

PDC

PORTLAND DEVELOPMENT COMMISSION

DATE: February 13, 2008
TO: Board of Commissioners
FROM: Bruce A. Warner, Executive Director
SUBJECT: Report Number 08-20
Update on siting of Transition Projects Inc./Resource Access Center and Blanchet House of Hospitality

EXECUTIVE SUMMARY

BOARD ACTION REQUESTED

None – information only.

SUMMARY

Staff is providing the following update on the work under way to identify a location for the Resource Access Center (“RAC”) that includes a relocation of the existing Transition Projects, Inc. (“TPI”) facility and a location for the Blanchet House of Hospitality (“Blanchet House”). The RAC together with the proposed associated low-income housing owned by the Housing Authority of Portland (“HAP”) shall be collectively referred to as the “HAP/TPI Development.” Staff anticipates presenting the Board with a final siting recommendation for consideration on February 27, 2008.

BACKGROUND

Development Program Elements to be Sited:

The HAP/TPI Development and Blanchet House are proposed (as set forth below) utilizing resources from the River District Urban Renewal Area. It is feasible to site each development on the same full city block, or separately, in approximately the sizes below. However, it is not anticipated that they will be sited in the same building, and each development will be distinct in physical, financial, and legal regards.

Program Element	Current Size	Proposed Size
<u>Blanchet House</u>	<ul style="list-style-type: none">• 2,500 sf footprint• 7,500 sf facility	<ul style="list-style-type: none">• 10,000 sf footprint• 21,000 sf facility
<ul style="list-style-type: none">• Meal Program	<ul style="list-style-type: none">• 2,500 sf	<ul style="list-style-type: none">• 10,000 sf• Provides for internalized queuing currently not available
<ul style="list-style-type: none">• Transitional Housing	<ul style="list-style-type: none">• Housing for 30 men	<ul style="list-style-type: none">• Housing for 50 men

Transition Projects Inc <ul style="list-style-type: none"> • Resource Access Center • Queuing/Courtyard • Administration/Operations • Men's Shelter 	<ul style="list-style-type: none"> • <10,000 sf footprint • 12,000 sf facility • 1,800 sf • 0 sf • 2,650 sf • 4,950 sf; 90 beds 	<ul style="list-style-type: none"> • Up to 20,000 sf footprint • 19,500 sf facility • 6,000 sf • 1,500 sf • 4,000 sf • 8,000 sf; 90 beds
Housing <ul style="list-style-type: none"> • Work Force Housing, 51-120% MFI • Affordable Housing, 0-60% Area Median Income • Permanent Supportive Housing, 0-30% Area Median Income 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • 120 – 240 units • Income mix to be determined
Active ground floor uses (retail, commercial, etc)	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Remainder of site, minus necessary housing lobbies and parking ingress/egress
Parking (above and/or below grade)	<ul style="list-style-type: none"> • 130 spaces for NW Natural 	<ul style="list-style-type: none"> • 130 spaces for NW Natural (as necessary with the redevelopment of Block 25) • Additional parking for other uses as feasible given financial resources and site capacity

Blanchet House

- The Blanchet House will be the owner/occupier of its facility.
- Blanchet House has been located in the Old Town/Chinatown neighborhood since 1952 and is the only program within the Central City to provide three meals per day for homeless individuals. The Blanchet House has been working with PDC to find a site suitable to replace and improve its existing operations for many years.
- New facilities will allow for the internalization of the client queuing lines and more adequate dining, kitchen, and storage space.
- The new facilities will allow for transitional housing for an additional 20 men.

Transition Projects Inc/Resource Access Center

- TPI will be a tenant of HAP and operator of the RAC.
- A permanent home for the RAC and relocation of TPI's existing services is intended to improve access to homeless assistance and provide quick and direct access to programs that move homeless people off the street and into permanent housing.
- The proposed RAC would include the current services offered by TPI – showers, voice mail, local and long distance phone services, restrooms, food boxes, mailing address and pick-up, case management and rent assistance.
- In addition, the proposed RAC would include meeting rooms and classrooms, lockers, additional shower and restroom access, medical services, kitchen space, indoor bicycle storage, on site offices/confidential meeting space for visiting programs (employment, legal assistance, etc.). The new location would also allow for a more in-depth client outreach, providing meeting space for extended staff.
- The relocated facility would be configured to eliminate sidewalk queuing.

Housing Authority of Portland

- HAP will be the developer and owner of the housing project including the RAC.
- The amount of low-income housing is still to be determined, and could potentially provide for the existing units located in the Grove Hotel.
- Permanent supportive housing is integral to meeting the City's 10-year Plan and supports the work of the RAC to move homeless individuals into permanent housing.
- HAP also intends to design and construct additional rental housing serving a wider range of incomes.
- It is anticipated that additional retail/commercial space will be provided to encourage an active street-level environment in support of the adjacent existing uses and future development in the area.

Preliminary Staff Siting Recommendation & Alternate Options

Staff is currently leaning toward a designation of Block 25 as the site for the redevelopment of the Blanchet House and a project to be owned and developed by HAP, including the RAC. Block 25 is bound by NW Flanders and NW Glisan between NW 3rd and NW 4th, and is jointly owned by the PDC (1/4 block), the Blanchet House (1/16 block), and the City of Portland (remainder of block). The City of Portland is obligated pursuant to a lease with NW Natural to provide for the permanent daytime use of 130 parking spaces by NW Natural on Block 25. See Attachment A for maps of the area.

To accompany the siting decision, staff further recommends the Commission prioritize the allocation of financial resources to Old Town/Chinatown ("OTCT"). OTCT is the location of many social service agencies providing services to the homeless and other very low-income individuals and families. With the designation of OTCT as the site for the RAC, the associated low-income housing, and the re-developed Blanchet House, this area will be the permanent location for a considerable component of necessary social services to the homeless and other at-risk populations. Staff concurs with many neighborhood stakeholders in the assertion that other financial commitments to OTCT are required to balance this siting decision.

Specifically this recommendation is for additional financial resources to be committed to incite private sector re-investment in the neighborhood. These financing commitments should be made at the same time as the funding commitment for the HAP/TPI Development. The current development priorities as outlined by the neighborhood, the current Downtown Waterfront and River District budget assumptions, and preliminary estimates of funding needs are summarized in Attachment B.

Alternately, the Board could elect to site the Blanchet House on Block 25, and the HAP/TPI Development on Block U. If located on Block U, the full block would likely be required. Block U is bound by NW Hoyt and NW Irving between NW 6th and Broadway, and is intended to be studied and redeveloped with the Broadway Corridor Area. This redevelopment opportunity potentially includes the Post Office site, the 511 Building, the Greyhound site, Block R, and Union Station, and will take into consideration the area's potential future role as a multi-modal, high speed rail center and stimulus for economic development.

