. He leads with clear visions for others to work towards common goals and objectives.
- His synergetic approach to affordable housing sets him as a trailblazer for policy and social change.
- Ernesto is deeply mission driven and believes in the power of social enterprise to bring increased investment into breaking cycles of poverty.

PROJECT EXPERIENCE

Las Adelitas
Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Suburban Site / Elevator Served
Public-Private Partnership

Rockwood Village
Gresham, OR Affordable
Affordable Family Housing
224 Apartments / 4-Story
Suburban Site/ Elevator Served
Co-Development

Las Flores
Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site/ Walk-up Served
Community Engagement



MARYAM BOLOURI, PHD

Director of Real Estate Development & Asset Management

Maryam has more than 25 years' experience in operations, finance, facility management, affordable housing, and real estate. She has served as CFO and CEO of non-profit organizations in California managing \$46 million revenue and 175 staff. She served as owner's representative on several affordable housing projects in the Portland region: new construction of 171 LIHTC units, rehabilitation of 72 HUD units, year 15 exits of 5 LIHTC properties, and rehabilitation of a 14-unit supported housing project. In addition, Maryam managed an asset portfolio of \$105 in million affordable housing (771 units over 50 properties). She demonstrates exceptional and committed leadership with an ability to quickly identify issues, implement solutions, and build and manage teams to be successful under stressful conditions with tight deadlines.

PROJECT ROLE:

Project Director. Oversees project managers in areas of quality management, performance, reporting, and budgeting. Manages risks and team resources and communicates with stakeholders.



YEARS
AT HACIENDA
2

YEARS IN
REAL ESTATE
INDUSTRY
21

EDUCATION
**PH.D IN STATISTICS AND
OPERATIONS RESEARCH,
UNIVERSITY OF OREGON**

AFFILIATIONS
**MULTNOMAH ATHLETIC FOUNDATION
TREASURER (2022 - PRESENT)**

**CASCADIA BEHAVIORAL HEALTH
BOARD TREASURER (2022)**



Rockwood Village

- Maryam's key strength is risk management through which she has successfully implemented strategies to meet evolving challenges and opportunities of various projects.
- Exceptional in her ability to delegate tasks appropriately, while adapting to change with resilience.
- Highly effective finance, facility, and real estate professional responsible for a \$165 million portfolio of multi-family and single-family affordable housing.

PROJECT EXPERIENCE

Rockwood Village

Gresham, OR Affordable
Affordable Family Housing
224 Apartments / 4-Story
Suburban Site/ Elevator Served
Co-Development

Las Adelitas

Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Suburban Site / Elevator Served
Public-Private Partnership

Las Flores

Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site/ Walk-up Served
Community Engagement



KEVIN CHAVEZ, ASSOC. AIA

Real Estate Development Project Manager

Kevin has a master’s in architecture with 8 years’ experience in the architecture engineering and construction industry. Kevin thrives when working on complex and multifaceted projects, as demonstrated by his involvement in the Las Adelitas buildings, a 142-unit multifamily project completed in NE Portland’s Cully neighborhood. Kevin cares deeply about team dynamic and brings the patience and perseverance needed to manage any project successfully—from collaborating with consultants and public agencies to coordinating with contractors in the field to navigating involved stakeholder processes. He currently oversees new construction, rehab, and renovations projects.

PROJECT ROLE:

Project Manager. Responsible for reporting on progress to the Project Director and stakeholder liaisons or their representatives. Project manager will lead and manage consultants, design professionals, and contractor partners. As a team, the project manager monitors budget and service partners.

YEARS
AT HACIENDA
2

YEARS IN
PROFESSION
8

EDUCATION
**MASTERS OF ARCHITECTURE,
PORTLAND STATE
UNIVERSITY SCHOOL OF
ARCHITECTURE**

AFFILIATIONS
ASSOCIATE AIA (2017-PRESENT)
**SCAPPOOSE GRABHORN PARK
AD HOC COMMISSION (2021-PRESENT)**



Las Adelitas

- Kevin’s key strength is strategic thinking, and the ability to align the development team’s efforts with broader organizational and stakeholder goals for long term success.
- Kevin approaches conflict resolution head on and proactively seeks constructive resolutions that promote collaboration and maintain development team dynamics.
- Excels in clear and concise communication ensuring expectations are understood and goals are met.

PROJECT EXPERIENCE

Las Adelitas
Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Suburban Site / Elevator Served
Public-Private Partnership

Miraflores
Portland, OR
Affordable Family Housing
32 apartments/ 3-story
Suburban Site / Walk-up Served
Public Plaza / Event Space

Plaza Los Robles
Molalla, OR
Workforce Housing
24 Apartments/ 2-Story
Rural Site / Ground Floor Accessible
Public Park / Event Space



ERIKA HERNANDEZ

Director of Youth and Family Services

Joined Hacienda CDC in 2021 and has over 12 years of experience in wrap-around services, early childhood, youth development, and family engagement programs. She is a facilitator of stakeholders and school systems collaborating to support positive outcomes for youth and their families. Erika attended 11 schools before landing in and graduating from Lake Oswego High School in 2007. She experienced challenges accessing support for higher education, was criticized by school counselors for considering community college, and witnessed racism and bias from peers and staff towards fellow BIPOC friends and students with exceptional needs. She is a bilingual and bicultural Latina who brings popular education and cultural wealth models to program and project design.



PROJECT ROLE:

Project Director for Resident Services. Responsible for leading and monitoring community engagement activities and leading project service partners. Manages team resources of Youth and Family Services. Communicates with stakeholders through project manager.

YEARS AT HACIENDA
3

YEARS IN SOCIAL SERVICES
12

EDUCATION
MAGNA CUM LAUDE BACHELOR OF ARTS IN INTERNATIONAL STUDIES AND LATIN AMERICAN STUDIES

AFFILIATIONS
OREGON COALITION AGAINST DOMESTIC & SEXUAL VIOLENCE
TRAUMA INFORMED OREGON



Vista De Rosas

- Erika’s key strength is empathy, which she passionately uses to understand and meet the needs of her team and the community which she serves.
- Deeply mission driven, she builds resilient communities through her work to provide community specific supportive services.

PROJECT EXPERIENCE

Las Adelitas
Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Suburban Site / Elevator Served
Public-Private Partnership

Rockwood Village
Gresham, OR Affordable
Affordable Family Housing
224 Apartments / 4-Story
Suburban Site/ Elevator Served
Co-Development

Vista de Rosas
Portland, OR
Affordable Family Housing
25 Apartments / 2-Story
Suburban Site/ Walk-up Served



ALEX SALAZAR, NOMA, AIA

Founding Principal

Alex Salazar’s career-long focus linking architecture to community organizing serves as the foundation for his work. His background includes organizing for tenant’s rights, advocating for the unhoused, and 25 years of experience in community planning, engagement, and affordable housing design. He leads every project with a “community first” and culturally responsive approach to engagement, design, and development strategy. He currently serves nationally on the American Institute of Architects Housing & Community Development (HCD) Knowledge Community.

SALAZAR ARCHITECT

YEARS AT SALAZAR ARCHITECT
15

YEARS IN PROFESSION
25

EDUCATION
**MASTERS OF ARCHITECTURE,
UNIVERSITY OF CALIFORNIA
BERKELEY**

AFFILIATIONS
AIA, NOMA

**REGISTERED ARCHITECT: OREGON,
WASHINGTON, CALIFORNIA**



Las Adelitas



Community Engagement

PROJECT EXPERIENCE

Las Adelitas

Portland, OR
Affordable Family Housing & PSH
141 Apartments/ 4-Story
Community Engagement
Public Plaza / Event Space

Las Flores

Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site/
Community Engagement

Elmonica Station

Beaverton, OR
Affordable Multi-Generational
Family Housing
81 Apartments / 4- Story
Transit-adjacent / Culturally Specific
Community engagement

Goldcrest

Beaverton, OR
Affordable Family Housing & PSH
75 Apartments / 4-Story
Suburban Site

Fourth Plain Commons

Vancouver, WA
Affordable Family Housing
107 apartments / 5-story
Mixed Use / Public Plaza



JENNIFER NYE, AIA, LEED AP BP+C

Managing Director, Pacific Northwest

Jennifer has over 24 years of experience, exceptional architectural skill, and a diversity of project experience that ranges from multi-family residences to complex commercial and institutional projects. As a LEED Accredited Professional, Jennifer has practical knowledge and hands-on experience with sustainable building materials and practices, striving to integrate high-performance, innovation, energy-efficiency, and design excellence into her projects. Jennifer volunteers on the Beaverton Planning Commission, Portland's Building Code Board of Appeals, and Beaverton's Urban Renewal Advisory Committee.



YEARS
AT SALAZAR
ARCHITECTS
5

YEARS IN
PROFESSION
24+

EDUCATION
**BACHELOR OF ARCHITECTURE,
UNIVERSITY OF OREGON**

AFFILIATIONS
AIA, LEED AP

**REGISTERED ARCHITECT:
OR, WA, AZ, CO, ID, UT**



Fourth Plain Commons



Community Engagement

PROJECT EXPERIENCE

Las Adelitas

Portland, OR
Affordable Family Housing & PSH
141 Apartments / 4-Story
Community Engagement
Public Plaza / Event Space

Las Flores

Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site / Community
Engagement

M. Carter Commons

Portland, OR
Affordable senior housing
63 Apartments / 5-Story
N/NE Preference Policy

Elmonica Station

Beaverton, OR
Affordable Multi-gen Family Housing
81 Apartments / 4-Story
Transit-adjacent / Culturally Specific
Community Engagement

Goldcrest

Beaverton, OR
Affordable Family Housing & PSH
75 Apartments / 4-Story
Suburban Site

Fourth Plain Commons

Vancouver, WA
Affordable Family Housing
107 Apartments / 5-Story
Mixed Use / Public Plaza



DARIIA VERNYGORA

Architect's Project Manager

Daria has extensive experience in affordable and market rate multifamily housing, educational facilities, and commercial developments in the U.S., Germany, and Ukraine. She cares deeply about sustainability in architecture and is a leader of our Sustainable Design Lab, where she focuses on energy efficiency, carbon reduction, and incorporating environmental justice principles into our projects. Daria is passionate about creative designs and technological innovations that advance buildings toward being more sustainable and healthy for building users.

