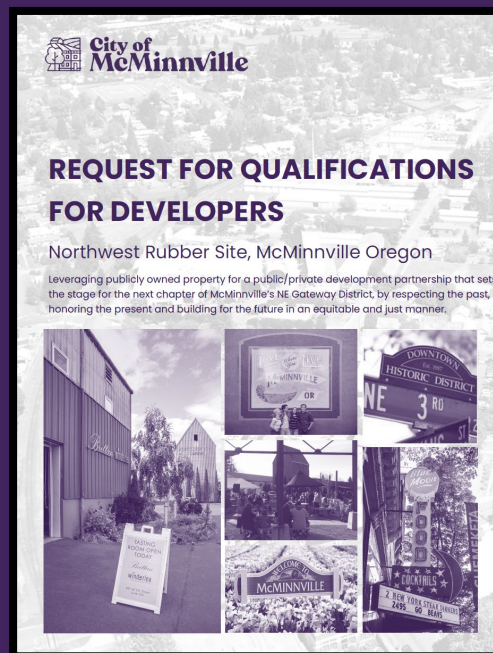


# REDEVELOPING THE NW RUBBER SITE

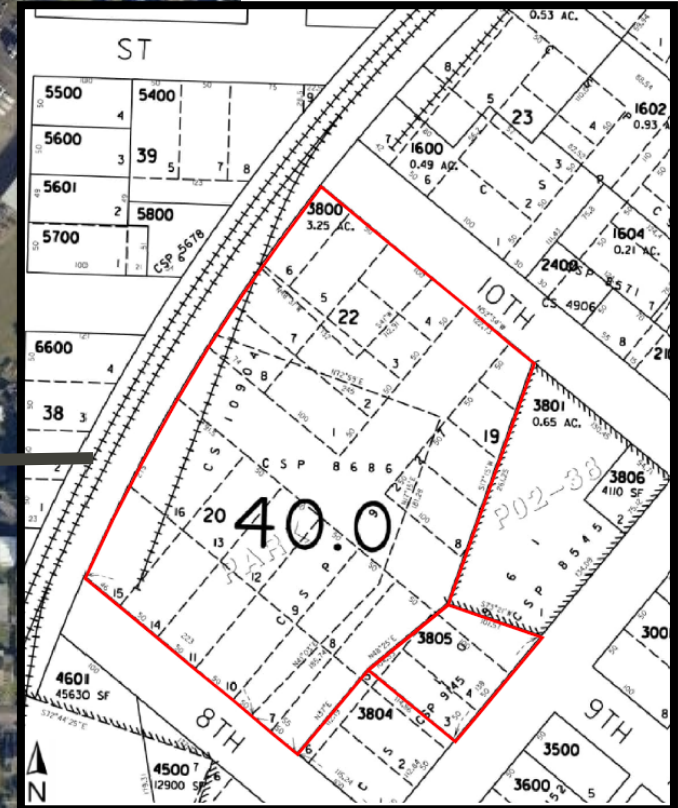


# SETTING THE STAGE

---

- ❖ This is a work session to discuss the recommendation of a development team to start negotiations of a development agreement to redevelop the site per the city's (community) vision.
  - Merit of the development team
  - Merit of the development team's project concept
  - Merit of the development team's responsiveness to the city's (community) vision
- ❖ Resolution No. 2025-03 – On URB meeting tonight. MOU to enter negotiations for a development agreement. Development agreement comes back to URB for consideration in a public meeting.
- ❖ Urban Renewal Funding vs City Funding





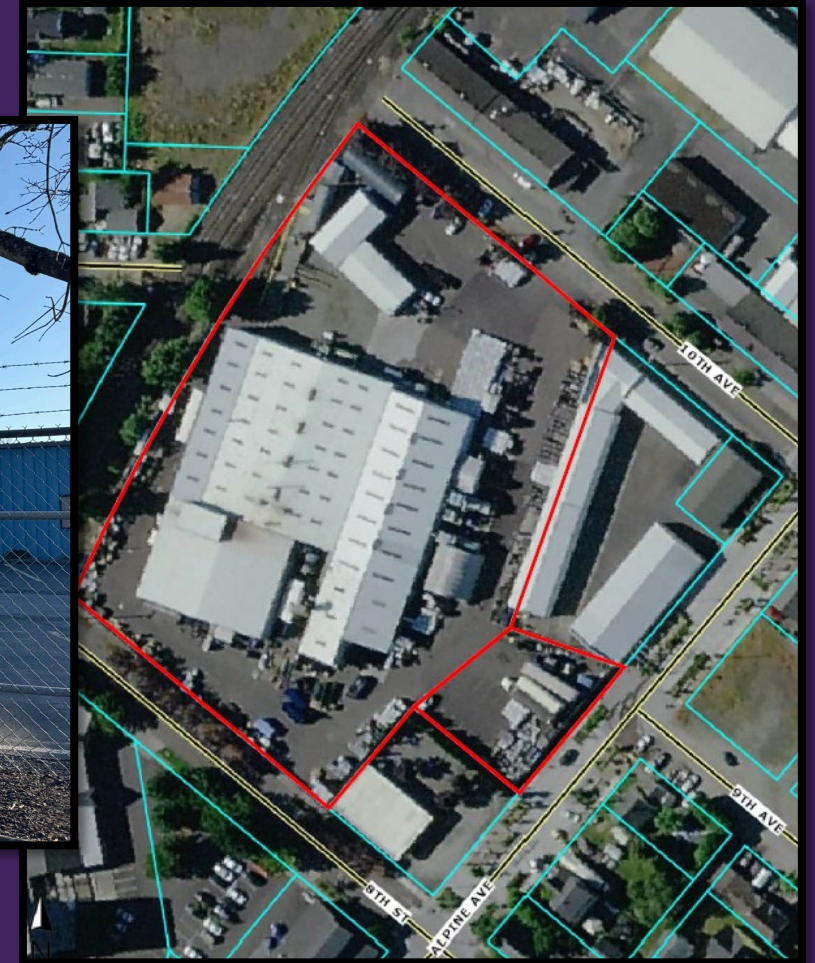
## NORTHWEST RUBBER REDEVELOPMENT SITE - NE GATEWAY DISTRICT

**Purchased:**  
10/23/23, \$4.25 MM  
+ closing costs

**Loan from WW Fund**  
– Interest only  
payments for five



**Vacant 3.5 Acre Industrial Site  
(Rubber Plant) Purchased by the  
City of McMinnville for a mixed-use  
commercial/residential  
redevelopment project.**



**Identified in 2013 NE Gateway District Plan as a catalyst opportunity site to revitalize the redevelopment of this city center industrial area into a vibrant mixed-use neighborhood.**



## NE GATEWAY DISTRICT PLAN, 2012

Identified as an Opportunity Site for the INDUSTRIAL USE TRANSITION Goal in the plan.

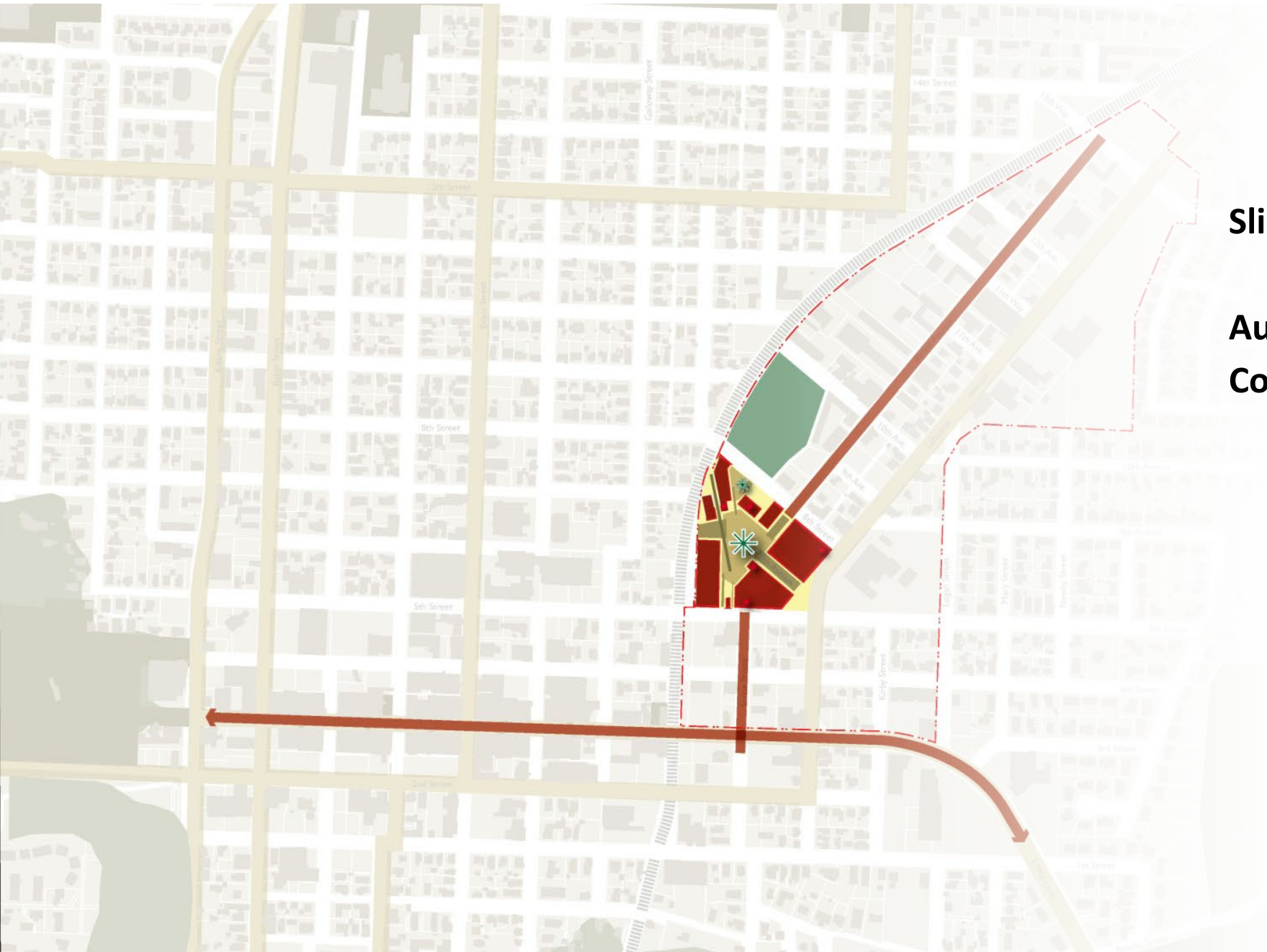
“Compact, mixed-use and economically vibrant”

Redevelopment Site located in the heart of the NE Gateway District.