Other privately owned sites have been considered since staff's briefing on January 23, 2008, but have been deemed infeasible for reasons discussed below.

Upon the final identification of a site, HAP and PDC will undertake block master planning with community stakeholders, and conduct necessary architectural and financial analysis. Specific negotiations will also begin with Blanchet House regarding the configuration of its parcel and the terms of the transaction.

Following the Board Report of January 23, 2008, which provided information on the work done to that point on siting both facilities, staff was asked to carefully consider both Block U and Block 25 as potential sites, as well as several other privately owned sites for siting potential. Staff addressed that analysis by answering the following questions and arriving at the preliminary recommendation to site both facilities on Block 25.

- 1. What is the longstanding PDC commitment to Blanchet House?**
- 2. Does the TPI Resource Access Center facility require a full ½ block?**
- 3. What else will be developed by HAP in addition to the TPI Access Center, and how does that impact site selection?**
- 4. Should Blanchet House and the HAP/TPI development be located together?**
- 5. Are any privately owned sites available and better suited than Block U or Block 25?**
- 6. How do Block U and Block 25 compare?**
- 7. Why is locating both facilities on Block 25 recommended?**

(1) What is the longstanding PDC commitment to Blanchet House?

Conversations between Blanchet House and PDC Staff and Board have moved in various directions over the years, but the general, long-term understanding shared by both entities was that Blanchet House would obtain land through PDC, which, when added to their current land area would result in a distinct ¼ block area of approximately 100'X100'. It was also understood that pursuant to the necessary processes, TIF financing of up to \$2,000,000 would be budgeted for this purpose. PDC first included this item in the FY 05/06 Downtown Waterfront budget. Blanchet House has recently expressed its preference for the NE corner of the block, however staff recommends the final block configuration be determined by a master planning process taking into consideration the other uses to be built, parking efficiencies, and community input.

(2) Does the TPI/RAC program require a full ¾ block?

Both TPI and BHCD agree that a minimum of 19,500 useable square feet is needed for the service program they envision including the men's shelter (8,000 SF) and an enclosed courtyard/queuing area (1,500 SF). A full description of the proposed RAC is included as Attachment C. Although some administrative functions could potentially be located on a mezzanine level, both TPI and BHCD confirm, and staff concurs, that the RAC program is far better suited to a single level, at-grade design for the following reasons:

1. Stacking program space necessitates multiple stairwells and elevators, which are very difficult to monitor. Experience with multi-level, social service programs shows the challenges of managing spaces that are disconnected from staff. Safety and program compliance is best achieved when the program is directly accessible from the street and all on one level.
2. For security reasons, the housing residents and the shelter residents/RAC participants cannot share elevators or stairwells. Elevators and stairs are amongst the more costly building components to construct. Each additional elevator serving two floors will cost approximately \$50,000.
3. A multi-level center does not provide the desired level of accessibility for a population that is often challenged both physically and mentally. Stairs and elevators add a level of difficulty for guests to make their way through the facility.
4. As with retail, office, education, and hospital uses, contiguous floor space is preferable and more successful than space split over multiple levels because it is more efficient. In addition, stairs and extra elevators waste space that might otherwise be program space
5. The RAC and men's shelter programs include many functions that do not suit storefront applications. Areas for kitchen, showers, restrooms, sleeping quarters, clothing rooms, storage and laundry rooms all work well in the middle of the block. A smaller floor plate over two levels makes it more likely that some of these functions will be along the street, requiring either obscured glass or blank walls. This is not good urban design and would not serve neighborhood interests.
6. Additional staff is needed to manage disconnected spaces making operation of multi-level space more costly to operate.

In addition to the RAC and homeless shelter requiring 19,500 useable square feet on one level; the HAP/TPI Development will include housing and parking. These additional uses require additional ground floor space for a garage entrance, housing entrances, lobby, elevator corridors, and other mechanical/utility spaces. With the additional development goal of neighborhood servicing ground floor uses, a $\frac{3}{4}$ block is the minimum site that is adequate for this development. If sited on Block 25, the need to meet the NWG parking obligation clearly points to the need for a full block. If on Block U, the physical characteristics of the site with two elevated frontages logically points to a full block development.

(3) What else will be developed by HAP in addition to the RAC, and how does it impact site selection?

The final development shape and program will be modified based on master planning exercises to be undertaken with community involvement, considering the needs of HAP and TPI, the site selected, and on the availability of private and public financial resources. All parties are in agreement that the public will participate in block master-planning and the development will be a well-designed, high quality building.

In addition to the TPI Resource Access Center, the proposed development will include other neighborhood serving ground floor uses including the possibility of "micro enterprise" retail uses sponsored by TPI, community space and/or retail/commercial space. If Block 25 is selected, many in the OTCT neighborhood have expressed a preference that the development focus on neighborhood-serving ground floor uses on the southern portion of the development to support public investment in Old Town Lofts, the Portland Classical Chinese Garden, the Flanders Festival Street, and the future redevelopment of the East of Pearl building.

The housing program will be determined over the next month and will include housing that is eligible for the Low Income Housing Tax Credit program i.e. housing for households at 60% of median income or less. Feasibility analysis will look at an additional component of housing available to households at higher incomes. The actual number of units to be developed for all income levels is yet to be determined but will likely range from 120 – 240 units. The availability of financial resources and site capacity are two major factors that will influence the eventual housing mix.

If sited on Block 25, the development will provide the 130 spaces of parking for Northwest Natural. Additional parking needs associated with the housing and social service uses are modest and depend on the housing mix, financial resources and building costs.

Absent Blanchet House, the HAP/TPI facility could be equally accommodated on either Block U or Block 25.

(4) Should Blanchet House and the HAP/TPI Development be located together?

Both facilities should be located in the same general area because many of the residents of the men's shelter and clients of TPI will utilize the Blanchet House meal program several times a day. However, aside from that aspect, the two organizations are completely distinct and there is no "synergy" gained in siting proximity.

Block U is not suitable for locating both development programs. Block U has readily usable frontage on only two sides rather than four given the street and sidewalk elevations and the impact of the Broadway bridge ramp. It is not feasible to construct adequate ingress/egress points for the necessary loading docks, parking, retail, Blanchet House, RAC, housing and shelter. Although the built volume required by the two facilities could be achieved on Block U; subdividing a portion for Blanchet and a portion for HAP/TPI Development makes siting both developments on Block U infeasible.

Block 25 can accommodate the development of both programs. However, one drawback of locating both on Block 25, where Blanchet is currently operating, is the likelihood of interruption to the Blanchet House program during construction.