SALAZAR ARCHITECT

YEARS AT SALAZAR ARCHITECT
5

YEARS IN PROFESSION
10

EDUCATION
MASTERS OF ARCHITECTURE, KYIV NATIONAL UNIVERSITY OF CONSTRUCTION & ARCHITECTURE, UKRAINE

MASTERS OF ARCHITECTURE, ANHALT UNIVERSITY OF APPLIED SCIENCES, GERMANY



Elmonica Station



Community Engagement

PROJECT EXPERIENCE

Las Adelitas

Portland, OR
Affordable Family Housing & PSH
141 apartments/ 4-story
Community Engagement
Public Plaza / Event Space

M. Carter Commons

Portland, OR
Affordable senior housing
63 apartments / 5-story
N/NE Preference Policy

Elmonica Station

Beaverton, OR
Affordable Multi-gen Family Housing
81 Apartments / 4- Story
Transit-adjacent / Culturally Specific
Community Engagement

Heirloom Apartments

Clackamas County, OR
Market rate housing / 10 Buildings
286 Apartments / 3-Story Buildings
Suburban Site

Aldercrest

Gresham, OR
Occupied renovation of 68
apartments / 17 two-story walkups
New community building

Dahlke Manor

Portland, OR
Occupied renovation of 115
apartments / 9-story
Parking/site reconfiguration, interior
renovation of common spaces



CHRISTINA KWIECIENSKI

Architectural Designer

Christina's 10+ years of experience includes affordable and market rate multifamily housing, commercial tenant improvements, and site-sensitive work for the National Parks Service. She values our strong sense of shared mission at Salazar, and is committed to serving communities that often don't have access to design. Christina is a strong advocate for equity, diversity, and inclusion in the profession and an active participant in Salazar's equity and social responsibility initiatives.



YEARS AT SALAZAR ARCHITECT
4

YEARS IN PROFESSION
10+

EDUCATION
BACHELOR OF ARCHITECTURE, UNIVERSITY OF TEXAS



Las Flores



Community Engagement

PROJECT EXPERIENCE

Las Flores
Oregon City, OR
Affordable Family Housing
171 Apartments / 3-Story
Suburban Site/ Community
Engagement

Elmonica Station
Beaverton, OR
Affordable Multi-gen Family Housing
81 Apartments / 4- Story
Transit-adjacent / Culturally Specific
Community Engagement

Fourth Plain Commons
Vancouver, WA
Affordable Family Housing
107 apartments / 5-story
Mixed Use / Public Plaza

Mutual Housing on the Boulevard
Sacramento, CA
Affordable PSH
127 apartments / 3-story walkups
Mixed Use



ANDREW COLAS

Colas Construction President & CEO

Andrew is driven by a collaborative and results-oriented focus; his extensive knowledge of development in the commercial construction industry is evident with an established history of long-term contracting relationships, strong outcomes for equity, and over twenty years of delivering complex projects. He will engage at each level, providing Executive Oversight. Andrew is the co-founder of the Black Business Association of Oregon (BBAO), and serves on the Board of Directors for BBAO, the National Association of Minority Contractors (NAMC), NAMC-Oregon, New Avenues for Youth, and the Portland Business Alliance.



YEARS AT COLAS
22

YEARS IN CONSTRUCTION
25

EDUCATION
**BS BUSINESS
MANAGEMENT,
UNIVERSITY OF OREGON**

AFFILIATIONS
NAMC-OR, AGC

**DESIGN BUILD INSTITUTE
OF AMERICA**



Garlington Campus

- Key Strength to build effective, strong teams and manage them to their full potential
- Dynamic leadership promotes positive engagement for shared success between owners, developers, and project teams
- Dedicated to community activism rooted from his experience, born and raised in NE Portland- since 1999, he has consistently promoted investments and job creation for underserved populations through his role at COLAS

PROJECT EXPERIENCE

Garlington Campus

Cascadia Health, Portland, OR

A 4-story building of 42,000 SF sits adjacent to another that is 25,000 SF on a 1.5-acre site. The campus, comprises two buildings; one a health clinic and the other, an affordable apartment complex with 52 units of 1, 2, and 3-bedrooms homes for residents earning 30% - 60% AMI. Amenities include bioswale drainage systems, solar shades, bike storage, and community meeting rooms.

The resident population includes formerly houseless Veterans, patients in critical need, and low income community members, families, and individuals. Both developments, Garlington Health Center and Garlington Place Apartments are named after the late Rev. Dr. John W. Garlington, Jr., a prominent leader and advocate for the African American community in Portland. The project achieved Earth Advantage Platinum and 36% MWESB utilization.

South Cooper Mountain

Wishcamper, Beaverton, OR

Goldcrest

BRIDGE Housing, Beaverton, OR

Centennial Place

Cascadia Health, Portland, OR

King + Parks

PCRI, Portland, OR

The Aurora

Our Just Future, Portland, OR

The Songbird

BRIDGE Housing, Portland, OR



MARC-DANIEL DOMOND

Colas Construction Vice President, Operations

As a Project Executive, Marc-Daniel brings a multi-faceted approach and delivers steadfast goal-focused management implementing executive oversight the overall implementation and execution of projects. His record of success in all phases of construction is based in his fortitude and strategy to achieve the project's goals. Marc-Daniel works closely with project teams and oversees the master schedule ensuring financial objectives are met. His leadership, expertise, and proficiency in complex projects of large-scale; brings accurate detail with an executive level of attention for engagement with purpose for developer and ownership teams.



YEARS AT COLAS
20

YEARS IN CONSTRUCTION
22

EDUCATION
**BS BUSINESS FINANCE,
UNIVERSITY OF OREGON**

AFFILIATIONS
NAMC-OR, AGC



3000 Powell

- Key Strengths serve complex projects of large-scale; specifically in education, healthcare, and affordable housing with accurate detail
- Engagement with purpose for developer and ownership teams
- Driven by impact to our youth to become future leaders with a focus on building interest in the construction sector
- Co-founder and Chair of The Blueprint Foundation

PROJECT EXPERIENCE

3000 Powell

Home Forward, Portland, OR

Recipient of the 2021 Portland Design Commission, Design Excellence Award, this project stands as a transformative affordable housing project, featuring 206 units thoughtfully designed for families residing in SE Portland. The ground floor of the building, though primarily constructed with cost-efficient wood framing, boasts increased height to accommodate loft units that open up to courtyards

and lush landscaping areas, providing ample room for community spaces, fostering engagement and vitality.

A 138,000 SF, four-story wood-framed building with an innovative X-shaped design is set to redefine the concept of urban living with a total of 206 thoughtfully designed affordable housing units: 123 studios, 18 one-bedroom, 59 two-bedrooms, and 6 three-bedroom units.

The Aurora

PCRI, Portland, OR

South Cooper Mountain

Wishcamper, Beaverton, OR

Goldcrest

BRIDGE Housing, Beaverton, OR

King + Parks

PCRI, Portland, OR

The Songbird

BRIDGE Housing, Portland, OR

The Henry Building

Central City Concern, Portland, OR

COMPARABLE PROJECTS





LAS ADELITAS

The opening of Las Adelitas in late 2022 is the outcome of a 5+ year community design process that envisioned the transformation of a former strip club that was negatively impacting the vitality of the Cully neighborhood. In 2015, Hacienda purchased the property then secured project funding and led the redevelopment for this affordable housing community.

Aptly named after feminist Mexican Revolutionaries, Las Adelitas brings deep social, economic and environmental benefits to our community through access to new affordable housing and connection to services including, digital literacy, early childhood and after school programs, and business and homeownership workshops and counseling provided by Hacienda's bilingual and bi-cultural staff. This four-story, multifamily affordable housing development is the largest redevelopment in Portland's Cully Neighborhood to date and is the largest public investment in the Cully community.

The development includes 142 homes and valuable amenities including a community kitchen, courtyard, event space, and outdoor plaza which is street accessible to the surrounding neighborhood. One hundred percent of the units are for households earning 60% of Area Median Income and below. Additionally, Hacienda project team achieved 40% MWESB workforce participation in hard construction costs.

PROJECT FACTS

Address: 6735 NE Killingsworth St, Portland, OR 97218

Year Completed: 2022

Hacienda Team Involvement: Ernesto Fonseca, Maryam Bolouri, Kevin Chavez

Architect: Salazar Architect

Contractor: LMC Construction

Property Management: Cascade Management

Housing Units: 142 total all affordable

Affordability: 30% AMI, 60% AMI

Construction Cost: \$36.5M

Funding Sources: 4% LIHTC Equity, PHB Bonds, LIFT, OHCS Legislative Grant, Permanent Loan

Unit Mix: 15 Studio, 27 one bedroom, 74 two bedroom, 26 three bedroom

MWESB Contractor

Engagement: 40%





ROCKWOOD VILLAGE

Hacienda CDC is the co-owner and co-developer of Rockwood Village, 224 new affordable homes in Gresham. This transformational development opened in phases, beginning in Fall of 2021 and include five residential buildings surrounding a new public park and community center.

In this development, we prioritized large, family sized units. Almost 80% of the units are 2, 3 or 4 bedrooms. Rockwood Village was the first Metro affordable housing bond-funded project to open and the first in the state to implement income averaging. This allows us to serve households with incomes up to 70% AMI.

Robust community engagement informed the design concept, street design, the housing units and amenities, and the custom art throughout the development. Through a community survey, community members chose Rockwood Village and Neighbors Park as the project and park names. The overall project theme was chosen to celebrate diversity of Rockwood and the weaving together of different cultures.

Hacienda provides on-site resident services and after school and summer programming for youth. Residents are also connected to Hacienda’s programs in homeownership, small business development, asset building, and financial education.