# RB RUBBER INTEGRATION



**Slide from:**

**August 16, 2011**

**Community Open House**



# NE GATEWAY PLAN, JUNE 2012

3

## IMPLEMENTATION STRATEGY

### ACTIONS & PROGRAMMING INDUSTRIAL USE TRANSITION

Improvements & Actions	Short-Term Years			Medium- Term Years 4-6	Long-Term Years 7+
	1	2	3		
<b>3. Industrial Use Transition</b>					
a. Future Use Discussions	X				
b. Economic Development/Transition Strategy		X			
c. Interim Operating & Improvement Strategy		X			

### INDUSTRIAL USE TRANSITION

The vision for Northeast Gateway is one of a compact, mixed-use, and economically vital district that complements McMinnville's downtown and surrounding neighborhoods, providing a mix of residential, employment, cultural/tourism and support services. This intentional future envisions a long-term transition of remaining heavier industrial uses to more appropriate and well-served locations within the community, and shorter-term interim physical, aesthetic and operational improvements and strategies for improved and cooperative operation with existing and new development and redevelopment in the interim. This gradual transition is best initiated through discussions between the City and the property/business owner to identify future plans, needs and opportunities for a win-win solution to current operations and phased transition, and the development of an action program for achieving mutual objectives.





## Vision / Plan

NE GATEWAY  
DISTRICT  
PLAN  
(2010 - 13)

## Funding

URBAN  
RENEWAL  
PLAN  
(2013)

## Implementation

MCMINNVILLE  
URBAN  
RENEWAL  
ADVISORY  
COMMITTEE  
(2014 – Present)





**City of  
McMinnville**

# URBAN RENEWAL:



# PURPOSE OF URBAN RENEWAL

---

- ❖ Improve specific areas of a city that are poorly developed or underdeveloped.
    - ❖ Old or deteriorated buildings (56% of NE Gateway Area Properties are Low Improvement Value)
    - ❖ Streets and utilities in poor condition
    - ❖ Lack of parking
  - ❖ Allows for the use of tax increment financing to fund projects which will stimulate redevelopment, business investment and economic vitality.
- 
- ❖ Incremental revenue (amount of taxes generated in the area after the district is formed) are used to repay borrowed funds..
  - ❖ The funds borrowed are used to pay for urban renewal projects
  - ❖ Projects are chosen based on a plan with direct and indirect return to the district.

# PURPOSE OF URBAN RENEWAL

---

- ❖ Improve specific areas of a city that are poorly developed or underdeveloped.

- ❖ Old or deteriorated buildings (56% of NE Gateway Area Properties are Low Improvement Value)

- ❖ **When the district sunsets, not only is the area redeveloped with vitality meeting the community's needs and no longer blighted, but it also is producing tax revenue at a much greater pace than if the district did not exist.**

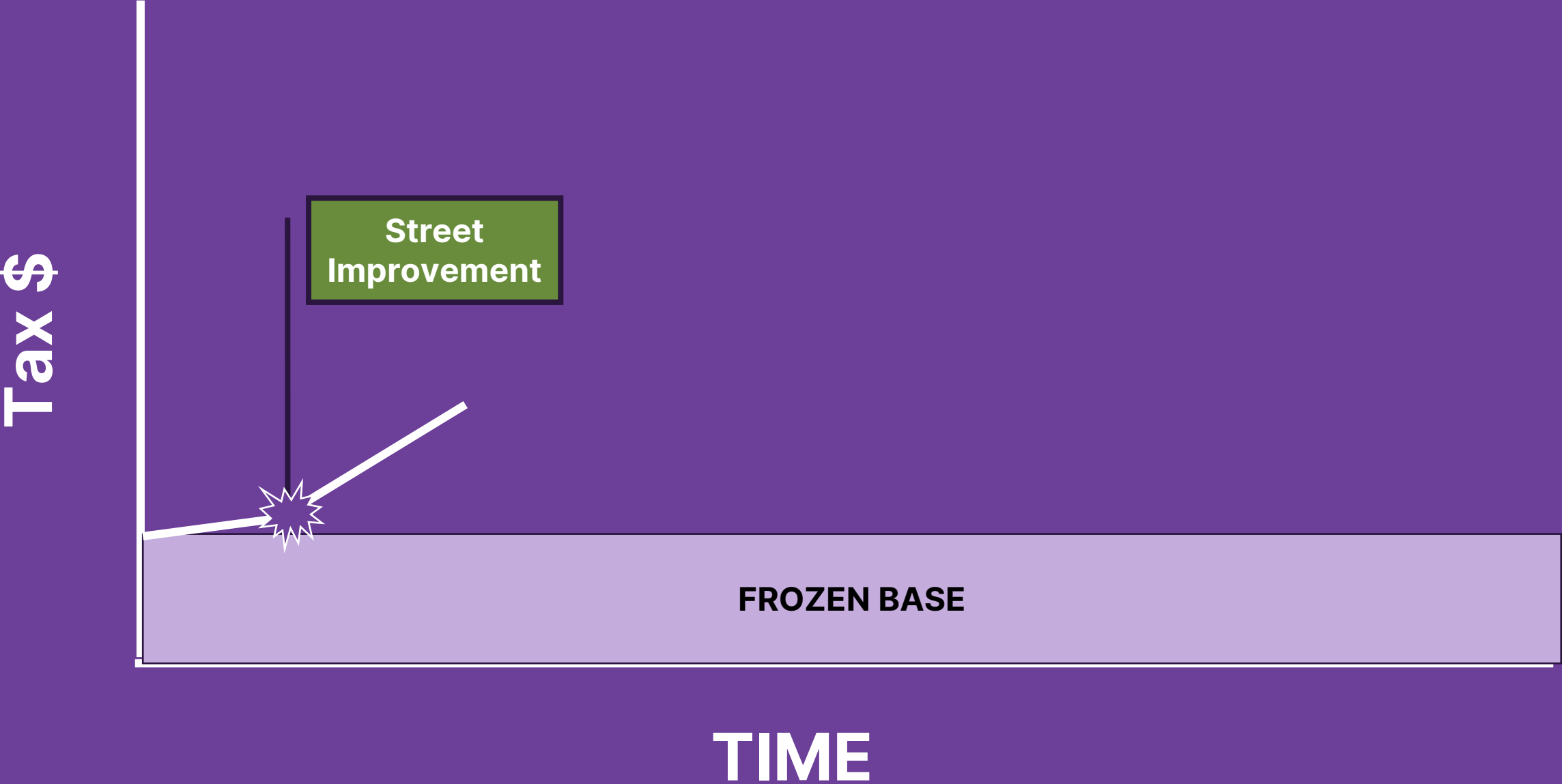
- ❖ **Area = less blighted**  
**Community Needs Met = Housing, jobs, etc.**  
**Overlapping Taxing Districts = More Revenue**

- ❖ The funds borrowed are used to pay for urban renewal projects

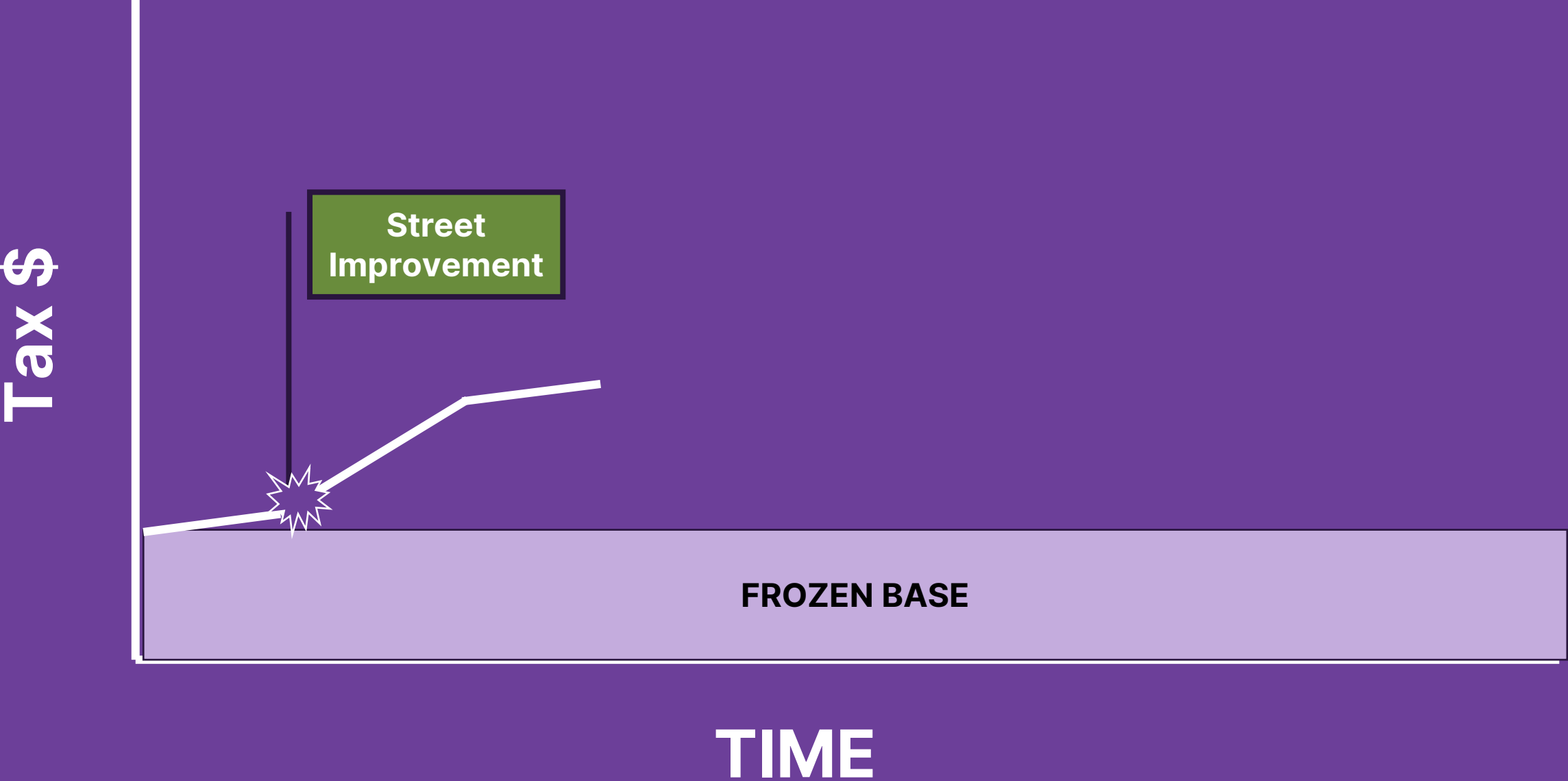
- ❖ Projects are chosen based on a plan with direct and indirect return to the district.