(5) Are any privately owned sites available and better suited than Block U or Block 25?

Following the Board meeting of January 23, 2008, staff considered several other privately owned sites. More detailed analysis on these sites, along with information regarding other locations considered over the past year, are more fully described in Attachment D.

The owner of the "Oregon Casket" property proposed locating the HAP/TPI development on Block U, and in exchange for his Oregon Casket property, a portion of which would be used by Blanchet House, he would take over the opportunities and obligations of developing Block 25. Although staff spent some time discussing this option and variations of this option with the owner, the owner and Staff agreed that a mutually viable agreement could not be reached.

The owner of the "East of Pearl" property on the north side of Glisan Street (Block O) has expressed interest in the possibility of siting the HAP/TPI development there. Analysis by HAP determined that this building is not well suited for development of the RAC given its vertical

design, accessibility challenges, the size of the floor plate, and the limited potential for any significant amount of additional housing anticipated to be a large part of the HAP/TPI Development program.

(6) With the site consideration focused on either of two primarily publicly owned sites; How do Block U and Block 25 compare?

PROGRAM ELEMENTS	BLOCK U BROADWAY CORRIDOR	BLOCK 25 CHINATOWN CORRIDOR
Development Capacity	75' height limit results in wood frame construction over concrete podium	Floor Area Ration (FAR) limit allows for development of post-tension concrete building (height not an issue)
Access	Pedestrian access on two sides only due to elevated sidewalks (potential for access from elevated streets) Vehicle or loading access on NW Hoyt only On Transit Mall	Pedestrian access on all four sides Vehicle or loading access on multiple sides Two blocks from Transit Mall and OT/CT stop at NW Everett & 1st
Site Encumbrances	Vacant site with no encumbrances	City requirement to replace 130 parking spaces for NW Natural Blanchet House listed in City's Historic Resource Inventory; Blanchet House and Dirty Duck listed as contributing structures to historic district Businesses in Dirty Duck building must be relocated
Development Timing	Property is development ready following preliminary due diligence and known environmental mitigation	Demolition of Blanchet House and Dirty Duck building must go through City Demo/Denial process due to historic nature City must identify and negotiate temporary parking for NW Natural Project must be staged if Blanchet House service is not interrupted during construction. Preliminary due diligence required
Development Location	Site is in the Broadway Corridor Development area Adjacent to Union Station	Site is in the middle of the North OT/CT Study area. Bookend to the Chinese Business Corridor & Third and Fourth

	<p>Surrounding redevelopment opportunities include the Greyhound property, Block R, Post Office and 511 Building</p>	<p>Avenues Streetscapes and across the street from Old Town Lofts and Royal Palm social services.</p> <p>On Festival Street</p> <p>Surrounding redevelopment opportunities include Fish Block, NW Natural Parking lot, East of Pearl property, Block P, and Block A&N</p>
Visibility	<p>Highly visible from Broadway Bridge and bus; Gateway to westside</p>	<p>Located at base of Steel Bridge; Highly visible from current and future MAX alignment; Gateway to westside</p>
Housing Program	<p>Site could accommodate 250 units</p> <p>Site could replace the Grove hotel and/or provide Workforce Housing</p>	<p>Site could accommodate up to 400 units, though development of up to 240 is likely more financially feasible</p> <p>Site could replace the Grove Hotel and/or provide Workforce Housing</p>
Service Program	<p>Site could accommodate the Resource Access Center, though likely not the Blanchet House in addition.</p> <p>Queuing can be internal to the block</p> <p>Development does not require any interruption of Blanchet House services.</p>	<p>Site could accommodate Resource Access Center and Blanchet House</p> <p>Queuing can be internal to the block</p> <p>Development may require interruption or temporary relocation of Blanchet House services</p>
Parking	<p>Resident parking may be required for mixed-income housing.</p> <p>Can accommodate parking for service program on site.</p> <p>Two blocks from parking garage and surface parking lots</p>	<p>Replacement of NWN parking is required.</p> <p>Resident parking may be required for mixed-income housing.</p> <p>Can accommodate parking for service program on site.</p> <p>Three blocks from parking garage and across the street from surface parking.</p>
Budget	<p>Site constrains development to 5-over-1 development and limits subsidy needed. Subsidy for NW Natural parking not required</p>	<p>Resource Access Center and housing subsidy dependent on density of development and mix of housing types. Subsidy for NWN parking required.</p>

(7) Why is locating both facilities on Block 25 the recommended option?

Staff recommends locating both Blanchet House and the HAP/TPI Development on Block 25 for the following reasons:

Site accommodates both facilities and can best deliver other public benefits: The block can accommodate a distinct, ¼ block for the redevelopment of Blanchet House and still meet the first floor needs of TPI while leaving at least 5,000 square feet available for other neighborhood serving ground floor uses. Block 25 has sufficient development capacity to allow a substantial affordable housing component to be pursued by HAP making efficient use of HAP's skill and momentum as the developer of the RAC. The FAR capacity potentially allows for the development of additional housing units that can be targeted to a range of income levels if the financial resources are available. The development potential of the site increases the probability of constructing a high quality, post tension concrete building that will best serve the users and the neighborhood far into the future.

NWN parking requirement offers potential financial benefit: HAP's opportunity to leverage private capital investment in the development may uniquely enable them to provide for the NW Natural (NWN) parking obligation with the most efficient use of public resources, over other alternate private-sector investment scenarios. Block 25 carries the obligation to build replacement parking (130 spaces) for NWN. Staff is allocating \$6 million to offset this parking obligation, and the RAC development program could be competitive in the request for an allocation of New Market Tax Credit (NMTC) based financing. If obtained, equity of \$1.5 million may be directly attributable to the cost of meeting the NWN parking obligation. This obligation and financing structure offers an advantage to the extent that (1) building the structured parking may substitute for other foundation/site work that would be required anyway, (2) the incremental cost of fulfilling the parking obligation is less than the sum of the targeted TIF funding and the NMTC yield associated with that component, (3) parking uses can be shared. This is an opportunity for the significant leverage of resources unique to Block 25.

Recommendation leaves Block U with full 2-block development potential: Locating both developments on Block 25 leaves Block U, an integral part of the Broadway Corridor, fully available for other uses. Block U, located in the midst of other PDC controlled blocks, may prove to be a strategic asset in the ultimate development of the Broadway Corridor and part of a multi-modal transportation center. Affordable housing may also be considered in future redevelopment of the Broadway Corridor area.

Community Input

Community interest has been and remains very high in the siting decision for the development to be undertaken by HAP including the TPI operated RAC. There is a lesser degree of public concern in the Blanchet House siting apparently because the HAP/TPI Development will be substantially larger and because Blanchet House is already successfully operating the same service to be redeveloped.