PROJECT FACTS

Address: 783 SE 185th Ave, Portland OR 97233
Year Completed: 2022
Co-Developer: Community Development Partners
Hacienda Team Involvement: Ernesto Fonseca, Maryam Bolouri
Architect: Waechter Architecture
Contractor: LMC Construction
Property Manager: Guardian
Housing Units: 224 total all affordable
Affordability: 30%, 60%, and 70% AMI
Construction Cost: \$43.3M
Funding Sources: 4% LIHTC, Gresham Metro, OHCS Weatherization and GHAP, Permanent Loan
Unit Mix: 47 one bedroom, 74 two bedroom, 89 three bedroom, 14 four bedroom
MWESB Contractor Engagement: 21%





LAS FLORES

Hacienda CDC is co-developing Las Flores, 171 new affordable housing units in Oregon City in partnership with Community Development Partners. This development is currently under construction, with Phase 1 just completed and Phase 2 expected to be complete in 2024.

Las Flores is designed with agricultural workers, immigrant, and low-income community members in mind. This affordable housing complex includes a mix of 1, 2, 3, and 4 bedroom apartments within 3-story walk-up buildings.

Twelve units of Las Flores are designated for agricultural workers and their families. Thanks to a partnership with Northwest Housing Alternatives, 9 units are reserved for individuals and families transitioning out of homelessness into stable housing. NHA and Hacienda will provide community support and resident services. The property will be managed by Guardian Property Management.

Las Flores was designed using the people-first, “Communities for All Ages” approach, which embraces the benefits of intergenerational living and creates homes and spaces where all people can be respected, cared for, and given tools to explore their interests. This includes buildings clustered around a park-like gathering space, tree-dotted walking paths, children’s play areas, outdoor picnic areas, a community garden, and a community building with a kitchen and multi-use spaces where residents can hold events, take classes, and enjoy spending time with their families and neighbors.

PROJECT FACTS

- Address:** 14362 S Maple Lane Ct, Oregon City, OR 97045
- Anticipated Completion:** 2023
- Co-Developer:** Community Development Partners
- Hacienda Team Involvement:** Maryam Bolouri, Kevin Chavez
- Architect:** Salazar Architect
- Contractor:** LMC Construction
- Property Management:** Guardian
- Housing Units:** 171 total, all affordable
- Affordability:** 30 % AMI and 60% AMI
- Construction Cost:** \$53M
- Funding Sources:** 4% LIHTC, GHAP, Clackamas Metro, AWHTC Equity, Permanent Loan
- Unit Mix:** 42 one bedroom, 54 two bedroom, 66 three bedroom, 9 four bedroom
- MWESB Contractor Engagement:** 34%





PLAZA LOS ROBLES

One of Hacienda’s rural communities, Plaza Los Robles, has undergone an intensive rehabilitation effort in early 2023. This rehabilitation included building frame and envelope improvements, mechanical, electrical, and plumbing upgrades, and stormwater mitigation. This rehabilitation effort reflects our commitment and passion to ensure enduring, accessible, safe, and healthy built environments.

In this development, we prioritized large, family sized units. The units mix includes 2-, 3- and 4-bedroom units, focused on workforce housing. Through on-site resident services and after school and summer programming for youth, the community is strengthened through a multi-generational perspective. Residents are also connected to Hacienda’s programs in small business development, asset building, and financial education to support the ultimate goal of homeownership.

With more than 40 school-age children residing at Plaza Los Robles, we saw the rehabilitation effort as an opportunity to enhance the children’s school experience and attendance. After close collaboration with residents and property management, we heard that transportation and extreme weather has a negative effect on the children’s academic performance. Hearing this, we took up the charge to include a new bus shelter and provide HVAC mini splits for each apartment to improve livability, comfort, and safety for the community’s kids. We take pride in hearing, advocating for, and taking action for our community members.



PROJECT FACTS

- Address:** 415 Toliver Rd, Molalla, OR 97038
- Year Completed:** 2007
- Rehabilitation:** 2023
- Hacienda Team Involvement:** Ernesto Fonseca, Maryam Bolouri, Kevin Chavez, Erika
- Envelope Consultant:** Forensic Building Consultants
- Contractor:** IE Construction
- Property Management:** Cascade Management
- Housing Units:** 24 total all affordable
- Affordability:** low-income Domestic Farm Labor, 50% AMI, 60% AMI, 80% AMI
- Rehab Construction Cost:** \$3.5M
- Funding Sources:** OHCS Legislative Grant, Clackamas County HOME Loan, Rural Development Loan and Rental Assistance
- Unit Mix:** 7 two bedroom, 13 three bedroom, 4 four bedroom
- MWESB Contractor Engagement:** 13%



MUTUAL HOUSING ON THE BLVD

Mutual Housing on the Boulevard is inspired by the sun, water, and movement to create a unique mixed-use, affordable, supportive housing community serving the diverse needs of South Sacramento. The master plan features an internal neighborhood street with an apartment building, townhomes, and walk-up stacked flats buildings that maximize density and the opportunity for solar PV installations. The buildings provide a mix of one, two, and three-bedroom apartments, with fifty percent of the units serving extremely low-income residents.

Supportive services and community areas are clustered along Stockton Blvd. At the south edge is the new Mutual Family Arts & Education Center, located along an existing FEMA flood plain/canal that doubles as a neighborhood open space. The Community Design process consisted of a series of design discussions with Mutual Housing’s residents, homeless women at a Loaves & Fishes daytime shelter, and allied organizations. The input was incredibly insightful, helping us program and design outdoor spaces spread throughout the development.

PROJECT FACTS

- Address:** 7351 Stockton Blvd. Sacramento, CA 95823
- Year Completed:** 2023
- Developer:** Mutual Housing California
- Contractor:** Broward Builders
- Architect:** Salazar Architect
- Property Management:** Mutual Housing California
- Housing Units:** 127 total all affordable, 95 permanent supportive housing units
- Affordability:** 40% AMI, 50% AMI, 60% AMI
- Construction Cost:** \$35M
- Funding Sources:** LIHTC, No Place Like Home, HUD
- Unit Mix:** 65 one bedroom, 44 two bedroom, 18 three bedroom





SOUTH COOPER MOUNTAIN

In the heart of the South Cooper Mountain community, a remarkable mixed-use development project is taking shape. Stretching across ten expansive acres, this visionary project is set to seamlessly blend affordable housing with commercial and civic spaces, creating an exciting urban environment right next to Mountainside High School.

Wishcamper, renowned for its commitment to affordable housing, took a chance to transform a high-density market-rate community. Their vision goes beyond simply adding affordable housing units; it's about breathing life into a dynamic mixed-use neighborhood center. The City of Beaverton shares this vision, aiming to create a lively main street that intermingles neighborhood commercial and residential spaces. The focus is on crafting a pedestrian-friendly atmosphere, complete with spacious sidewalks and an array of amenities for the community's enjoyment. This project is set to be a game-changer, redefining the landscape and enhancing the quality of life in the area. Three residential buildings on what was once an apple orchard will soon become a new neighborhood, with newly minted streets for families and senior citizens. Notable features include 30,000 SF of vibrant commercial space, with the potential for civic use spaces, where voices can be heard and aspirations can be realized. A beautiful public park, a serene oasis amidst the urban landscape, where families can gather and children can play coincides with a welcoming plaza and central hub, connecting people and activities, making it a place where community bonds are forged.

PROJECT FACTS

- Address:** 17811 SW Scholls Ferry Rd., Beaverton, OR 97007
- Year of Completion:** 2024
- COLAS Team Involvement:** Andrew Colas, Marc-Daniel Domond
- Owner/Developer:** Wishcamper Development Partners
- COLAS Team Involvement:** Andrew Colas, Marc-Daniel Domond
- Architect:** Otak
- Contractor:** Colas Construction
- Property Management:** Guardian
- Housing Units:** 164 total all affordable
- Affordability:** 30%, 60%, 70% AMI
- Construction Cost:** \$56M
- Funding Sources:** Low Income Housing Tax Credits, State, City of Beaverton, Metro Affordable Housing Bond, private funding
- Square Feet:** 84,500
- Key Tenants:** management
- Site Area:** 42 acres
- Unit Mix:** 84 one bedroom, 74 two bedroom, 10 three bedroom units
- MWESB Contractor Engagement:** 27%





CENTENNIAL PLACE

A 3-story, 62,700 SF building that wraps around community amenities, while connecting the laundry facilities, homework rooms, and a natural eco-friendly playground. A strong emphasis on sustainability resulted in the Earth Advantage Platinum certification for the development; the building operates entirely on electric power, with a 75 kW rooftop photovoltaic array capable of supporting a significant portion, if not the entirety, of the house’s energy needs. To enhance efficiency, a cost-effective drain water heat recovery system was integrated, along with two onsite drywells effectively managing 100% of the site’s stormwater. Other eco-friendly features include Energy Star appliances and lighting, low-flow plumbing fixtures, efficient heating and cooling through mini-splits, an electric heat pump domestic hot water system, abundant natural daylight facilitated by large, code-exceeding performance windows, and an enhanced building envelope.

Residents of Centennial Place benefit from a resident services coordinator and access to Cascadia Health’s services. Among the 18 apartment homes, there is a rental preference for individuals participating in the Multnomah County Choice Model program, with preference for those referred through the Centennial School District’s McKinney-Vento program, designed to assist students experiencing homelessness.



PROJECT FACTS

- Address:** 3750 SE 164th Ave.
Portland, OR 97236
- Year Completed:** 2023
- Owner/ Developer:** Cascadia Health
- COLAS Team Involvement:** Andrew Colas, Marc-Daniel Domond
- Architect:** Merryman Barnes Architect
- Contractor:** Colas Construction
- Property Management:** Cascadia Health
- Housing Units:** 71 total; 69 affordable
- Affordability:** 0-30% AMI, 60% AMI
- Construction Cost:** \$16.5M
- Funding Sources:** Portland Housing Bureau; Oregon Housing and Community Services; Home Forward; Multnomah County; LIHTC
- Square Feet:** 84,500
- Key Tenants:** Cascadia Health
- Site Area:** 1.05 acres
- Unit Mix:** 15 studios, 32 one bedroom, 24 two bedroom units
- MWESB Contractor Engagement:** 42%



KING + PARKS

The King + Parks project is an affordable housing and mixed use development located on Martin Luther King Blvd. and Rosa Parks Way, hence its namesake. This new 70-unit affordable housing, U-shaped building has four stories along MLK Blvd and Rosa Parks Way and steps down to three stories along the alley to the west of the site. COLAS led the staffing for both the Preconstruction and Construction teams; inclusive of all coordination in hiring Subcontractors, and leading purchase orders from Vendors and Suppliers.