# Urban Renewal Investments – Direct and Indirect Return on Investment

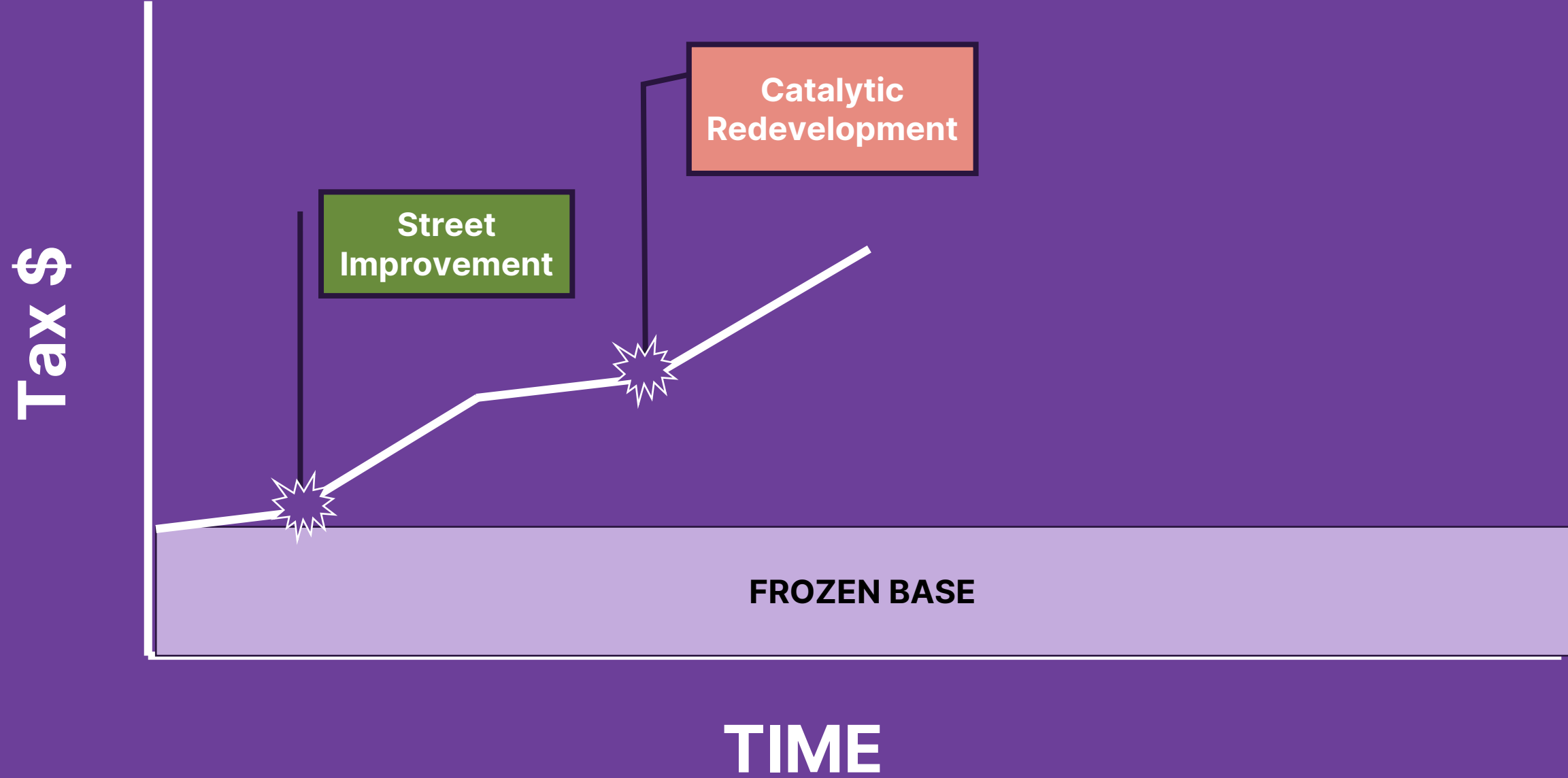


# Urban Renewal Investments – Direct and Indirect Return on Investment

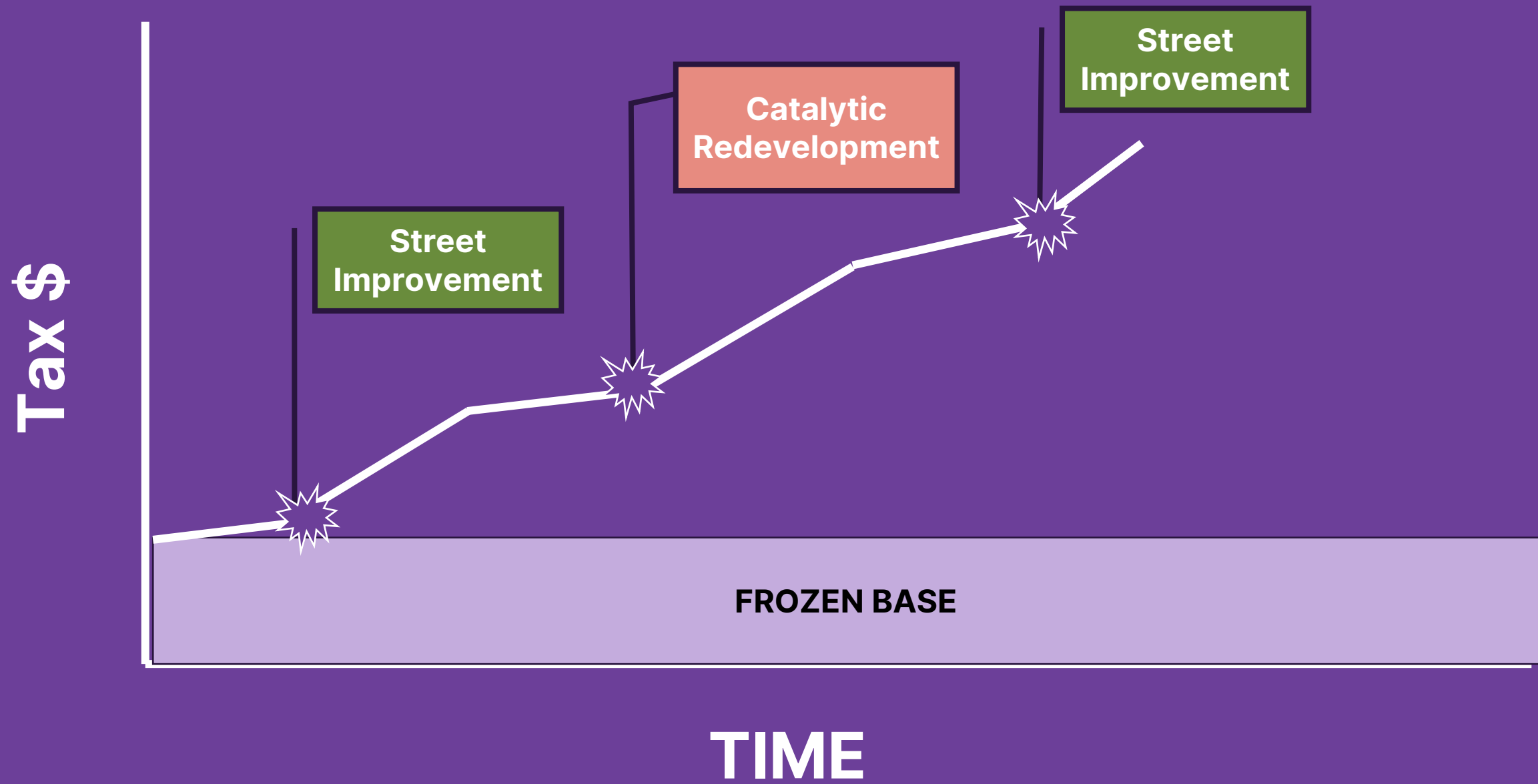




# Urban Renewal Investments – Direct and Indirect Return on Investment

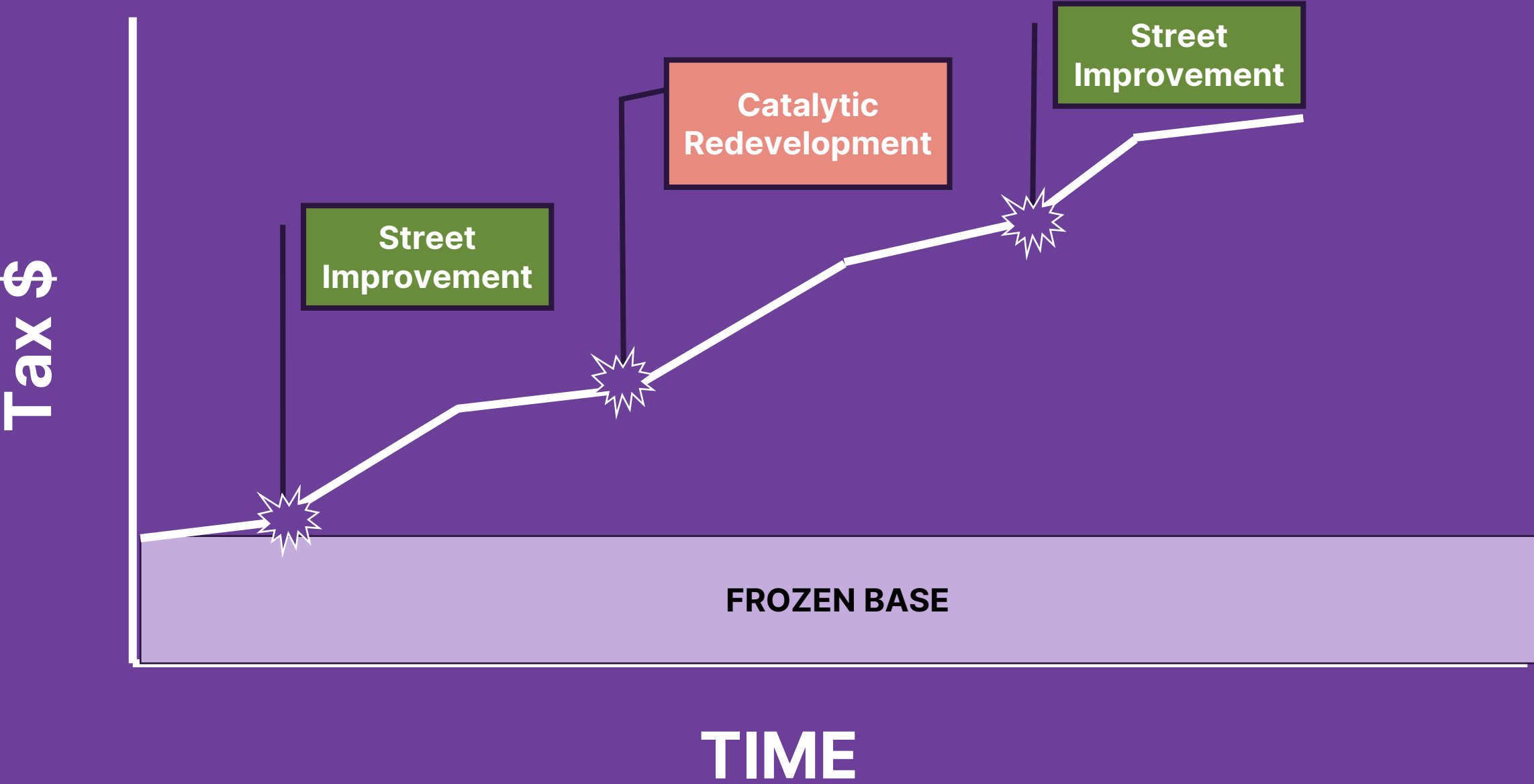