PDC initiated the North Old Town/Chinatown Redevelopment Strategy (North OT/CT Strategy) in October 2006 with the participation of a Stakeholder Advisory Committee (SAC) consisting of

area business owners, property owners, residents, social service providers, and members of the Asian community. In addition to defining a development vision and implementation strategy for the area, the North OT/CT Strategy included the goals of identifying location(s) for the Blanchet House and later, the TPI Resource Access Center. When specific site identification activities were requested of PDC by Commissioner Erik Sten, later memorialized in a letter of 9/19/07 (Attachment E), the work of the SAC was temporarily suspended. Although the SAC meetings were suspended, on-going meetings about the siting considerations have continued with community stakeholders, including most of the SAC members. Different opinions and concerns have been well articulated by community members at twelve meetings held from November 2007 – February 2008 hosted by OTCT Visions, the OTCT Neighborhood Association and the OTCT Visions / Neighborhood Association Joint Land Use Committee.

On several occasions, residents, commercial interests, developers, staff and Board members of the Chinese Garden, social service providers and other OT/CT stakeholders have reaffirmed their consensus to locate these facilities for the homeless in OTCT and their desire to increase funding to the area. However, divergent opinions have formed regarding the preferred site.

Financial Impact

HAP/TPI: The draft PDC FY 08/09 Budget currently under consideration includes \$18 million for the development of the RAC and \$6 million to cover the NW Natural parking obligation on Block 25. (The NW Natural parking line item of \$6 million is not considered eligible for the TIF set-aside.) Block master planning and financial analysis will need to be undertaken in order to determine the size, design, scope and cost of the proposed HAP/TPI Development and the amount of PDC financial resources that may ultimately be requested. Variables include the total number of housing units, the number of “workforce” housing units, the number of parking spaces, the building type and the availability of other financing sources that can be secured for the development. In addition to direct funding, we anticipate that the public land may be sold to HAP with PDC holding a subordinated, “soft” mortgage for the sales price that is unlikely to return any actual cash to PDC.

Blanchet House: Since FY 05/06, the PDC had carried a \$2 million line item for Blanchet House. It is anticipated that \$2 million will be made available to Blanchet in an agreement that will require evidence of adequate funding for a facility that meets appropriate design approval standards. The business terms of the land transaction have not yet been negotiated.

Old Town/Chinatown Priority Development Initiatives: As discussed above and summarized in Attachment B, the OTCT neighborhood has expressed a strong desire for the commitment of additional resources for market-rate development to accompany a decision to site the Resource Access Center in Old Town/Chinatown. Much of the existing public consent to site both services on Block 25 is dependent on an accompanying commitment to fund other development initiatives in the area to create a balance of uses. A significant portion of this funding is not currently provided for in the adopted or draft proposed Downtown Waterfront or River District Urban Renewal Area budgets. The reallocation of resources will come at the expense of other priorities or currently proposed constraints regarding the future of the Downtown Waterfront, South Park Blocks, and River District Urban Renewal Areas. However, failure to identify additional funding for OTCT will result in a breach of public trust.

Opportunity Costs: The decision to locate the two facilities on the same block leaves the primary alternative site for the HAP/TPI Development, Block U, with full development potential. Block U is anticipated to be included in the Broadway Corridor Study, intended to define a development strategy for Blocks U & R, Union Station, the Greyhound Site, the Post Office Site, and the 511 Building. The development program, timing, and anticipated public investment in this area are to be determined.

The North OTCT Strategy, still underway, includes preliminary development programs and estimated needs for public investment for a variety of development scenarios on Block 25 and the adjacent Blocks 24 and 26. The proposed development scenarios and accompanying cost estimates, though very preliminary, show a significant need for public investment, and the likelihood of private-sector redevelopment on Block 25, if made available in the near future, is unknown. A summary comparison of the market rate potential of the two sites is included as Attachment F.

On the other hand, there is reason to believe, based on input from an independent economic analyst, Portland-area developers, and the adjacent property owner, that the concentration of the services on Block 25 will further impact the feasibility of future development of the adjacent sites and leasing of the existing vacant retail and any future retail. In addition to proactive management of the services, potential risk to the area's capacity for economic growth impacted by the designation of Block 25 can be mitigated in part by the commitment to prioritize additional financial resources to specific initiatives in OTCT. Many of these initiatives are compelling on their own merit, and many are already underway.

Not providing a site for improved services to end homelessness risks keeping the current homeless population, inadequate service facilities, and outdoor queuing as they currently exist, and continues the negative impact on the area's potential for economic growth.

ATTACHMENTS:

- A. Area Maps
- B. Draft Old Town/Chinatown Funding Priorities
- C. Transition Projects Resource Access Center Program Summary
- D. Summary of Sites Considered To Date
- E. Commissioner Sten Memorandum dated September 19, 2007
- F. Market Rate Potential of Block U and Block 25

- CC:**
- A. Wilch, Director of Housing
 - C. Twete, Director of Development
 - P. Englander, Downtown Waterfront Manager
 - B. Shaw, Senior Housing Project Coordinator
 - S. Harpole, Development Project Coordinator
 - M. Baines, General Counsel
 - J. Jackley, Executive Operations Manager