Once a vacant lot, this breathtaking project made of Type IIIB construction, now serving individuals and families who have been long-time residents of the North and Northeast Portland community; many of whom were negatively impacted or displaced by inattentive efforts to revitalize the area and surrounding neighborhoods over several decades. This project of 84,500 SF, is a renewed commitment to the community, who for generations have resided in the area. King + Parks provides forty-nine, 1, 2, and 3 bedroom units with beautiful community centered spaces for residents to enjoy.

The courtyard is the central focus of this U-shaped structure with rows of townhomestyle units complementing the community spaces with gardens, sitting areas, bike storage and repair stations, energy-efficient features, and sustainable design; bioswale drainage systems, Low E for solar heat transfer, and energy-efficient design. The King + Parks project achieved Earth Advantage Platinum.



PROJECT FACTS

Address: 6465 NE Martin Luther King, Jr. Blvd. Portland, OR 97211
Year Completed: 2020
Owner: Housing Development Center
Developer: Portland Community Reinvestment Initiatives
COLAS Team Involvement: Andrew Colas, Marc-Daniel Domond
Architect: Merryman Barnes Architect
Contractor: Colas Construction
Property Management: Cascade Management
Housing Units: 70 total; 69 affordable
Affordability: 30% AMI, 60% AMI
Construction Cost: \$21M
Funding Sources: Portland Housing Bureau; Oregon Housing and Community Services; Home Forward; Multnomah County; LIHTC
Square Feet: 84,500
Key Tenants: Portland Community Reinvestment Initiatives
Site Area: 0.78 acres
Unit Mix: 20 one bedroom, 38 two bedroom, 12 three bedroom
MWESB Contractor Engagement: 30%

REFERENCES



REFERENCES

MOLLY ROGERS

Director of Housing Services
Washington County
Molly_Rogers@washingtoncountyor.gov
(503) 502-9052

Molly has been a strong supporter and was key advocate of Las Adelitas and collaborated with Ernesto Fonseca and Maryam Bolouri at Hacienda. Ms. Rogers is currently working with Hacienda on Dolores, a 67-unit development project in Hillsboro.

ERIC SCHMIDT

Assistant City Manager
City of Gresham
Eric.Schmidt@GreshamOregon.gov
(503) 618-2877

Eric has been a strong partner and collaborator of Hacienda. Ernesto Fonseca and Maryam Bolouri have a longstanding relationship with Eric in exploring public-private opportunities to expand the affordable housing inventory in Gresham, such as Rockwood Village, a 224-unit development.

MICHAEL BUONOCORE

Interim Bureau Director
Portland Housing Bureau
Michael.Buonocore@portlandoregon.gov
(503) 823-3377

Michael has a longstanding relationship with Ernesto Fonseca and Maryam Bolouri and has strongly supported Hacienda. Michael has collaborated with our team and is supporting the redevelopment of Villa de Clara Vista, a 108-unit project. Before this project, he supported Las Adelitas with Project Base Vouchers.

PATRICIA ROJAS

Regional Housing Director
Metro
Patricia.Rojas@oregonmetro.gov
(503) 459-3277

Patricia has a longstanding relationship with Ernesto Fonseca and Maryam Bolouri and has strongly supported Hacienda. Patricia was a key advocate of Las Adelitas and has collaborated with the Hacienda team on various projects through Metro Bond and other Metro funding. More specifically, Patricia and her team have supported, in addition to Las Adelitas, Dolores 67 units in Hillsboro, the new 55 upcoming housing project in Lake Oswego, Rockwood Village 224 units, and Las Flores 171 units in Oregon City.

CITY OF SILVERTON
RFP – WESTFIELD SITE

April 9, 2024

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DESIGN



DESIGN NARRATIVE



COMMUNITY INFORMED DESIGN APPROACH

Our proposal aims to be a reflection of the community's desires for a beautiful, creative, and ADA-accessible building design that blends seamlessly with the City's aesthetic, while preserving the natural ecology that gives Silverton its unique identity. Inspiration of the design style draws from the Victorian vernacular that is emblematic of Silverton residences. Simplified articulation of ornamentation, utilizing narrow forms, steep pitched roofs, arched windows, and covered porches is a fresh take on a traditional residential style.

By additionally incorporating Universal Design principles into our placemaking strategies, we have created gathering spaces, informal indoor and outdoor meeting areas, a community room with a kitchen, and outdoor seating areas that are welcoming to all individuals. Our design process fosters a sense of community and inclusivity, empowering residents to participate in the design and to build a communal life.

SUSTAINABLE FEATURES

Our commitment to sustainability is evident in the building's features, which include energy-efficient appliances, 100% electric building systems, solar panels and lighting, passive solar design, trees for natural cooling, mini-split heating/cooling, and EV hookups on site. By prioritizing these features, we have ensured the building's longevity and efficiency for years to come.

Sustainable design approaches include:

- **Sustainable and passive house strategies** will improve health and wellness and reduce the energy and carbon footprint. Durable materials will be considered for maintenance and the overall live-cycle costs.
- **Energy, air, and water conservation** through implementation of strategies around envelope design, energy and water conservation and improved indoor air quality. The team will utilize early phase energy modeling to evaluate options and understand life-cycle costs.
- **Renewable energy strategies** to integrate a roof-top solar array and EV-ready parking. Various incentives and grants will be pursued to support these initiatives. We have a track record for successful intergration where others have found this as a funding burden.
- **Proposed systems and appliances will be all electric**, eliminating the need for natural gas in the project.
- **Maximizing repetition and building types** to generate an economy of scale and efficient use of materials to minimize waste. Prefabrication will be considered where possible to reduce labor costs and improve construction schedules.

Refer to page 14 for Environmental and Sustainable goals.

LANDSCAPE NARRATIVE

OUTDOOR ENVIRONMENT

Silverton is a community that values access to rich natural resources and public amenities. Our team understands that the new community should be a reflection of this value. We aim to provide beautiful and sensible site design through partnership with local landscape architect, Laurus Designs. Our proposal connects people of all abilities to nature and provides safe and healthy spaces for kids to play, learn, discover, and sets a scene for educational opportunities in the outdoors.

A centralized community garden celebrates the ecology of the region while providing an educational opportunity for residents of all ages. Meandering leisure trails connect the community, stitching nodes of smaller community pockets to one another. The development is surrounded by varying and amenity-rich spaces for placemaking and includes covered and uncovered outdoor seating, and a centralized community garden, and more intimate settings created through pavilions. While our proposal expresses the intent of placemaking concepts, the authors of the final design will be the community through focus groups.

DEFENSIBLE SPACE & FIRE RESISTANT DESIGN

Over the last several years the risk of wildfire across our region has increased, in particular for communities at the edges of the wildland-urban interface. The Westfield site is at a higher risk than some other areas of Silverton due to the proximity to the creek and associated vegetation.

Our proposed approach to the projects design includes Class A roof covering, metal roof valleys, metal gutters and downspouts, protected roof eaves, 1-hour exterior walls with non-combustible fiber cement siding and trim, no crawl spaces, non-combustible windows and doors. The residential structures and community building will include fire sprinkler systems.

A fire buffer around each building will be provided and landscaping will be native, drought resistant, and thoughtful in fire resistant design. Additionally, fire resistant landscaping will be addressed with ongoing maintenance of the landscape, keeping trees trimmed and free of deadwood, landscape free of leaves and needles.

ENGAGEMENT PLAN FOR OUTDOOR SPACES

For community engagement sessions focusing on design input of outdoor spaces we plan to implement the following principles:

Engage with the community. No one knows a place’s problems, weaknesses, and strengths better than the community itself. Identity and vision become the products of community engagement. Engagement will create a sense of belonging and pride, further promoting collaboration and collective thinking.

Establish a shared vision. It’s important to establish a shared vision with the community for the place that must be based on its real identity. Our team will align this vision with place identity and ensure its support by all stakeholders.

Think beyond structures. Structures can be understood as the immobile aspects of a place, its buildings, its architecture, and its landscape. We believe a place is much more than that. People bring unique experiences and cultural perspectives and activities give life to the place. This in turn creates the identity. A good place doesn’t need new products, just a good program of activities or the promotion of existing cultural characteristics.

Read more about our comprehensive community engagement plan on page 27.



PHASE 1 SITE PLAN



SITE DESIGN. The site is organized around a circulation axis, linking the housing and outdoor spaces from east to west with sidewalks and vehicular circulation running north to south in the development. The proposed north/south circulation will connect in a loop in phase 2 of the project. The east/west trail is flanked by the residential buildings and several open spaces, each with unique character. Amenities include pavilions for community gathering, play spaces, open green, community garden, and generous seating

INGRESS/EGRESS. The project provides vehicular ingress egress from Davenport Lane. For pedestrians, differentiating surface materials provides visual interest while creating easy wayfinding for pedestrian specific paths. We minimized the distance residents must travel when parking by segmenting the site into thirds.