# Urban Renewal Investments – Direct and Indirect Return on Investment

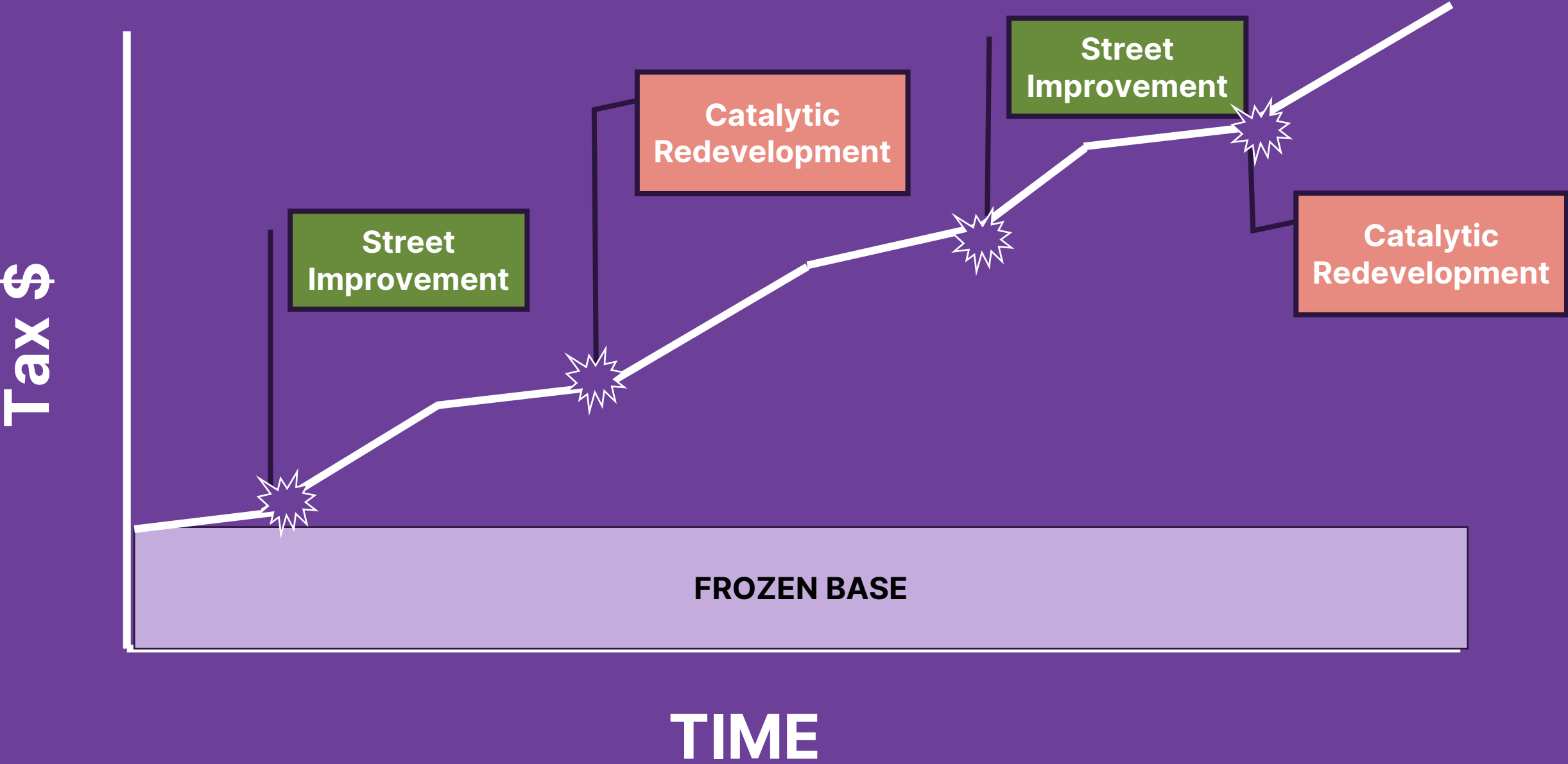




# Urban Renewal Investments – Direct and Indirect Return on Investment

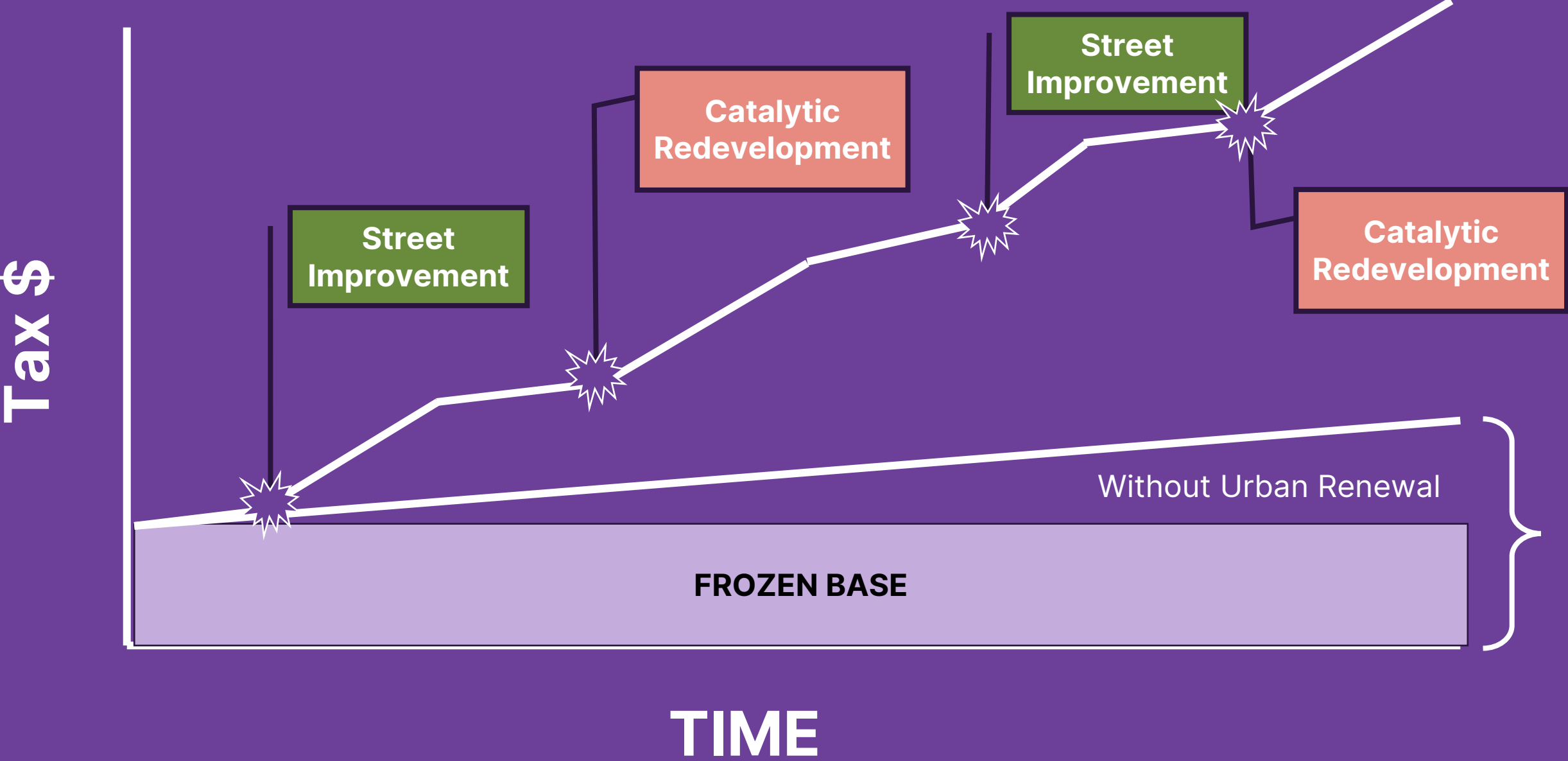


# Urban Renewal Investments – Direct and Indirect Return on Investment

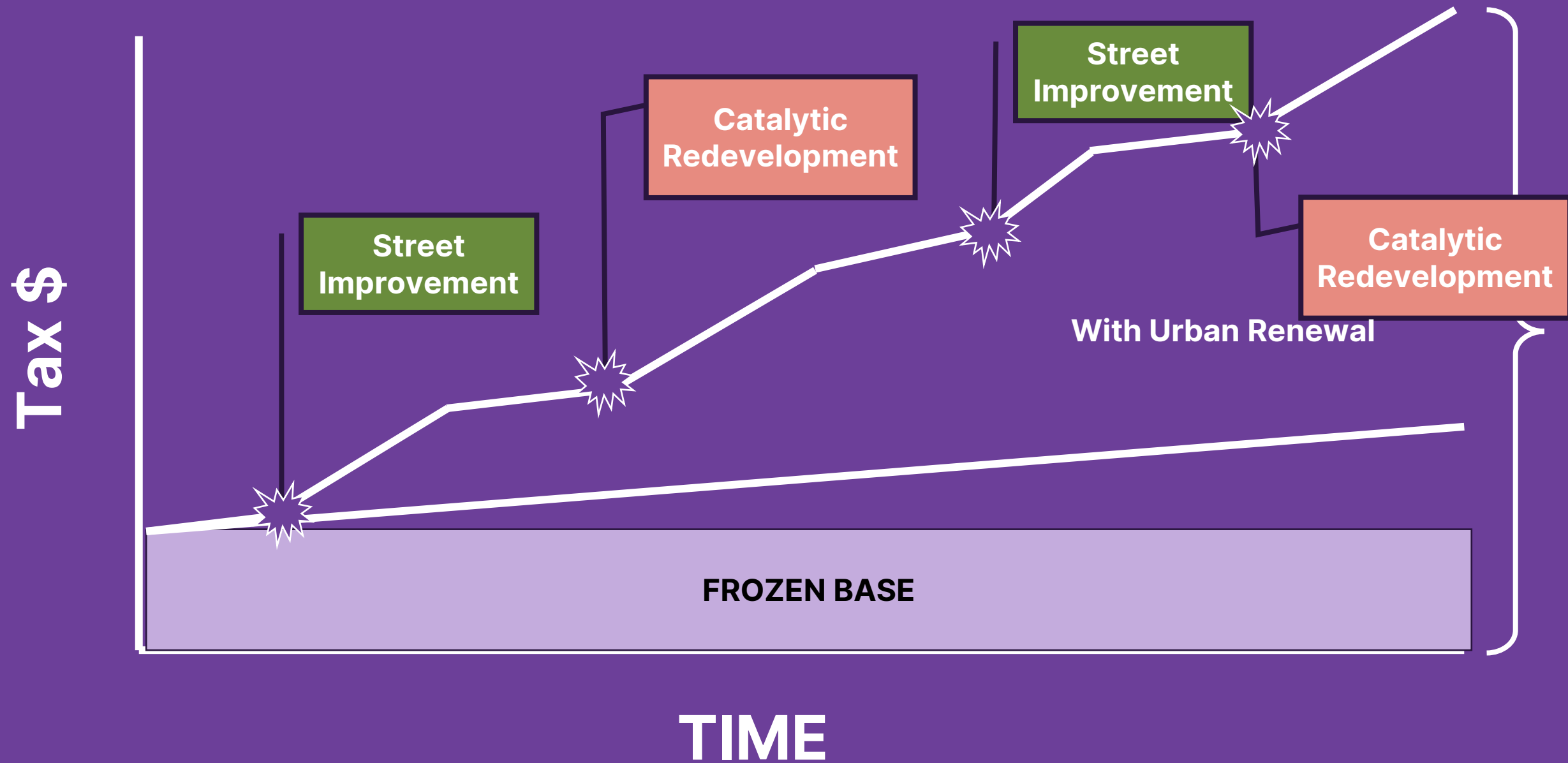