Attachment A: Area Maps





Attachment B: DRAFT Old Town/Chinatown Funding Priorities

Summary of 2008 Investment Policy Projects/Funding						
	Estimated	River District 5-year	Downtown Waterfront	Downtown Waterfront	Estimated	
	Need	Balanced	2018	2024	Total Project Costs	Notes
Block 25						
Fund Block 25 Community Involvement	100,000	0	0	0	0	
Resource Access Center/PSH Housing	40,000,000	18,000,000	555,000	555,000	TBD	Downtown Waterfront funds pre-development
Blanchet House	2,000,000	2,000,000	0	0	8,000,000	Blanchet conceptual estimate
NW Natural Parking	6,000,000	6,000,000	0	0	6,000,000	Number assumes underground solution
Workforce Housing	TBD	0	0	0	TBD	The \$18 Million allocated to the Resource Access
Replacement/Preservation	TBD	0	0	0	TBD	Center/Permanent Supportive Housing could be
Community Cultural Center - New	TBD	0	0	0	TBD	allocated to these elements. Additional WF
Commercial Frontages along 3rd & 4th	TBD	0	0	0	TBD	rental housing sources: City Lights, Tax
Chinese Garden Facilities - New	TBD	0	0	0	TBD	Abatement.
Ankeny Burnside						
Sat. Mkt/Water Feature/MAX Station	10,837,942	0	5,439,738	7,914,738		2018 budget split the project between URA's
Ankeny Plaza Resurfacing	1,300,000	0	0	1,300,000		Ankeny Plaza Resurfacing, Restrooms, 1st
Ankeny Plaza Restrooms	1,300,000	0	0	1,300,000		Avenue Improvements and District Lighting are in
NW First Avenue Public Improvements	200,000	0	0	0		addition to the base project. Funding here is
District Lighting	1,200,000	0	0	1,200,000		shown accordingly.
Ankeny Burnside Area Parking	4,000,000	0	0	0		Parking may be more feasible in other projects
Mercy Corps	5,000,000	0	6,400,000	6,400,000		Projected savings has been re-allocated
Block 8 Seismic	1,000,000	1,000,000	0	1,000,000		Funded from Mercy Corps savings
					Total Public/Private Investment in Ankeny Burnside = \$304,500,000	\$6 million more would be needed for a short term construction loan
Block 13 Workforce Housing	4,000,000	0	0	4,000,000		
Louis Lee Workforce Housing	5,000,000	0	0	0		
Goldsmith Blocks						
Block 33: Uwajimaya, Workforce Hsg, Parking	12,000,000	0	100,000	10,100,000	70,000,000	Predevelopment 07-08. Oblatz has to 12/31/08
Block 32: Mixed Use, Parking	TBD	0	0	0	120,000,000	to produce feasible project = 2009-10 funding
Grove	3,000,000	0	3,000,000	3,000,000		
Other Downtown Waterfront Projects						
Burnside Couch Transportation Couplet	25,000,000	0	0	0	25,000,000	River District (beyond five years)
Fish Block Market and/or Workforce Housing	10,000,000	0	0	0	TBD	
Seismic Loan Program for OT/CT Projects	5,000,000	0	0	0	50,000,000	Assumes 10% leverage, five projects
OT/CT Historic Building Preservation Program	200,000	0	0	0	0	
OT/CT Storefront	1,000,000	0	545,679	545,679	545,679	Five years of storefront funds
OT/CT Target Industry	TBD	12,950,000			TBD	Combined with River District needs
OT/CT Business Financial Assistance	5,000,000	13,334,325	4,106,323	4,106,323	TBD	Combined with River District needs
OT/CT Replacement/Preservation Affordable Housing	40,000,000	0	7,794,586	7,794,586	Varies	Estate, Musolf, Westshore, 333 SW Oak funded now, other funding beyond 5 years in River District
Yards at Union Station Affordable Housing	3,700,000	3,700,000	0	0	17,100,000	
OT/CT Set Aside for Community Based Organizations	2,000,000	0	110,000	110,000	Varies	Estimated need after review of Visions-created report
OT/CT Retail Strategy/Subsequent Financial Assistance	2,000,000	0	0	0	TBD	Estimate
Medford Hotel First Floor Redevelopment	0	0	0	0	0	Include in Storefront
Totals	190,837,942	56,984,325	28,051,326	49,326,326	601,145,679	

(1) Total overall funding requires adding River District funding to Downtown Waterfront 2018 or 2024 funding.

Attachment C: TPI Resource Access Center Program Summary

ACCESS CENTER PROGRAM

MISSION: *To provide an open safe place to engage people who are homeless and at risk of homelessness, with a goal of obtaining and maintaining housing.*

The Access Center will serve as an easily available entry point for persons moving from homelessness to housing. The center will allow for in-depth client engagement, providing meeting space for extended staff. The facility will be configured to address the on-going problem of sidewalk queuing.

Although the Access Center is open to all, regardless of goals, the environment and available staff will be conducive to moving towards permanent housing. A low barrier, harm reduction, model of service will be integrated into the Access Center model. The Access Center will be open six days and several evenings per week. If space configuration makes it possible, restrooms will be accessible 24 hours/day.

PROGRAM COMPONENTS

BASIC SERVICES:

The Access Center will be a central intake and information sharing area. Employment opportunities, housing information, local services, free classes and frequently updated resources will be posted on a variety of centrally placed bulletin boards. Several staff will be on hand to assist people with basic needs, assistance applying for mainstream resources, assistance signing up for meetings, classes and housing appointments. Although Transition Projects makes every attempt to operate a clean and sober shelter environment, we will do no testing in the Access Center, but will concentrate on behavior.

Area/Service	Current Capacity/Notes	Replacement Capacity/Notes
Day Room/Engagement	The current Transition Projects Community Service Center is a small space, with room for 10 people sitting and 15-20 standing in line. It is essentially a waiting room; although people may spend a morning sitting inside to get out of the weather, it does not have space for people to sit, socialize and eat.	Comfortable day area for 60-70 people, furnished with tables and chairs. Mini-kitchen area with coffee, microwave, sink. Space for socializing and engagement in services. Quiet space for reading also available. Sidewalk queuing will be eliminated or reduced.
Resource & Referral Counter	Services include resource information, ID assistance, birth certificate assistance, TriMet tickets, food boxes, hygiene items, long distance calls, access to case management and shelter waitlists.	Services include resource information, ID assistance, birth certificate assistance, TriMet tickets, food boxes, hygiene items, long distance calls, access to case management and shelter waitlists. Some services available through bartering. Staff will circulate in open area as well.
Lockers	Not available.	30-40 lockers with bartering option.
Showers	Men's showers are shared with the men's shelter residents. Showers for men not staying in shelter are limited to a few afternoon hours. Women's showers are located separately behind the admin area and require separate staffing.	8-10 individual showers/dressing areas. These showers will be available throughout the day. There is a great need for expanded shower access, particularly for people who are working.

Clothing Rooms	Adjacent to men’s and women’s showers. Open only when showers are.	Adjacent to men’s and women’s showers. Open throughout the day.
Laundry Facilities	Not available.	3-4 coin-operated washers & dryers with bartering option.
Supply/storage area	Minimal space for storing hygiene and office supplies.	Space for storing hygiene and office supplies.
Restroom	One public restroom, only available during office hours.	4-6 public restrooms, possibly available 24 hours a day if facility design permits.
Mail & message service	Hundreds of people who are homeless or unstably housed use Transition Projects as a mailing address and message phone. Individual voice mail boxes are available through case managers.	Hundreds of people who are homeless or unstably housed use Transition Projects as a mailing address and message phone. Individual voice mail boxes are available through case managers.
Telephones	One phone available in a crowded location with no privacy.	2-3 phones located in cubbies away from main area.
Internet/computer kiosks	Not available.	3-4 computers with Internet access for job and housing search, email, etc.
Bike parking	Sidewalk only.	Secure bike area either inside or in a covered, gated area outside.
Pet area	Not available.	Kennels available, outdoor sink for pet grooming. Bartering option.
Smoking area	Not available.	Outdoor area (at least partially covered) for 15-20 people.