PARKING. Parking is located along Davenport Lane and along the interior streets for a total of 61 stalls. This move allows for greater density of units on site while providing much needed parking for residents. Parking stall to unit ratio is 1.6:1

PERSPECTIVE OF OPEN AREA



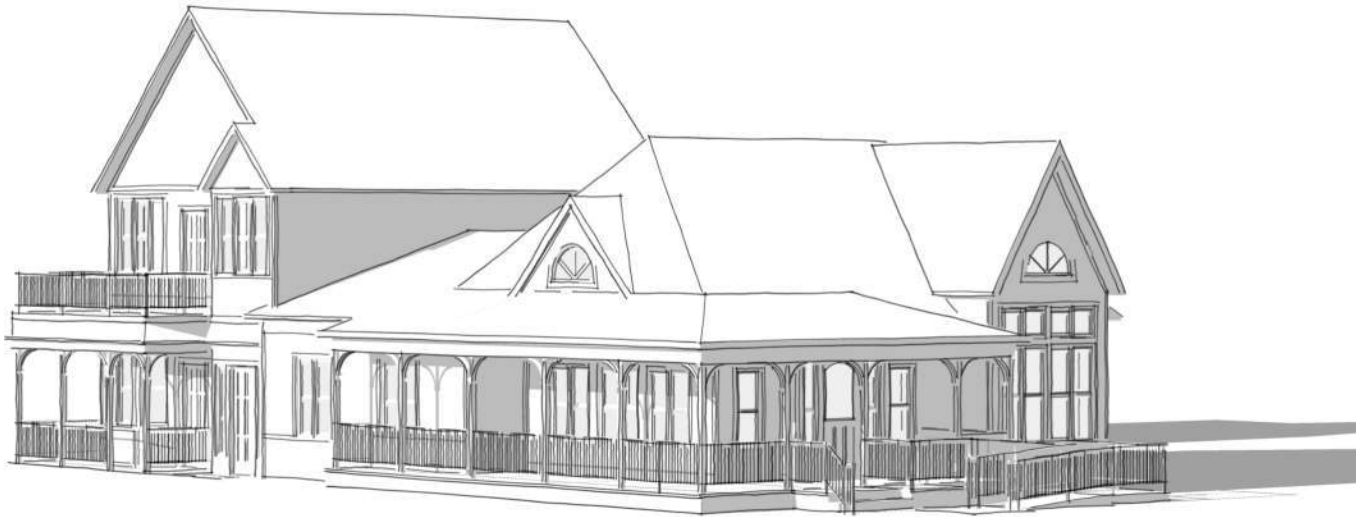
VARIETY OF PLACEMAKING. A variety of private and reflective spaces are scattered around the site and in between buildings. They are organized as focal points in front of communal porches stitched together through meandering paths. These play, gathering, and reflective spaces will provide private and safe areas for residents to get to know one another.

PERSPECTIVE OF COMMUNITY BUILDING



CENTRALIZED COMMUNITY BUILDING. At the center of the development we have proposed a community building. The community building will serve as the heart of the development with adjacent open space all linked along a central trail connecting the development east and west. Within the community building residents will have access to a management office, resident services office, central laundry, and a community room with kitchen and gathering space. The outdoor area adjacent to the community room will include barbecues, a community garden, and picnic seating.

BUILDING ELEVATIONS AND BUILDING TYPES



^ COMMUNITY BUILDING

The East to West pedestrian trail converges at the centrally located community building. Above is a concept rendering of the community building taken from a view from south east corner. There is an attached duplex with stacked flat 2-bedroom units on west side of building. A wrap-around porch provides covered community gathering space at the lower level of the community building that's adjacent to open area and community garden to the east side. The small footprint that is created by adjoining the community building and the duplex reconciles the existing grade more efficiently.

✓ RESIDENTIAL BUILDINGS

The approach taken for designing the residential buildings is to complement the scale of the varying Victorian style homes within Silverton. We are utilizing seven different building types to provide a diversity of floorplans, elevations, and character to the community. All ground level unit, over 75% of the total units, will be accessible or adaptable to people with disabilities to meet the community needs. The following pages illustrate the concept elevations of the buildings types and unit mixes proposed.



Type 1 Duplex Elevation. 1-bedroom + 2-bedroom: Side by side units with covered front porch at grade for accessibility.



Type 2 Duplex Elevation. 2-bedroom units: Ground floor unit with second floor unit access from interior stair at side of unit.

BUILDING ELEVATIONS AND BUILDING TYPES



Type 1 Triplex Elevation. Two 1-bedroom units + 2-bedroom unit: 1-bedroom and 2-bedroom ground floor unit flank a central entry that provides access to an interior stair for the second floor 2-bedroom unit.



Type 1 Fourplex Elevation. Three 1-bedroom units + 3-bedroom unit: 1-bedroom ground floor units flank a central entry porch that provides access to an interior stair for the second floor 1-bedroom and 3-bedroom units.



Type 2 Fourplex Elevation. Two 2-bedroom units + two 3-bedroom units: 2-bedroom ground floor units flank a central entry that provides access to an interior stair for the second floor 3-bedroom units.

PHASE 2 PROPOSAL

CONCEPT SUMMARY

Our proposal envisions the development of phase 2 as a continuation of clustered groupings of residences around pockets of greenspaces with plentiful meandering trails. The hiking trails make use of the undevelopable wetland buffer that consumes and restricts much of the remaining 5 acres of the Westfield site. Roads and crossing are allowed to be built over wetlands with considerable cost implications that we would like to review with the city when the time comes.

The vision for phase 2 provides an additional 24 units though 9 additional buildings as a mix of duplexes and triplexes organized along the northeast of the Westfield site. To the southeast, 9 single family homes with attached carports are proposed. The scale of residences in phase 1 and phase 2 intentionally provide a cohesive and complementary scale for these single-family homes to provide a diversity of building types and homeownership. A total of 66 additional parking spaces, not including private carports are proposed for phase 2. The parking to unit ratio for would be 2.5:1. As a project total, the parking to unit ratio is 1.9:1 for phase 1 and 2 combined.

By accessing W. Main St we can provide fire access to the south side of the site with limited environmental impacts and a lower carbon footprint by using significantly less construction materials such as concrete. Access to W. Main Street is proposed while the RFP states access to W. Main St. is challenging. We think it is a worthwhile discussion to have about access versus environment. As an alternative approach, looped vehicle access connecting the north and south roads would be required if access to W. Main Street could not be achieved.

Connecting trails from the skate park could be a potential collaborative effort with the City, effectively connecting the recreation facilities in the northeast to the wetlands as a public park though private and public ownership.

“Our development team consists of BIPOC-owned businesses, leveraging expertise through local consultants including 7Oaks Engineering and Laurus Designs based in Silverton”

SITE UTILITY SUMMARY

For phase 1 and 2 we have partnered with 7Oaks Engineering, a Civil Engineering firm based in Silverton. They have provided the following site utility summary for the phase 2 proposal:

WATER. We have assumed that the City will require the line in W. Main Street to be extended at least to the project boundary, we understand the city may further require it along the full frontage. The City may also require the line to be extended down Davenport Lane and looped through the site in a public easement and back up to W Main Street in Phase 2.

SEWER. With the location of the property, sloping away from both W Main Street and Davenport Lane a sewer lift station has been assumed.

STORMWATER. Based on area soil conditions, we have assumed on-site infiltration is not feasible. Stormwater is proposed to discharge to the creek provided we don't increase the runoff from Pre to Post Development. Alternatively, on-site stormwater basins at the south & west edge of the property can be accommodated by either require additional site area or a reduction to some combination of program, open space, parking or building area.

PHASE 2 UNIT TYPE AND QUANTITIES

TYPE	1 BR	2 BR	3 BR	TOTAL
Rental Units	12	14	0	26
Single Family Dwelling		9		9
TOTAL FAMILY-SIZED UNITS				23
TOTAL UNITS				35

PHASE 2 COMMUNITY AMENITIES

AMENITY	SQFT/QUANTITY
Developed Buildings	33,664 SQFT
Open Space	175,185 SQFT
Parking Stalls	66

MASTER PLAN - PHASE 1 & 2



DESIGN INTENT AND GOAL. Our masterplan envisions the development of phase 2 as a complementary extension of the scale of building types, amenities, and circulation of phase 1. Unique to phase 2 is the inclusion of single-family dwelling units to provide a diversity of home inventory in the City and an opportunity for homeownership. Rental units are clustered to the north to maintain a cottage style community feeling.

LIMITATIONS OF PHASE 2 SITE DESIGN. The developable area of phase 2, based on the wetland information, is fairly limited. The wetland report provided by the City contends that the stream on the site is intermittent and non-fish bearing. For this reason, we have based the design of phase 2 maintaining a 50-foot buffer zone along each bank conforming to state requirements of non-fish bearing streams. As you can see, this undevelopable buffer consumes much of the site. We believe, however, that an encroachment into the buffer to provide vehicle crossing of the stream is worthwhile and allows a connection of the buildable zone to the south. A park, with hiking trails make use of the wetland buffer zone which can be open to the greater community to enjoy.

PROGRAM



PROGRAM SUMMARY



HOUSING UNIT MIX AND AFFORDABILITY

Our proposal will offer apartments that will be affordable to households earning 60% and below the Area Median Income (AMI). The project proposes 37 total units, with 9 one-bedroom, 22 two-bedrooms, 5 three-bedroom units including an on-site managers unit through a mix of duplexes, triplexes, and fourplexes. State funding sources require that rent be restricted to individuals or families making 60% AMI. 27 (72%) of the apartments will be 2- & 3-bedroom units to assist the goal of providing family sized affordable homes that are multigenerational, multicultural and catering to a variety of income levels.

Our expertise and passion is serving a mix of individuals and families experiencing financial needs. Additionally, our proposal shows our commitment to accessible development with over 75% of the total units being ADA accessible or adaptable for persons with disabilities. We hope to partner with the Marion County Housing Authority to coordinate access for additional rental assistance programs and needs for permanent supportive housing, given the opportunity. See unit mix and affordability matrix to below for more information.

PHASE 1 UNIT TYPE AND QUANTITIES

TYPE	1 BR	2 BR	3 BR	TOTAL
60% Units	9	23	5	36
TOTAL FAMILY-SIZED UNITS				28
TOTAL UNITS				37

PHASE 1 COMMUNITY AMENITIES

AMENITY	SQFT/QUANTITY
Developed Buildings	32,786 SQFT
Open Space	43,063 SQFT
Community Room	1,7180 SQFT
Parking Stalls	61

RESIDENTIAL AMENITIES

The approach to resident amenities is to provide shared amenities as great as possible to maximize units and promote community gathering. Employing Universal Design Principles in these common areas will ensure access to supportive services. Universal Design Principles include providing wide pathways, generous maneuvering space, increased access, and a comprehensive, clear wayfinding system. Additionally, public restrooms will be gender neutral to respect all identities.