# Urban Renewal Investments – Direct and Indirect Return on Investment

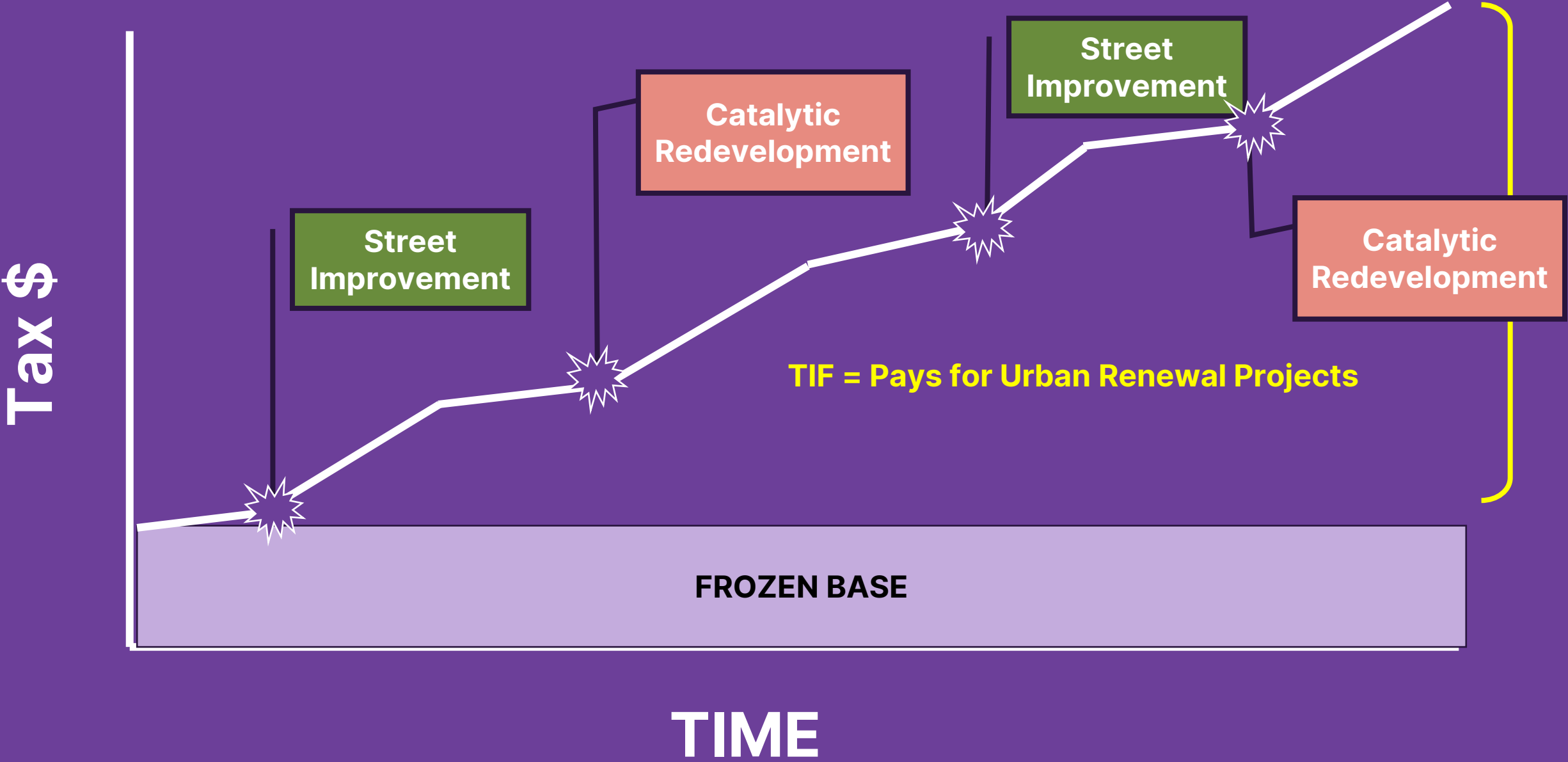


# Urban Renewal Investments – Direct and Indirect Return on Investment





# Urban Renewal Investments – Direct and Indirect Return on Investment





Street  
Improvement





Street  
Improvement





Street  