ASSESSMENT/HOUSING ASSISTANCE:

An assessment of individual goals, desires and housing and/or other service needs will not be a single event but will happen over time with multiple contacts or during the provision of a specific service. A relationship-focused model will be emphasized, with the goal to eliminate barriers to employment, entitlements and housing search. Work may begin on the streets or at other agencies, with follow up or basic needs being met through services provided at the Center. The primary goal will be obtaining and maintaining permanent housing, through “Housing First” whenever possible.

Area/Service	Current Capacity/Notes	Replacement Capacity/Notes
Individual meeting rooms/offices	Offices for 7 staff (4 outreach/case manager, 1 VA out-stationed, 1 Community Voice Mail, 1 case management director) plus 1 space for individual meetings.	Offices for 10 staff (1 access center director, 4 outreach/case manager, 1 VA out-stationed, 1 Community Voice Mail, 1 case management director, 2 staff out-stationed from partner agencies) plus 3 spaces for individual meetings. Individual meeting rooms will be available for partner agencies.

Case Managers and Outreach staff provide:

- Individual assistance with identifying and reaching personal goals
- Linkage to needed services, including employment programs/entitlements (SSI/SSD, TANF, Food Stamps, Oregon Health Plan, etc.)
- Outreach/engagement services
- Housing search assistance

- Assistance with housing applications and overcoming housing screening barriers
- Eviction prevention support
- Rent assistance and flexible client assistance
- Housing retention support to maintain housing after placement

MEETINGS/ GROUPS/CLASSES:

Private meeting and classrooms will be available for a variety of services. Group meetings rooms will be made available to all local service providers. All rooms in the building will provide privacy for confidentiality yet have a clear view to ensure safety.

Area/Service	Current Capacity/Notes	Replacement Capacity/Notes
Group meeting rooms	2 non-accessible spaces (basement level). We offer a twice-weekly women’s group and a weekly substance abuse group for veterans.	3 accessible meeting/class spaces (up to 15 people per room). We will be able to offer classes similar to those at our other facilities: Ready to Rent, employment groups, yoga and others, in addition to our existing groups. Partner agencies will have access to meeting/class rooms.
Kitchen	Not available.	Small kitchen for “cooking from food boxes” classes. If design permits, may also be used as lunch/break room for staff.

HEALTH SERVICES:

Our goal is to reduce barriers to healthcare, including substance abuse and mental health treatment. Additional staff will be added through community outreach and partnership to meet the needs of those seeking assistance. We will be sharing this space with medical and mental health providers (Multnomah County Department of Health, Wallace Medical, Outside In and others).

Area/Service	Current Capacity/Notes	Replacement Capacity/Notes
Mental Health Services	1 out-stationed MSW working primarily with shelter residents.	Two offices/meeting rooms for mental health services.
Physical Health Services	Once-weekly nurse visit, using meeting room.	2 private medical exam rooms.
Medication Assistance	Not available.	Locked medication storage area.

MEN’S TRANSITIONAL SHELTER:

The men’s transitional shelter will replace the current 90-bed shelter located in Old Town/Chinatown. The proposed shelter will serve the same number of individuals, but with adequate space for sleeping, eating, and services. Additional office space will be available for partner agencies that serve shelter clients.

Area/Service	Current Capacity/Notes	Replacement Capacity/Notes
Sleeping Dorm	Sleeping space for 90 men (45 bunk beds). Tight space, operating under special	Sleeping space for 90 men (45 bunk beds). Will meet fire/safety codes for space

	waiver of fire/safety regulations.	between bunks. Sleeping space will be separate from living/dining space to lessen noise and other disturbances to sleepers, particularly those working swing or graveyard shifts.
Living area	Space for 25-30 men, used for dining, TV watching, socializing. Not separate from sleeping area.	Living area separate from sleeping area. TV area, reading and games area, computer area. Spaces for 50-60 men.
Dining area	Not available. Men often eat sitting on their bunks.	Dining area separate from sleeping area. Tables and chairs for 60-75 men.
Kitchen	Small kitchen, not appropriate for preparing meals. Meal providers must prepare food elsewhere.	Commercial kitchen, allowing residents and meal providers to prepare meals on-site. Will allow greater use of Oregon Food Bank resources.
Food Storage Area	Small area in kitchen.	Adequate space to store dry goods and perishable/frozen items for resident meals.
Restrooms/showers	4 toilets and 4 urinals. 6 showerheads in open area.	6 toilets and 4 urinals. 8 individual showers.
Laundry	2 coin-operated washers and dryers for resident use. Commercial washer and dryer used for sheets, towels and clothing donations for both the shelter residents and public shower participants.	3 coin-operated washers and dryers for resident use with barter option. Commercial washer and dryer used for sheets, towels and clothing donations for both the shelter residents and public shower participants.
Bike parking	Sidewalk only.	Secure bike area either inside or in a covered, gated area outside.
Smoking area	Indoor area for 12-15 people.	Outdoor area (at least partially covered) for 20-25 people.
Shelter Staff Counter	Area for two staff per shift; check residents in and out, answer questions, distribute hygiene and other supplies, ensure safety.	Area for two staff per shift; check residents in and out, answer questions, distribute hygiene and other supplies, ensure safety.
Staff Offices	Offices for 5 staff (1 shelter director, 3 case managers, 1 partner agency mental health).	Offices for 5 staff (1 shelter director, 3 case managers, 1 partner agency mental health).
Meeting Room	Non-accessible space for 45 people (basement level).	Accessible room for 60 people.
Maintenance/storage	Small janitor closet, storage area with dirt floor.	Janitor closet, storage for shelter supplies, storage for resident belongings.

ADMINISTRATION/OPERATIONS AREAS

All primary administrative offices, Executive Director, HR, Development and fiscal department, will be located in the new building, as they are in the existing building. Operations needs may change depending on the footprint of the building. For instance, if the Access Center, Men’s Shelter and Administration are on three floors, then space for janitorial supplies would be needed on each floor. If they were on two floors, perhaps only two janitorial spaces would be needed.

Area/Service	Current Capacity/Notes	Replacement Capacity/Notes
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Admin Offices	Offices for 6 staff (Executive Director, Fiscal, Human Resource, Development).	Offices for 7- 8 staff (Executive Director, Fiscal, Human Resource, Development).
Copy/supply room	Area for copier and office supplies.	Area for copier and office supplies.
Staff Restrooms	3 staff restrooms.	3 staff restrooms.
File storage	Combined client file storage and administrative storage.	Separate secure client file storage and secure admin file storage.
Lunch/break room	Staff uses non-accessible meeting room.	Staff lunch/break room with kitchenette.
Donation storage	Inadequate space to store and process donations.	Sufficient space to store and process donations.
Staging area	Not available.	Space for loading/unloading donations, food, office supplies, maintenance supplies.
Trash/Recycling	Trash & recycling areas.	Trash & recycling areas.