Central to the site will be a community room which will host supportive functions including a waiting lobby, an office for the property manager and resident service coordinator. The community room itself will be outfitted with a public kitchen to host life-enriching and supportive workshops. Its close adjacency to the outdoor community garden provides a great opportunity for cooking demonstrations and other health and wellness focused activities.

Additional building amenities and features include:

- **Flexible indoor and outdoor common spaces** with shared uses to maximize opportunities for changing needs. This includes outdoor pavilions, walking trails, and covered and uncovered bike parking
- **On-site Laundry facilities** to maximize efficiency and ease for residents
- **WiFi in common spaces** to connect residents to the web so they can pay bills, help children with schoolwork, or just to have access for recreational browsing.
- **On-site Parking** with a ratio of 1.6:1.
- **Community event space** with food prep kitchen
- **Resident Service Offices** for 1:1 meetings.
- **Communal porches** for building specific residents.
- **Bike Parking** that is covered and uncovered.
- **Centralized trash** for convenient management

BUILDING NARRATIVE

OVERALL DESIGN APPROACH SUMMARY

The project pursues a human-centered approach that considers both universal and accessible design principles through an outcome-based design process for both the site and building. The result is 13 buildings that will provide 37 new affordable units that respond to the context of the Silverton community.

The buildings will be oriented around a central community building. This is done to anchor the site and provide spacial wayfinding to establish a pedestrian presence and scale. We are proposing to divide the site into three components separated by two roads oriented north to south. This layout maximizes parking opportunities and distributes parking more evenly for resident's convenience. To further improve the pedestrian circulation and experience we are including pedestrian trails connecting the site east to west.

SITE DESIGN AND AMENITIES

The site is intentionally laid out to maximize development opportunity and to provide a balance of adequate parking, but additionally, to provide ample landscaping and open spaces. Our primary strategy for designing the site is to provide a wide variety of open and accessible spaces for gathering, including covered and open seating, a community garden with raised beds, native plant landscaping, nature-based accessible playgrounds, pavilions, picnic structures, pedestrian trails, and a thoughtful consideration to fire resistant landscape design. The result is sculpted residential spaces and outdoor amenity areas that balance public and private experiences.

ART APPROACH AND GOALS

Our art approach begins with the understanding that the built environment represents an opportunity to cultivate community and identity. Art will play a pivotal role in achieving these objectives by infusing spaces with vibrancy, color, culture, and social interaction. Our art goals are to integrate art seamlessly into the fabric of the development, reflecting the unique character of Silverton while promoting inclusivity and creativity. This will be done by a combination of murals, paintings, or sculptures to create focal points for social interaction.

Additionally, we will involve the community in the art selection process when feasible to create ownership and pride among residents. We will solicit talent from the local community to express the cultural heritage of Silverton through artwork that reflects its history, traditions, and values.

ENVIRONMENTAL SUSTAINABILITY GOALS

Our proposal consists of the following sustainability goals and features:

SITE DESIGN. Designed with Pedestrian Circulation prioritized linking residents east/west and to Phase 2 will encourage walking throughout the site and to the broader community.

LANDSCAPE. Adaptive and Native plants will be used throughout the project. Turf will be used in limited areas for resident use all year. The landscape will be irrigated with water efficient systems.

SOLAR ORIENTATION. The majority of buildings are oriented for southern roof exposure to integrate solar PV systems. The units generally integrate large windows for ample daylight within the buildings.

HIGH PERFORMANCE BUILDING ENVELOPE. The building envelope will be designed for high insulation values and air tight design to conserve energy. High efficiency windows and doors will also be included.

HIGH EFFICIENCY APPLIANCES & LIGHTING. All appliances will be Energy Star rated and all lighting will be high efficiency LED fixtures. Lighting color temperature will be designed for residential feel rather than cooler commercial lighting.

ALL ELECTRIC. The development will be proposed as all electric without the use of carbon based fuels. High efficiency electric water heaters will be proposed within each unit.

AIR QUALITY. All units will be equipped with filtered fresh air using heat recovery ventilation systems. The project will also include air conditioning accommodations to allow residents to cool their units even during poor air quality events such as wildfires.

DURABILITY. Interior and exterior materials will be selected for their durability and ability to maintain a high-quality project.

THIRD-PARTY VERIFICATION. A consultant separate from the design and construction teams will provide third-party verification the sustainable design strategies were implemented as intended.

EARTH ADVANTAGE CERTIFICATION of Gold or greater.

SOLAR PANELS. Our project aims provide 100% renewable energy production to fully cover energy demand, not just in common areas. This directly benefits the resident by allowing the developer to cover utility resident bills.



SERVICES NARRATIVE

Hacienda CDC is a unique organization as we are both a developer and service provider which means we have direct access and ability to execute needs identified by residents. As a culturally specific organization, a central piece of Hacienda's mission is to advance equity in access and outcomes to provide services that go beyond housing to support economic and educational mobility for all residents in all ages, cultural backgrounds, languages, and stages of life. The project will include several programs which will allow for enhanced resident services at the property to support and empower a resilient community. Additionally, our financial and digital literacy programs, small business coaching, and housing assistance programs are not exclusive to residents, but open to the larger community.

RESIDENT SERVICES

Hacienda delivers a suite of programs to build on the strengths of our residents and help them achieve their dreams. The Resident Services Coordinators are key to connecting residents to Hacienda's programs. As we get to know the families and their needs, we can provide warm introductions to program staff and help residents enroll. Hacienda will have 1.0 FTE Resident Services Coordinator on site.

Over the years, Hacienda has developed a suite of programs to build on the strengths of our residents and help them achieve their dreams. These programs will be accessible to this community and may include:

PATH TO HOME PROGRAM. Financial coaching and home ownership preparation by Hacienda's HUD-certified housing counselors.

SOWING SEEDS PROGRAM. Hacienda's early childhood education program brings certified parent educators into the homes of families with children age 0-5. Our Early Childhood Educators empower parents to learn about their child's development, help parents meet the needs of their child as they grow and prepare to enter school.

EXPRESSIONS PROGRAM. Hacienda offers out-of-school programming for youth in grades K-8. Students receive academic tutoring, access to enrichment opportunities, parent engagement, and resource identification

ABC'S OF SMALL BUSINESS. Workshops with one-on-one business advisors for financial coaching, access to legal clinics, and access to concept-to-consumer support to foster entrepreneurship and economic development in the city from the ground up.

PROFORMA



CONCEPTUAL FINANCIAL ANALYSIS

SOURCES AND USES SUMMARY

Sources	Total	Per Unit	Site A
LIHTC Equity	6,732,000	100,478	6,732,000
Federal Energy Credits	80,100	1,196	80,100
Permanent Loan	3,126,147	46,659	3,126,147
ORMEP	200,000	2,985	200,000
Energy Trust of Oregon	20,000	299	20,000
OHCS LIFT	7,200,000	107,463	7,200,000
Deferred Developer Fee	1,000,000	14,925	1,000,000
CDBG Funds	1,154,294	17,228	1,154,294
SDC Waiver	903,231	13,481	903,231
TOTAL SOURCES	20,415,772	304,713	20,415,772

Uses	Total	Per Unit	Site A
Acquisition	1	0	1
Construction	13,250,000	197,761	13,250,000
Soft Costs	2,699,091	40,285	2,699,091
Financing Costs	1,233,362	18,408	1,233,362
Reserves	233,318	3,482	233,318
Developer Fee	3,000,000	44,776	3,000,000
TOTAL USES	20,415,772	304,713	20,415,772

Surplus /(gap):		(0)	(0)
	Construction loan amount	8,100,000	
	Bond amount	8,090,000	

PROJECT PROFORMA

PLEASE SEE DIGITAL ATTACHMENT FOR PROFORMA WORKBOOK

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DEAL STRUCTURE AND FINANCE



DEAL STRUCTURE AND FINANCE

PRIMARY FUND SOURCE PURSUED

Affordable housing is prevalently funded with Low-Income Housing Tax Credit (LIHTC) Bonds, which are allocated by the federal government annually to the states. In Oregon, Oregon Housing and Community Services (OHCS) administers and awards these funds, among other federal and state funding sources. These LIHTC funds are separated in two different categories; 9% LIHTC, which are more competitive due to the high subsidy benefit, but limited award candidates; and 4% LIHTC, which has a larger pool to draw from, but with a smaller subsidy benefit. These LIHTC credits require affordable housing to serve individuals and families making 60% Annual Median Income (AMI) and below. Affordable Housing relies on these sources of equity, because without them there would not be enough income generated at the properties to support the project debt on the property or to attract private market investors.

For 2024, there are no 9% or 4% tax credits available for disbursement. However, we expect that there will be tax credits available in 2025 and 2026. The timing for this project, however, aligns well with the funding sources. Predevelopment activities, including architectural drawings, bidding, permitting, land use review, environmental review, etc., would position this project for a 2025 or 2026 tax credit allocation. However, there are 2024 allocations of predevelopment grants and capacity building grants that Hacienda, as a non-profit culturally specific developer, would be able to apply for and rank competitively high as compared to non- culturally specific developers.

This year, OHCS is reconfiguring the Notice of Funding Applications for tax credits. While this new process, known as the Oregon Centralized Application (ORCA), aims to streamline the application process for all available funding streams, it will certainly present some unknowns for funding distribution. However, ORCA will allow developers to get preliminary approval from OHCS for projects prior to pursuing financing, this in turn reduces the numerous rounds of financial paperwork and wait times for funding to be received. We are excited to see OHCS shifting to a more collaborative approach to affordable housing development.

PROPOSED FUNDING STRUCTURE

For this project, we have are proposed a funding structure that utilizes 4% LIHTC. For funding contingency, we are also considering a 9% LHTC structure, as we do not yet know what the tax credit allocations and changing rules at OHCS will hold in 2025 and beyond.