Improvement





Street  
Improvement





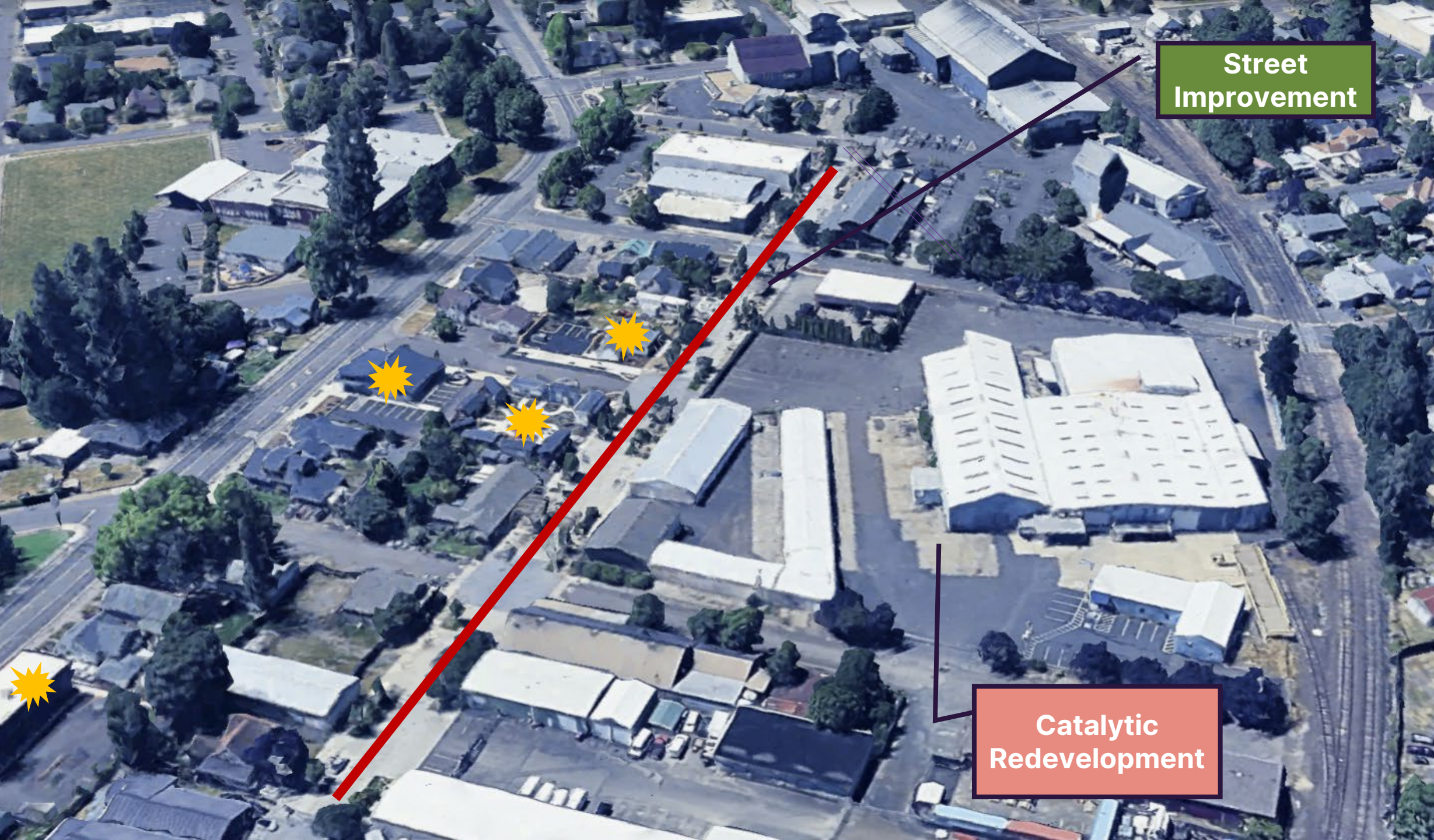
Street  
Improvement





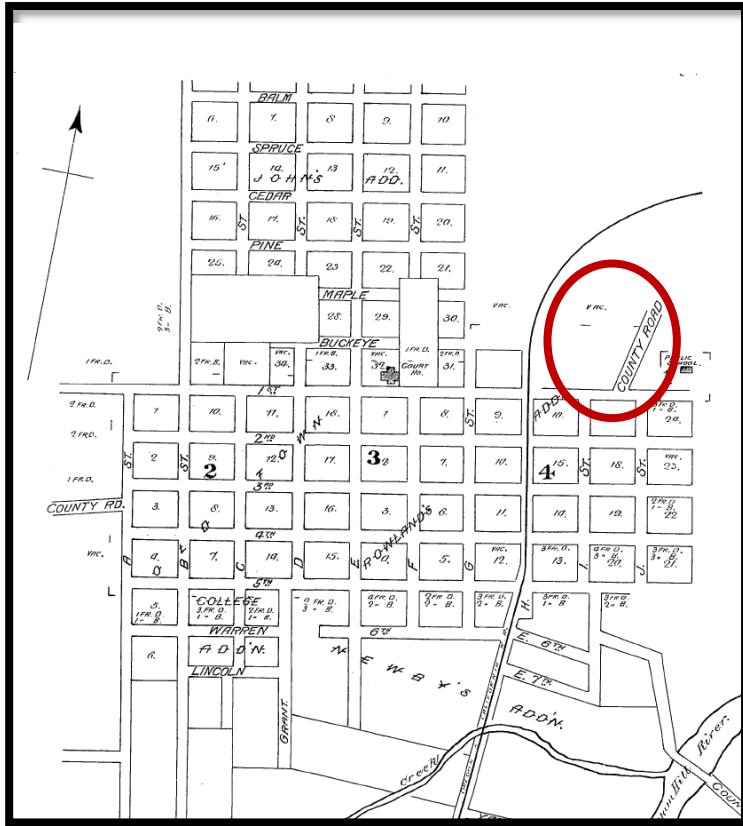
**Street  
Improvement**

**Catalytic  
Redevelopment**

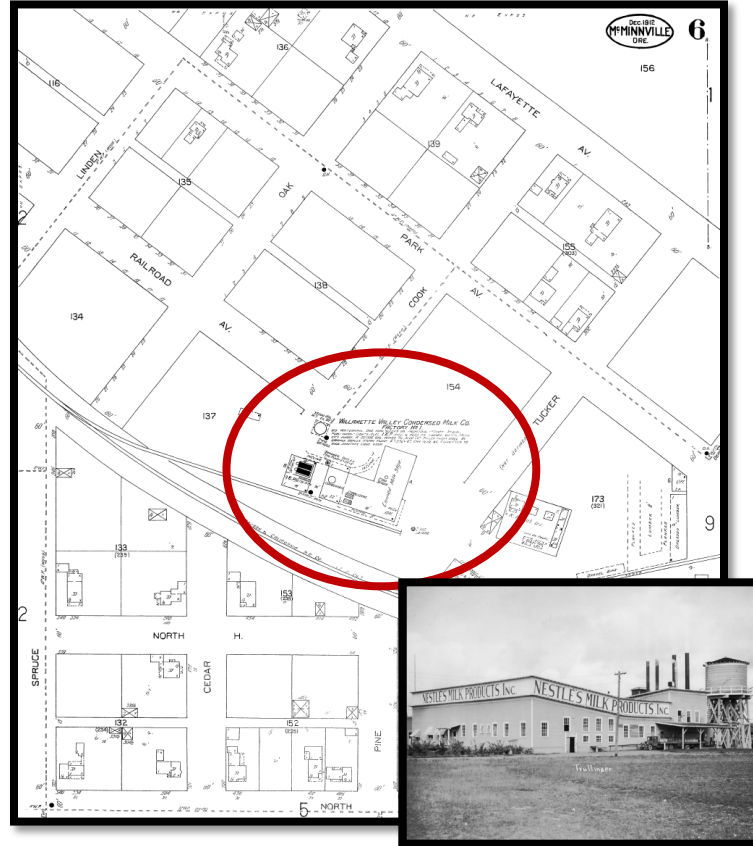




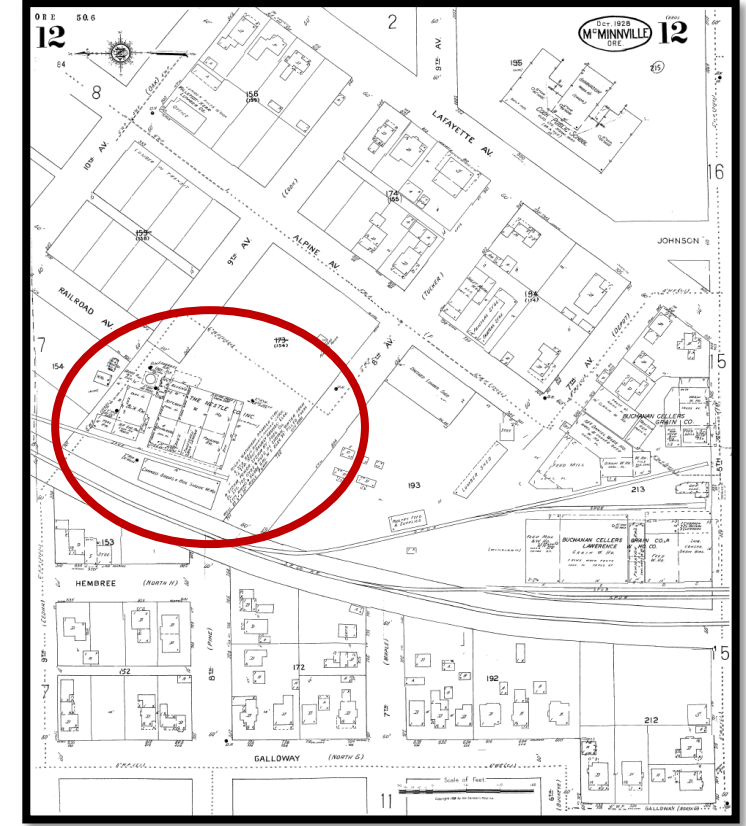
# History – CATALYTIC SITE– SANBORN MAPS