HOUSING

This project will include 3+ floors of housing—low-income and workforce housing. Within the 3+ floors, it will include one floor for homeless women. The housing will leverage the supportive services available in the shelter and access center.

SPACE REQUIREMENTS

Access Center (6000 SF Indoor + 1500 Outdoor)

Men's shelter (8,000 SF)

Administrative/Operations (4,000 SF)

TOTAL TPI + Access Center=Approx 18,000 SF indoor space plus 1500 SF outdoor

Lot Size/Building Configuration Options for Access Center and TPI functions:

- Option 1: 1/4 block with ground floor Access Center and Administrative/support space; Men's shelter on second level; housing above
- Option 2: 1/2 block with Access Center, Administrative/Support separated from Men's Shelter but all at ground level; housing above

Attachment D: Site Analysis

Sites Considered	Comments
Oregon Casket Building 403 NW 5 th Ave	Previously tied-up with Option by another party; Site likely not adequate for both uses; no satisfactory outcome from any preliminary discussions; discussions terminated by all parties
De Paul site 1300 SW Washington	Not available
Burger King site 707 W Burnside	Not available
Suey Sing Building 205 NW 4 th	Owner evaluating redevelopment potential through PDC DOS Program; Site likely not adequate for either use
SW 3 rd & Oak	Does not locate Blanchet House meal service in proximity to other compatible social services adding hardship on population served; site is not adequate for siting Access Center alone because it is ¼ block .
SW 3 rd & Taylor	Does not locate Blanchet House meal service in proximity to other compatible social services adding hardship on population served; Adequacy of site for Access Center uncertain
Block 8	Included in Beam/Naito Master Plan for future redevelopment; Existing covenants restricting development of affordable housing.
Lot 5 (NW 9 th & Overton)	Anticipated for multi-use family housing RFP
Blocks U & R	Development potential to be considered in future NW Broadway Corridor Study in conjunction with Union Station, 511 Building, and Post Office site
Block A&N	Concerns expressed by Blanchet and TPI regarding site access, safety and capacity
Block P	Negotiations for acquisition not successful; City could not guarantee requested development rights; Adequacy of site for both uses uncertain.
Block O	"East of Pearl" not well suited given accessibility issues, floor plate, costs for benefits received.

Information provided by the HOUSING AUTHORITY OF PORTLAND
Updated by PDC: 02/04/2008

EAST OF PEARL: REHABILITATION, TPI & HAP ONLY

Site: 12,675 gsf

Existing building footprint: 12,568 gsf

1. The existing building requires substantial seismic work.
2. The cost of rehabilitation is prohibitive (the EOP developer has struggled to make market rate development succeed).
3. Due to the small size of the site, the TPI program must be located on two to three floors. An elevator and additional staff are required to make a multi-story RAC development work; neither is acceptable to TPI or BHCD.
4. The main floor is above adjacent grade and the daylit basement is below adjacent grade; accessibility to both the main floor and the basement will remain a challenge because the building is built to the property lines. The TPI program requires greater accessibility than this building can provide.
5. Approximately ½ of the TPI program will be located in the basement (there is no other program element that can be located in the basement).
6. Queuing must be inside the building because the building is built to the property lines.
7. There can be no housing units on the north side of the existing building because the north wall is located on property line. This lack of setback eliminates the possibility for windows that are necessary for housing units on the north side. (This impact could be offset by the purchase of the neighboring properties' air rights.)
8. The lack of windows necessary for housing and the existing structural system dictate the placement and size of housing units; square footages do not comply with LIHTC restrictions (plans completed by the EOP developer do not include housing in the existing structure).
9. If housing units in the existing structure comply with LIHTC square footage restrictions, large areas of each floor are unusable as housing and will be unprogrammed & unsupervised. This creates undesirable operational challenges for HAP.
10. The existing floor plates can accommodate approximately 12 housing units each; this limits housing in the existing building to 72 units.
11. New floor plates (on top of the existing building) can accommodate approximately 10 units each. A 20-story building (existing & new floor plates) would result in approximately 192 housing units.
12. The cost of new construction on top of an existing building is prohibitive.
13. The restrictive size of the building footprint eliminates the opportunity for commercial space.
14. No off-street parking is available for RAC staff, property management and residential tenants.

EAST OF PEARL: REDEVELOPMENT, TPI & HAP ONLY

Site: 12,675 gsf

1. Due to the small size of the site, the TPI program must be located on two to three floors. An elevator and additional staff are required to make a multi-story RAC development work; neither is acceptable to TPI or BHCD.
2. Due to floor area lost to the shape of the site, the potential housing density on this site is slightly less than the potential housing density on Block 25. Block 25 will accommodate 120–240 housing units; this site will accommodate 100–200 housing units in the same number of floors.

3RD & OAK, TPI & HAP ONLY

Site: 10,000 gsf

1. Due to the small size of the site, the TPI program must be located on two to three floors. An elevator and additional staff are required to make a multi-story RAC development work; neither is acceptable to TPI or BHCD.

BLOCK U: BHH, TPI & HAP CO-LOCATION

Site: 38,000 gsf

1. Pedestrian access is limited due to adjacent elevated streets. Social service providers consider the elevated streets a safety risk.
2. The first floor has limited access to light and air due to the elevated streets. Only the social service provider located at the prime corner (6th & Hoyt) will have adequate access to light, air and street frontage.
3. The 75 foot height limit results in wood frame construction over a concrete podium (5-over-1); the cost of a concrete structure is prohibitive at 75 feet.
4. Due to site constraints and program density at the ground floor, the RAC queuing area will be located either on light rail alignment or immediately adjacent to Broadway Bridge. Neither is a good solution for TPI.
5. The site supports approximately 120 housing units.
6. Parking and loading access is constrained by the elevated streets and the light rail alignment and will likely need to be located on Hoyt.
7. Some off-street parking for RAC staff, property management and residential tenants is necessary because there is little off-street or on-street parking in the immediate area. Parking can't be provided on the ground floor (not enough available square footage) and the housing budget will not support the cost of below-grade parking. Therefore, any parking that is provided must be at an upper story and will reduce the amount of building area available for housing.