Our 4% LIHTC deal combines the Local Innovation and Fast Track (LIFT) housing funds from OHCS and a permanent loan, with 37 units of 1-, 2-, and 3-bedrooms at 60% AMI. The permanent loan would be secured from a partner lender. This capital stack is simple and effective and designed for 4% LIHTC and LIFT to harmoniously work together. We will also pursue grants as pertinent to the project such as Oregon Multifamily Energy Program (ORMEP), Energy Trust of Oregon (ETO), and other philanthropic granting opportunities. While its not fair to say for certain that we will be awarded funds from these sources, we can with confidence say that we have a high track record for success. By nature, because Hacienda is a non-profit and culturally specific organization and a community development corporation, we meet many of the funding sources requirements for developer qualifications. Additionally, our MWESB participation percentages of professional firms, contractors, and subcontractors contracted, has historically exceeded project goals. MWESB participation percentages are a requirement and metric measured by the state funding agencies. We believe Hacienda, Salazar, and Colas' high track record gives us an advantage in positioning for fund allocations.

Advantages of our proposed funding structure:

- 4% tax credits are plentiful and available most years.
- The only restriction for potential residents is an income restriction, which verifies financially burdened families receive access to housing.
- There is no occupational restriction unlike under funding sources.
- Funding requirements least complex as compared to other funding sources.
- LIFT funding designed to pair easily with 4% tax credits.
- Availability of credits may lead to a shorter predevelopment timeline.

CONTINGENT/ALTERNATE FUNDING STRUCTURE

As a contingent funding source, we see that 9% LIHTC is a suitable alternative financial structure. While 9% LIHTC has traditionally been competitive, the new OHCS ORCA process, may allow this fund to become more accessible. The benefit of a 9% LIHTC structure grants a deeper subsidy to the property finances, eliminating the need for a secondary, large funding source, keeping the capital stack as simple as possible.

Increased simplicity equates to less burden of applications, compliance, reporting and a potential for a streamlined project financing schedule. Fewer funding sources pursued also leads to less financial risk for the project.

For 9% LIHTC projects, Hacienda typically signs multiyear memorandum of understanding with the land-owning entity to accommodate additional funding cycles to compete for credit allocations from OHCS. Hacienda is however uniquely suited to score well for 9% tax credits as there are separate set aside allocations for Rural and for Culturally Specific organizations. In essence, we would qualify for two different pools of these 9% LIHTC funds, doubling our chances of success.

OWNING ENTITIES

We believe generational wealth is derived from the equity of appreciable assets. In real estate, homes are considered a depreciable asset, while the land they sit on appreciates in value. For this reason, we don't believe a community land-trust model is an appropriate tool for the Westfield site. Instead, Hacienda prefers LIHTC deals which allow for the appreciable assets to remain accessible with community.

The typical entity structure for LIHTC deals involve a formation of a limited liability partnership which gives investors 99.99% ownership of the project and gives the remaining .01% ownership to the non-profit partner, namely Hacienda, for 15 years. At the end of 15 years a financial exit takes place in which the investor exits the partnership and transfers their share of ownership to the non-profit. Some may think this poses an opportunity for non-profits to flip the property for market rate development, but in fact, OHCS requires that deeds maintain a 60-year affordable housing use clause for projects funded. Hacienda's current business model is to hold properties in perpetuity - we want to be a permanent resource for the community!

PROJECT ASSUMPTIONS AT AT GLANCE

For both finance structures, the following financial assumptions were used for our proforma. Please note that these are estimates based on research and Hacienda historical data:

- LIHTC equity pricing at .86 and .89 for energy credits, from consulting with multiple tax credit investors on projected appetite for area and macroeconomic conditions
- Construction loan with 6.25% rate, based on recent property funding.
- Permanent loan with 5.8% rate and 40 year amortization and 1.15 minimum year 1 Debt Service Coverage Ratio, based on recent property funding
- LIFT allocation within OHCS 2023 Rural guideless for maximums per unit size
- Developer fee under maximum 18% of total development costs per OHCS standard for property size
- SDC and waiver estimated by Salazar Architects
- Construction costs estimated by Colas Construction
- Solar costs estimated by size and cost of prior solar installations.
- Other professional and financial service fees based off of current actual development costs, resized for project scope when necessary.
- Rents and incomes based off HUD 2023 schedule for Marion County
- Rents are purposely not reduced by a Utility Allowance, as Hacienda will cover WSG and electric usage over what is produced by Solar Array (no gas)
- Operating costs based on Hacienda current portfolio performance and recent financial analysis of similar rural development in Oregon of \$6,005 per unit per year plus \$450 replacement reserves per unit per year. Operating cost assumes city currently has in place or is able and willing to adopt ORS 307.540 or similar state tax exemption measure for a full property tax exemption.
- Operating reserve sized on 6 months expenses plus debt service per OHCS and investor guidelines.
- Replacement reserve based on \$450/unit; note that this is more than OHCS guideline.
- Inflation for Income and Expenses and Vacancy Rates are in compliance with AHIC underwriting requirements used by tax credit investors and lenders.

ROLE OF THE CITY

The City of Silverton can support the development efforts through a variety of ways. The first is through permitting a full SDC waiver which helps us minimize project costs. SDC fees are typically higher than market rate costs due to additional levels of oversight and due diligence required by state and federal sources.

The second provision would be city council adoption of a 10-year minimum property tax exemption for affordable housing; taxes are our single largest line item in annual operational expenses. As incomes cannot be increased, the only way affordable housing developers can increase property net operating income is by decreasing expenses – however, it is hard to decrease expenses too far without compromising effective programming and property upkeep and quality. Tax exemptions allow us to decrease expenses without decreasing quality. With the decreased expenses, our net operating income increases, which is then leveraged at a 1:15 coverage ratio to increase permanent loan capacity, reducing funding gaps that would otherwise be insurmountable to a minimal or nonexistent level and allowing project financial feasibility.

Lastly, the City can support this development by offering multiple Land Use Review pre-application or working sessions with the jurisdiction having authority prior to the final application at no or low cost. This also contributes to the assurance that the project is truly developed jointly with the desires and concerns of the community. We typically see a need for 1 or 2 pre-application sessions.

Finally, per the RFP, we would ask the city to work with us to apply for CDBG funding for qualified public improvements, as it is our understanding Silverton is not an entitlement community with HUD and would need to compete in the twice-yearly State funding for CDBG.

ASSUMPTIONS ON PRIMARY SITE INFRASTRUCTURE

For assumptions on primary site infrastructure, we are carrying a ¾ Right of Way improvement on Davenport Lane. With the grading of the site showing that it is sloping away from both W Main Street and Davenport Lane a sewer lift station has been assumed. For water utilities we have assumed that the line will need to be extended down Davenport Lane. We anticipate site infrastructure and right of way improvements are an appropriate and eligible expense to utilize community development block grant funds.

For more site infrastructure assumptions refer to page 10.

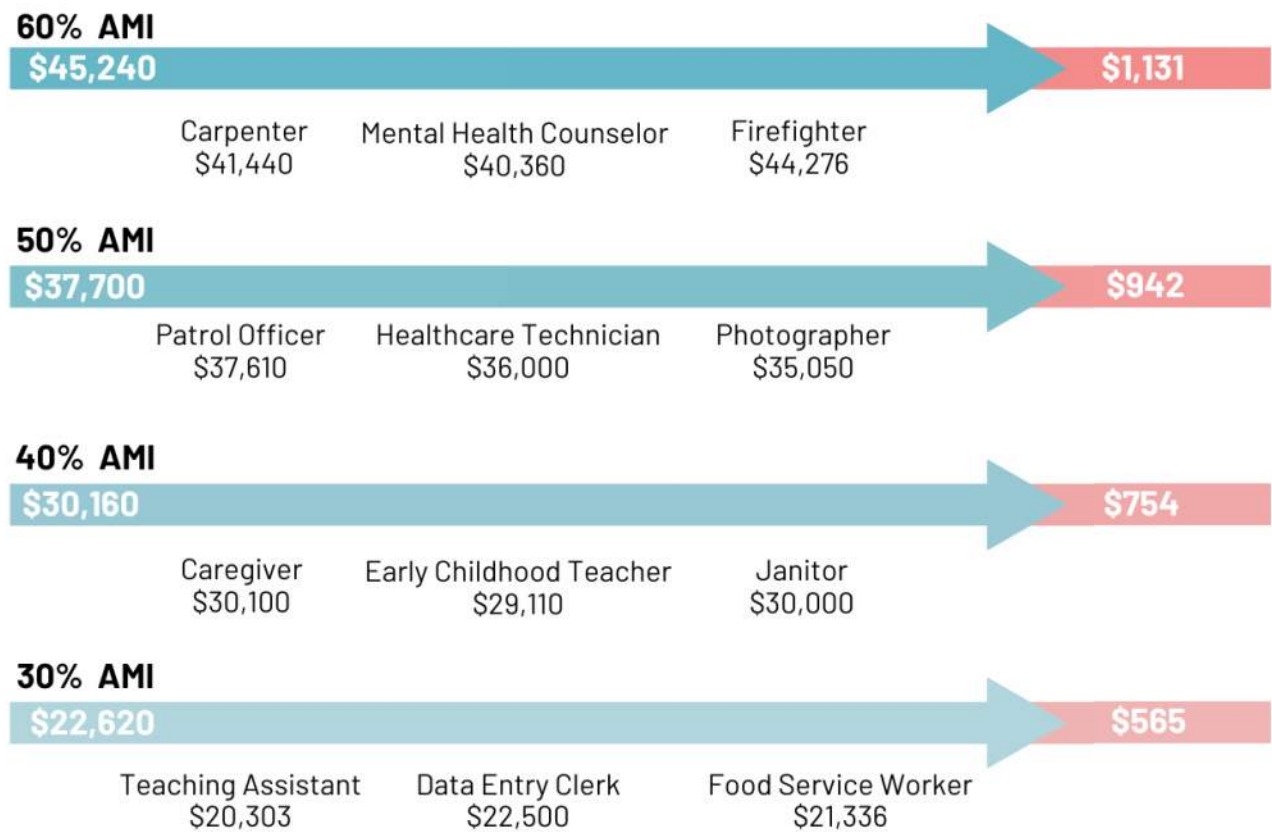
PREVAILING WAGE ASSUMPTIONS

At this time we are not anticipating prevailing wage rates. If BOLI/Davis-Bacon commercial wages are triggered we can expect to add 10% to the total project budget.