**1889 - Railroad arrived in 1879, no development in the district area yet.**



**1912 – Nestle Milk Condensery built on the redevelopment site**



**1928 – Dwellings start to fill in the neighborhood.**





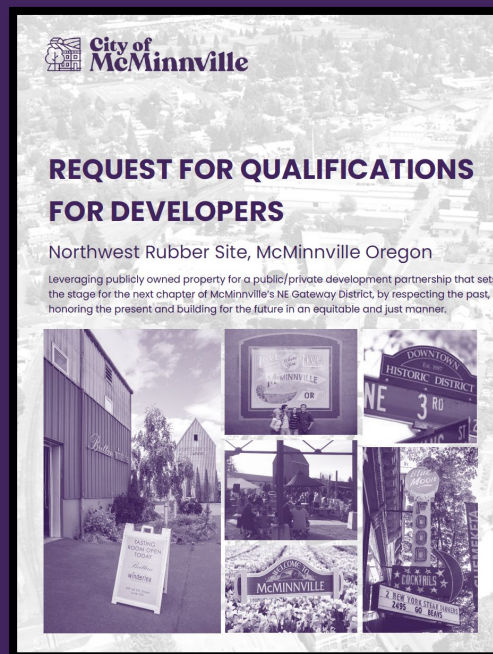
Catalytic  
Redevelopment



# REDEVELOPING THE NW RUBBER SITE



10/23/2023



7/19/2024



4/22/2025



**City of  
McMinnville**

# **NORTHWEST RUBBER SITE, NE GATEWAY DISTRICT –**

## **Control, RFQ and Redevelopment**



**City of  
McMinnville**

# **NORTHWEST RUBBER SITE, NE GATEWAY DISTRICT –**

## **Control, RFQ and Redevelopment**

**Building Something Transformative –  
for the Neighborhood and for McMinnville**

# Project Scope of Work

TASK	COMMENTS	TIMEFRAME
➤ Secure Property	Environmental assessment and purchase	8/23 - 11/23
➤ Hire a Consultant	Help the subcommittee draft a RFQ	2/24
➤ Meet with Developers	Consultant/Staff Meets	6/24
➤ Draft/Publish RFQ	Community Values / Just City Principles	7/17/24
➤ Host a Orientation and Tour	On-Site	8/6/24
➤ Qualification Proposals Due		8/30/24
➤ Select Short List of Developers	Reflect Project Goals/Values	9/24
➤ Community Engagement	Design Charrette	10/24
➤ Short List – Concept Proposals Due	Reflect Project Goals/Values	1/25
➤ Select Developer	Based on Qualifications/Concept Proposal	2/25
➤ Negotiate Development Agreement	Incorporate Project Goals and Values	3/25 - 11/25
➤ Transact Property	Sell Property (Prepare Site as Negotiated)	12/25



# Project Scope of Work

TASK	COMMENTS	TIMEFRAME
➤ Secure Property	Environmental assessment and purchase	8/23 - 11/23
➤ Subcommittee	Representative	11/23
➤ Hire a Consultant	Help the subcommittee draft a RFQ	2/24
➤ Meet with Developers	Generate interest	6/24
➤ Draft/Publish RFQ	Community Values / Just City Principles	7/24
➤ Select Short List of Developers	Reflect Project Goals/Values	8/24
➤ Community Engagement	Design Charrette	10/24
➤ Short List – Concept Proposals	Reflect Project Goals/Values	1/25
➤ Select Developer	Based on Qualifications/Concept Proposal	2/25
➤ Negotiate Development Agreement	Incorporate Project Goals and Values	3/25 - 11/25
➤ Transact Property	Sell Property (Prepare Site as Negotiated)	12/25
➤ Construction		2025 – 26

# Public-Private Partnerships

## Private Developers Seek:

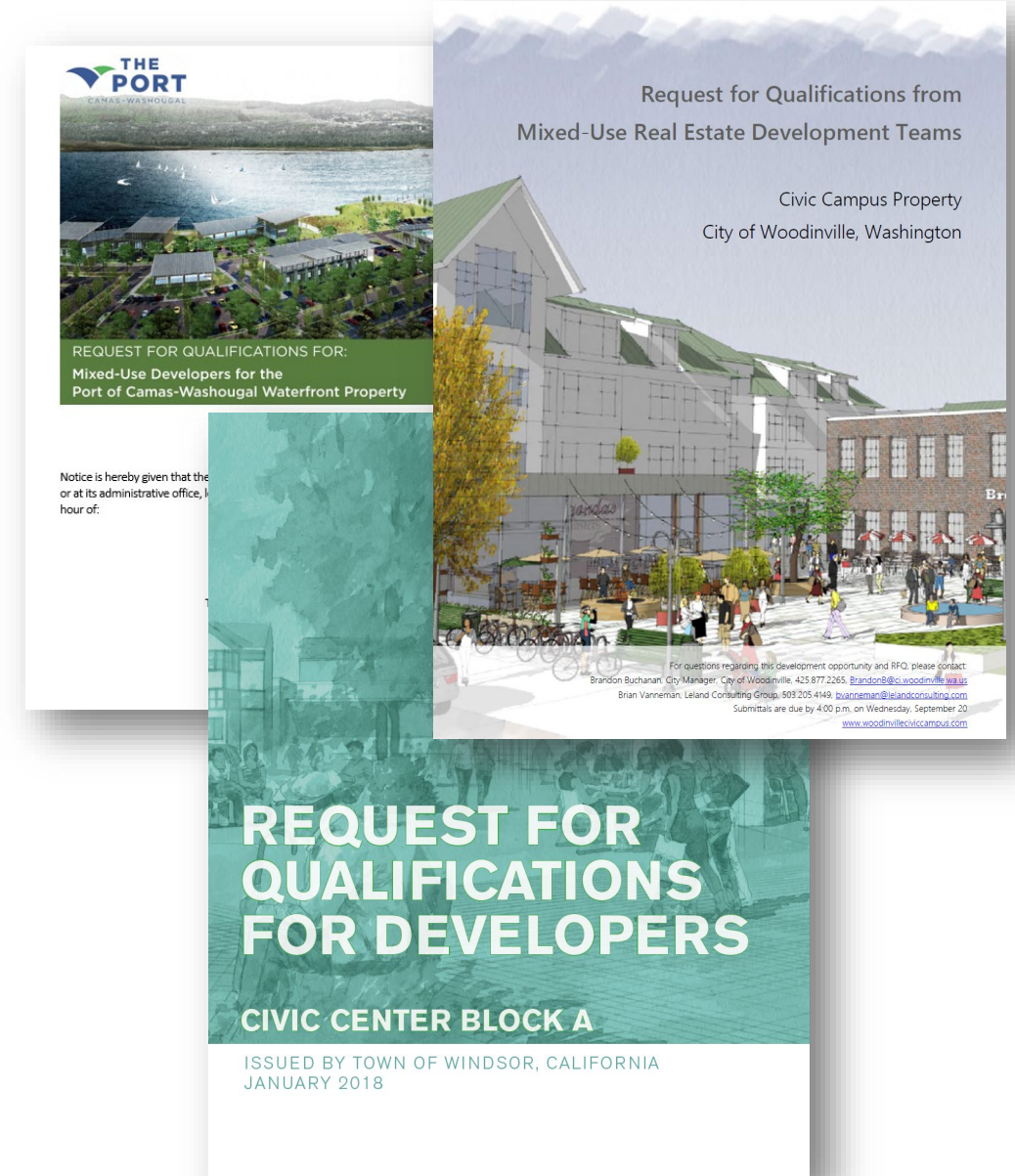
- Political Will
- Financial Means
- A clear plan with quality controls
- Strong vision

## Public Sector Seeks:

- Developers who...
  - Have done PPP and similar project type
  - Understand public process and scrutiny
  - Are financially strong
  - Are in it for the long haul
- References are critical
- Equity or an equity source is in place
- Debt sources as well

# RFQ vs RFP

- Request for Proposals (RFP)
  - Detailed drawings
  - Detailed financial terms
- Request for Qualifications (RFQ)
  - Track record of success
  - Quality of past projects
  - Qualifications of the design and construction team
  - Financial capacity





# Typical Deal Process

**RFQ** – find  
your partner



**MOU** –  
establish the  
deal outline



**DDA** – hammer  
out the details



Ongoing  
management  
agreements

- Less complex
- Early stage
- Outline level deal points
- Due diligence stage
- May/may not be legally binding
- ...but politically committing

- Form and quantity of public contributions
- Development and land purchase phasing
- Purchase price
- Ability to resell property
- Conditions
- Performance requirements
- Design standards
- Timeline

- Land leases
- Parking leases
- Easements
- Building leases
- Maintenance agreements
- Marketing agreements

# THE RFQ

## Census Data Review SWOT Analysis

### REQUEST FOR QUALIFICATIONS FOR DEVELOPERS

Northwest Rubber Site, McMinnville Oregon

Leveraging publicly owned property for a public/private development partnership that sets the stage for the next chapter of McMinnville's NE Gateway District, by respecting the past, honoring the present and building for the future in an equitable and just manner.