Attachment E: Commissioner Sten Memorandum



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TO: Steve Rudman, Executive Director; Housing Authority of Portland
Will White, Director; Bureau of Housing and Community Development
Bruce Warner, Executive Director of Portland Development Commission

FROM: Commissioner Erik Sten 

DATE: September 19, 2007

RE: The Development of a Resource Access Center as part of Portland's 10 Year Plan to End Homelessness

In December 2005, City Council adopted *Home Again, A Ten Year Plan to End Homelessness in Portland and Multnomah County (the "Plan")*. This is a bold plan that seeks permanent solutions to our city's homeless problem. It is built on three principles:

- 1) Focus on the most chronically homeless populations;
- 2) Streamline access to existing services to prevent and reduce other homelessness; and
- 3) Concentrate resources on programs that offer measurable results.

I was pleased by the City Auditor's recent review of the program. The audit report shows we have made real progress towards addressing the homeless problem. As we move forward into the next phase of the plan, it is critical that we succeed in developing a Resource Access Center to provide homeless people with quick and direct access to programs that move them directly into permanent housing and to services that meet basic daily needs not currently provided by our shelters.

In June 2007, Mayor Potter asked me to take the lead in siting the Resource Access Center and I agreed. My goal is to identify and secure the most appropriate site for this facility this fall so development can proceed quickly and the Resource Access Center (the Center) can begin its service to the community.

I have directed Margaret Bax to work with each of you and your organizations to ensure that the planning, development, and programming of the Center is coordinated with other stakeholders, including service providers and funders.

The Center will be included in a larger development (the Development) that will likely include permanent supportive housing, a men's shelter, and other related uses. Taking this approach provides an opportunity to create a highly functional facility that will offer dignity and hope to its clients and that will stand as a positive contribution to the surrounding neighborhood. Securing funding for the Development is my top priority in the current discussions and deliberations regarding the expansion of the River District URA.

The long term success of the Center will depend on the quality of its management and program delivery. Transitions Project, Inc. (TPI) has demonstrated its ability to successfully operate facilities

Homeless Resources Access Center
September 19, 2007

for homeless individuals in Portland's central city, including the Glisan Street Shelter. I anticipate they will be the lead operator of the Center once it is constructed, though other agencies likely will have a service presence as well.

Success also is dependent on each of your organizations playing a significant role in the development of the Center. The Bureau of Housing and Community Development (BHCD) will focus on the development of a funding strategy and an operating plan. BHCD also will work with Multnomah County and other service providers to ensure necessary services are in place.

I am asking the Portland Development Commission (PDC), the City's urban redevelopment agency, to continue its work analyzing potential sites, site assembly, and financing to support acquisition and development of the Center.

The Housing Authority of Portland (HAP) has successfully developed, and is owner of, other shelters and similar facilities that are master leased to service providers. HAP also has a strong history with TPI, the current operator of the Glisan Street Shelter and the anticipated lead operator of the new Center. For these reasons, HAP is the preferred developer and owner of the new facility.

Each of your organizations possesses capacities and skills critical to the success of the Development and the Center. To ensure coordination and to provide clarity about roles and responsibilities I would like to request that each of your organizations take on the following:

Bureau of Housing and Community Development:

- Coordinate the overall complement of services in the Development and determine a strategy for long term operating funds for the Center and men's shelter (this may include cooperative partnerships with Multnomah County, local hospitals and other health care providers).
- Work cooperatively with HAP, hospitals and Multnomah County to ensure needed services are connected to permanent supportive housing created as part of the Development.

Portland Development Commission:

- Identify site/s (including consideration of existing PDC holdings) suitable for the Center, the Development and/or the redevelopment of the Blanchet House.
- Maintain lead responsibility for negotiating with private property owners for potential site acquisition and/or assembly.
- Work cooperatively with BHCD and HAP to ensure that the identified site or sites support the Development plan.
- Identify tax increment and other financial resources to support site acquisition and development.

Housing Authority of Portland:

- Serve as the master developer for the Development.
- Assess the feasibility of the site(s) to meet the programmatic needs of the Center and the Development.
- Manage the financing, design, and construction of a Development that will successfully integrate the Center and related functions on the preferred site or sites.
- Own all or portions of the Development, and master lease to providers as necessary.

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As we have discussed, the following key assumptions and facts will continue to guide our work during the next several months:

- The Center will include space for multiple agencies to deliver on-site housing counseling and supportive services, lockers, showers, lounging and recreation space for homeless individuals.
- The Center will be within a larger development that will include permanent supportive housing for one or more of the Center's most chronically homeless client groups.
- The Development will likely include a redeveloped shelter for men to replace the Glisan Street Shelter. It may also include other targeted affordable housing.
- The Development may be undertaken on one site or may involve multiple sites to accomplish a range of public goals, including the addition of PSH.
- The site(s) will be located within the expanded River District URA.
- PDC will make available TIF funds for site acquisition and development of the Center and the Development.
- TPI will be the lead operator of the Center.
- The Development may provide a redevelopment opportunity for Blanchet House.
- The Development will eliminate, or at least significantly reduce, the need for clients to queue up on the street as they wait to access services.

PDC has considerable history and experience in working with various stakeholders in the OTCT area. They have been working to site the Center for several months and working with Blanchet House for several years to on redevelopment options for their aging facility.

Thank you for your commitment to ending homelessness in our community. I look forward to working with each of you and your organizations to bring about the timely development of a Resource Access Center and the much needed housing.

Cc: Margaret Bax
Andy Wilch
Mike Andrews
Andy Miller

Attachment F: Market Rate Potential of Block U and Block 25

	Block U	Block 25
Development Capacity		
Height	75'	350'
FAR	6:1	9:1
Max. SF	240,000	350,820
Status	TriMet Staging	Two Contributing Historic Bldgs; NW Natural Parking Lease (130 spaces)

Market Potential/Opportunity Cost		
Development Criteria relative to one another (source: ED Hovee memorandum)		
1. Visibility	Good	Average
2. Vehicular Accessibility	Average	Good
3. Transit Accessibility	Good	Average
4. Adjacent Uses	Average	Average
5. Configuration	Good	Good
6. Pedestrian Environment	Average	Average
7. Potential Square Feet	Average	Good
8. Catalyst Potential*	Good	Good
9. Property Encumbrances*	Good	Poor
Development Criteria relative to Central City (source: ED Hovee memorandum)		
10. Market Rate Housing	Good/Average	Good/Average
11. Retail	Average	Average/Poor
12. Office	Good/Average	Average
Opportunity Cost Numerical Summary**	18.0	15.0

* Criteria/Ranking added or modified by PDC; Opportunity Cost Numerical Summary adjusted accordingly

** Opportunity Cost Analysis Summary: A rating of good was assigned two points; average was assigned one point; poor was assigned zero points for a potential 24 points. All criteria were equally weighted.