ANNUAL MEDIAN INCOME AND RENT AFFORDABILITY

The chart below illustrates examples of the household income levels at 60% AMI and less to convey the affordability and access to housing provided by affordable housing projects utilizing LIHTC funds.

IF A FAMILY OF (4) EARNS THEN THAT FAMILY MAY AFFORD*



*2023 OHCS income and rent limits - Income Limits for LIHTC & Tax-exempt Bonds

TIMING AND ANTICIPATED PROJECT SCHEDULE



ANTICIPATED PROJECT SCHEDULE

Anticipated project schedule assumes an executed award agreement in July 2024.

<u>Pre-Development</u>	
City/Developer Agreements executed	July 2024
Community Engagement Kickoff	August 2024
Design Phase Begins	August 2024
Site Acquisition	September 2024
Site Analysis	September 2024
Design Review (Type I or Type II)	December 2024
Building Permits & Fees Submitted	April 2025
Design Phase Ends/ Plans Completed	May 2025
Building Permit Completed	August 2025
Final Bids	September 2025
<u>Financing Construction Loan</u>	
CDBG Application	January 2025
Proposal	April 2025
Firm Commitment	September 2025
Syndication/Partnership Agreement (LIHTC)	October 2025
Partnership Agreement (LIFT)	October 2025
Closing/Funding of Loan	October 2025
<u>Development / Construction</u>	
Contractor Selected	April 2024
Construction Begins	October 2025
Certificate of Substantial Completion	January 2027
Construction Completed	February 2027
Construction Duration	16 months
Community Engagement Completed	January 2027
<u>Financing Permanent Loan</u>	
Proposal	January 2027
Firm Commitment	October 2027
Closing/Funding of Loan	November 2027
<u>Unit Availability</u>	
Lease Up Begins	January 2027
Lease Up Completed	June 2027
Unit Absorption	8 units per month

OUTREACH AND ENGAGEMENT PROCESS





COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT MODEL

Hacienda and Salazar has been deeply involved in the design and execution of extensive community engagement around affordable housing for many years. Our proven model folds environmental equity, social justice, and policy advocacy into the heart of the process to build people-first, resilient, and lasting communities. Our people-first approach describes community engagement that can be distilled down to “listen and execute”. Our goal is to deepen collaboration between the City, community, and future residents to shape the exterior and interior design of our buildings.

Our engagement strategy will include convening two separate focus groups during each phase of design (SD, DD, CD, CA) so community members and prospective residents can learn more about the proposed design. In fact, because Hacienda will also be the Resident Service Provider, this will lay the groundwork for us to understand the specific needs of future residents, which will be carried not only into the final design, but beyond.

THE CITY’S ROLE IN ENGAGEMENT

The City can have a significant role in this process by identifying and connecting us with community leaders, synchronize press release news and announcements to further broadcast our reach of community engagement events, and hosting neighborhood meeting spaces at public city facilities. The goal of engagement is to arrive at a design that honors the design principles of the City while bringing new perspectives and richness to Silverton.

Hacienda will engage community members around final design elements and amenities as well as future programming on site.

“We believe that a diverse use of methods of community engagement captures a diversity of experience.”

ONGOING ENGAGEMENT

As a way to provide ongoing engagement, we will create a project website so that all who are interested in the project can stay informed. See an example of this by visiting one of our current project’s engagement web page: EngageWithLakeGrove.com

All Hacienda community engagement includes the following main principles that we believe reduce barriers and allow for authentic engagement:

COMPENSATION. Hacienda compensates all community members who participate in community engagement activities as if they were consultants.

LANGUAGE NEEDS AND MULTILINGUAL RESOURCES. We assess interpretation and translation needs before engagement activities. We are committed to hosting both virtual and in-person engagement sessions in multiple languages and providing multilingual resources ensure that non-English speaking individuals can access our services.

MEETING FORMAT AND VIRTUAL OPTIONS. Included in our community engagement effort we plan to provide virtual programming to serve people who may not be able to attend in-person events. Although our projects have successfully instituted virtual community engagement sessions, Hacienda acknowledges that meeting in person is the best way to build relationships and community.

PARTNERSHIP WITH OTHER ORGANIZATIONS. Paramount to the success of our engagement is partnerships with local organizations. Hacienda will first reach out to other local resources and partners to amplify voices, focus reach, and serve specific communities that we otherwise could not.

TOP CONCERNS AND OTHER CONSIDERATIONS

Work about
y Preparedness:
- Outages
how events
ing people from
ng
edia Earthquake
ge of emergency
es

Communication
with neighbors
~~then~~ during
construction
process; Not using
street for ~~off~~ construction trucks

Add
your
thoughts

Designating EV spaces
if residents don't
have EV vehicles
only reduces the
number of spaces
available. Please
think about how to
make these fully
useable

Can families in these
units become
child care providers?
Co-locate child care

ADDITIONAL CONSIDERATIONS

The City has truly identified an auspicious opportunity for affordable housing in the City of Silverton, which is emphasized by its unique access to transportation and close proximity to places of leisure and play. We are enthusiastic about the possibilities and we have assembled a some additional thoughts for the development of this community for the City's consideration.

TOP CONCERNS

RECONFIGURATION OF STATE FUNDING PROCESSES

It's worth noting that Oregon's Housing and Community Services (OHCS) funding programs are undergoing restructuring. While this should streamline the delivery of affordable housing units in Oregon, we think that there will be an inherent disruption to the predictability of funding opportunities. We have additionally heard that there will not be 4% or 9% Low Income Housing Tax Credits allocations for the 2024 fiscal year.

While we can not say for certain that we will be awarded funds for the 2025 fiscal year, we realize that our organization has some advantages over other firms through the new project evaluation standards that will be implemented with the reconfiguration of the OHCS funding process. Project Evaluation Standards require that all projects must meet two of the following: culturally specific organization ownership, BIPOC ownership, plans for BIPOC business utilization, culturally specific resident services, racially equitable tenant population, tenant outcomes by race and ethnicity. Hacienda is proud to say, as a culturally specific houser and service provider, that we meet these requirements!

Our team is committed to navigating the ever-changing funding landscape and we look forward to collaborating and sharing resources with the City through this development.

WETLAND MITIGATION

The wetland report contends the stream is interment and non-fish bearing, until the state accepts these finding there is risk the majority of the Phase 2 property is undevelopable. Typically a minimum 200 foot buffer is required on each bank of a perennial or fish bearing stream, some of which can be intermittent. We have proposed a design based on a 50-foot buffer zone along each bank based on state requirements of non-fish bearing streams. Encroachments into the buffer and crossing the stream will require mitigation which is costly so we have suggested limiting impacts and crossings. The permitting time line for wetland impacts can be long through the state so this is another risk that will need to be monitored as designs are refined, in particular in Phase 2 where crossing the creek is proposed.

STORMWATER

Until a geotechnical report is completed with site specific infiltration testing we can only make assumptions based on past experience in Silverton. We assume infiltration on-site is unlikely so two options would likely be explored. Either a stormwater basin(s) on the west/south side of the site or discharge to the creek (provided we don't increase the runoff from Pre to Post Development). Including on-site stormwater basins may either require additional site area or a reduction in some combination of program - open space, parking, building area.

INDUSTRY WIDE PROCUREMENT DELAYS

The largest concern that would affect the timely delivery of affordable housing units is the procurement period for building products and equipment. Global factors have far reaching effects that disrupt material delivery. While we can't be certain that conditions will stabilize, we can employ several risk management strategies to absorb equipment delays as best as possible.

- Proactive Risk assesment and contingency planning - By developing contingency plans and alternative sourcing strategies, we minimize the impact of potential delays and maintain project momentum.
- Early on-boarding of subcontractors - By involving subcontractors during the initial planning and design phases, we gain valuable insights into project requirements and potential challenges
- Frequent communitcation with vendors - Essential for building trust, we maintain open lines of communication throughout the construction process, and with procurement, subcontractors are provided with timely updates on project timelines, specifications, and any changes or adjustments.

ADDITIONAL CONSIDERATIONS FOR THE CITY

COMPLETION OF DAVENPORT LANE

Our team has budgeted for 3/4 road right of way (ROW) improvement of Davenport Lane in our proforma. While this scope exceeds typical (ROW) responsibility for a developer, there is still a significant stretch of Davenport Lane should be improved. The existing street condition in front of the dog park which provides connectivity to the Westfield site is currently gravel. We'd like to put forward that the City considers improving the gravel road to an asphalt surface. Collaboration with the contractors construction schedule for ROW improvements would certainly lead to a successful and complete street connection.

LOW INCOME HOUSING TAX CREDIT 4% VS. 9%

Our proposal is based on the anticipation of 4% Low Income House Tax Credit (LIHTC) equity award. This tax credit is not competitive which provides a degree of certainty for funding assumptions for the project. This approach allows us to maximize the unit density of the site while also maintaining parking ratio goals of 1.6:1.

Alternatively, our team had also found that a 9% LIHTC approach for financing the project would be feasible. 9% LIHTC tends to generate around 70% of a development's equity while a 4% tax credit generates around 30% of a development's equity. If the project were to pursue a 9% LIHTC proforma this would result in less funding sources required for the project which would in turn provide greater predictability for the fund sources used the caveat is there is greater risk associated with this approach as 9% tax credits are very competitive.

9% tax credits have regional set asides as well as set asides for culturally specific nonprofit developers such as Hacienda, giving a 9% application a unique edge for this competitive credit were we to pursue it. Additionally, the uncertainty of Local Innovation and Fast Track funds available for 2025, which we are holding as an assumption in our current proforma, would position the 9% LIHTC approach as a considerable alternative.

PROJECT PHASING AND PHASE 2 CIRCULATION

The developable area of Phase 2, based on the wetland information, is fairly limited. For long term cost efficiency and to minimize disruption to Phase I residents the utilities for both phases should be master planned and constructed to at least a stub out for Phase 2. This is a costly burden for the Phase 1 project.

Access to W. Main Street is proposed while the RFP states access to W. Main St. is challenging. We think it is a worthwhile discussion to have about access versus environment. By accessing W. Main St we can provide fire access to the south side of the site with limited environmental impacts and a lower carbon footprint by using significantly less construction materials such as concrete.