# OUR OPPORTUNITY:

Set the table to partner with a developer on a transformative project in this district:

Transformative in terms of –

- ❑ Developing a project that is uniquely McMinnville, meeting our city's needs in a forward-facing, authentic manner
  - Mixture of housing serving a diverse community
  - Design reflecting the unique attributes of the neighborhood
  - Celebration of some of our community layers that are often not recognized fully
  - Involve the community in the project
- ❑ Utilizing a process that is inclusive, data-informed and responsive
  - City Goals and Principles in the RFQ
  - Choosing a developer based on shared values and vision for the area and the site



## **Required Elements:**

- ❖ **Variety of Housing Types and Price Points**
- ❖ **Commercial Spaces**
- ❖ **Parks, Plazas and Open Spaces**
- ❖ **Parking**

## **Optional Elements:**

- ❖ **Hospitality Uses**
- ❖ **Utilization of Existing Site Components**

## **Key Objectives:**

- ❖ **Catalytic Project**
- ❖ **Welcoming to the Entire Community**
- ❖ **Reflects Core Values –  
Courage, Equity, Stewardship, Accountability**
- ❖ **Demonstrates Design Excellence**
- ❖ **Anti-Displacement**
- ❖ **Representational Community Engagement**



## **Phase 1 - Submittal and Evaluation**

- 1) Letter of Introduction**
- 2) Resumes**
- 3) Firm Profiles**
- 4) Statement of Vision for Site**
- 5) Approach to Community Engagement**
- 6) List of Relevant Successfully Completed Mixed-Use Developments**
- 7) References (5) from Public Agencies/Clients**
- 8) Banking References and Equity Partners**

**Received 8 Proposals –  
Selected 4 for Interviews**

**Narrowed down to 3  
Proposals**

<b>Vision</b>	<b>25 Points</b>
<b>Experience</b>	<b>40 Points</b>
<b>Team</b>	<b>30 Points</b>
<b>Completeness of Submittal</b>	<b>5 Points</b>

## Received 8 Proposals:

- 1) **Community Development Partners**
- 2) **Community Partners Affordable Housing**
- 3) **Edlen**
- 4) **Ethos**
- 5) **Guardian**
- 6) **Palindrome**
- 7) **Redbridge**
- 8) **Shortstack**

### **Semi-Finalists:**

- **Ethos**
- **Guardian**
- **Palindrome**

## **REQUEST FOR QUALIFICATIONS FOR DEVELOPERS**

Northwest Rubber Site, McMinnville Oregon

### **Phase I: Selection of Finalists for Interviews**

The City of McMinnville received 8 proposals in response to our RFQ for developers for the NW Rubber Site, and has chosen the following four development teams to invite for an interview. The City will be reaching out to schedule those interviews for the week of September 30.

- **Community Development Partners**
- **Ethos**
- **Guardian**
- **Palindrome**



The City of McMinnville received proposals from the following development teams:

- Community Development Partners
- Comm Partners Affordable Housing
- Guardian
- Redbridge
- Edlen
- Ethos
- Palindrome
- Shortstack

Please note that the City of McMinnville has changed the following calendar for Phase I:

#### **PHASE 1 SCHEDULE**

Milestone	Date
<b>PHASE 1</b>	
<b>Selection of Semi-Finalists</b>	<b>Week of Sept. 16, 2024</b>
<b>Developer Interviews</b>	<b>Week of Sept. 30, 2024</b>
<b>Selection of Finalists</b>	<b>Week of Oct. 7, 2024</b>





## Phase 2 - Timeframe

### SCHEDULE

Milestone	Date
PHASE 2	
Community Engagement	October – December 2024
Proposals Due	Late January 2025
Proposal Selection	Late February 2025
Negotiation of MOU	March-April 2025
Negotiation of DDA	April 2025-early 2026
Groundbreaking	Spring 2026



City of  
**McMinnville**

## Community Design Workshop

**THURSDAY  
12.12.2024**

**CIVIC HALL | 5 PM - 7 PM**  
200 NE SECOND STREET





## Phase 2 - Submittal Requirements:

- 1) **Executive Summary**
- 2) **Development Program**
- 3) **Development Schedule**
- 4) **Community Engagement Plan**
- 5) **Proposed Business Deal and Transaction Structure**
- 6) **Conceptual Design Documents**

## **REQUEST FOR QUALIFICATIONS FOR DEVELOPERS**

Northwest Rubber Site, McMinnville Oregon

### **Phase I: NOTICE OF DECISION OF SEMI-FINALISTS**

The City of McMinnville received 8 proposals in response to our RFQ for developers for the NW Rubber Site, and chose four development teams to invite for an interview. From that interview process, the City has selected three semi-finalists to advance to Phase 2 of the selection process.



The City of McMinnville selected the following three semi-finalists to advance to Phase 2 of the RFQ process:

- **Ethos**
- **Guardian**
- **Palindrome**

### **PHASE 2 SCHEDULE**

Milestone	Date
<b>PHASE 2</b>	
<b>Community Engagement</b>	<b>October – December 2024</b>
<b>Proposals Due</b>	<b>Late January 2025</b>
<b>Proposal Selection</b>	<b>Late February 2025</b>
<b>Negotiation of MOU</b>	<b>March – April 2025</b>
<b>Negotiation of DDA</b>	<b>April 2025 – November 2025</b>

## Phase 2 - Evaluation

<b>Project Concept</b>	<b>60 Points</b>
<b>Responsiveness to Statement of Values</b>	<b>20 Points</b>
<b>Diversity, Equity and Inclusion</b>	<b>20 Points</b>



## NW Rubber Site, Phase 2 Proposals:

Component	Ethos	Guardian	Palindrome
Development Program	<p>Two Phases:</p> <p>1) <b>6500 sf of commercial space</b> (Retail/Gateway). (Ethos)</p> <p><b>80 Units of Affordable Housing (30 -60% AMI)</b> (1 Bedroom Units) Home First Development</p> <p>2) <b>7500 sf commercial.</b> Ethos Development</p> <p><b>104 Units (80 – 120% AMI)</b> plus leasable commercial and creative maker spaces on the ground level.</p> <p><b>Parking:</b> 138 Parking Stalls (Approx 250 required)</p> <p><b>Open Space:</b> 0.85 acres of Public Open Space (24% of site)</p> <p><b>Completion:</b> September 2028</p>	<p>Two Phases:</p> <p>1) <b>171 Affordable (30 – 80% AMI)</b> (9 Live Work Units)</p> <p>2) <b>3000 sf of commercial space</b></p> <p><b>Parking:</b> 117 Parking Stalls (85 Required)</p> <p><b>Open Space:</b> Did not provide quantity</p> <p><b>Completion:</b> December 2028</p>	<p>Two Phases:</p> <p>1) <b>188 Apartments (123 Affordable, 65 Market Rate)</b></p> <p>2) 51 Key Boutique Hotel</p> <p>Market Hall (<b>11,100 sf commercial</b>)</p> <p>Micro – Restaurant/Retail/Office (<b>6,840 sf commercial</b>)</p> <p><b>Parking:</b> 153 Parking Stalls (Approx 280 required)</p> <p><b>Open Space:</b> (4200 sf) + Pavilion (5600 sf)</p> <p><b>Completion:</b> December 2029</p>
Terms	<ul style="list-style-type: none"> <li>Land available at no cost</li> <li>Full SDC Exemptions (Parks, Trans and WW for whole project)</li> <li>Significant Reduction in Permit Fees</li> <li>Waived or reduced property taxes</li> <li>Payment in Lieu of Taxes (\$10K - \$20K per year)</li> <li>MULTE (Ten Year Tax Exemption)</li> </ul>	<ul style="list-style-type: none"> <li>Purchase property for \$4,700,000</li> <li>SDC Exemptions (Trans and WW for AH Component)</li> <li>50% Reduction in Permit fees for AH component</li> <li>Full Property Tax Exemption</li> <li>CET Exemption</li> </ul>	<ul style="list-style-type: none"> <li>Land available at no cost</li> <li>SDC Exemptions (Trans and WW for AH Component)</li> <li>50% Reduction in Permit fees for AH component</li> <li>CET Exemption for AH Component</li> <li>15 Year Property Tax Exemption for AH Component</li> </ul>
Public Engagement	<p>Asset Based Community Development (ABCD) through PSU Center for Public Interest Design</p> <p>2 Open Houses</p> <p>Focus Groups</p>	<p>Neighborhood Meeting 1</p> <p>Online Survey 1</p> <p>Neighborhood Meeting 2</p> <p>Online Survey 2</p>	<p>Stakeholder Outreach</p> <p>Community Outreach</p> <p>Reduce barriers to participation</p> <p>Feedback Loop</p>
Total Construction Value	<p><b>\$63.65 MM</b></p> <p>Phase 1: \$34 MM (Tax Exempt) + \$1.75 MM</p> <p>Phase 2: \$27.9 MM</p>	<p><b>\$71.0 MM (Tax Exempt)</b></p>	<p><b>\$80.5 MM</b></p> <p>Phase 1: \$59 MM</p> <p>Phase 2: \$21.5 MM</p>

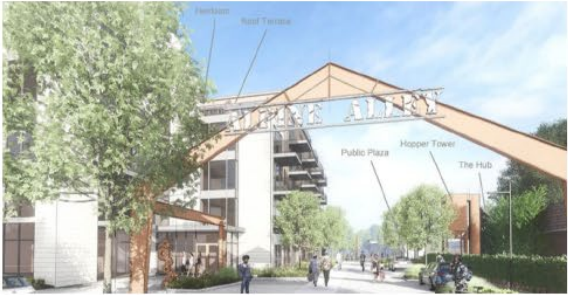
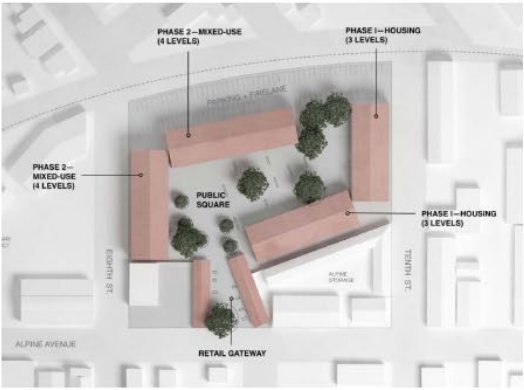
Component

Ethos

Guardian

Palindrome

Site Plans







## **Some Additional Considerations:**

### **Review Subcommittee:**

**Mayor, Remy Drabkin (2024) / Kim Morris (2025)**

**City Manager, Jeff Towery**

**Community Development Director, Heather Richards**

**MURAC Member – Lisa Pool**

**MURAC Member – Walt Gowell**

**MURAC Member – Peter Kircher**

**Consultant Team – Leland Consulting Group**

## **FISCAL IMPACT:**

### **Near Term – Terms of the Transaction**

- Land PSA
- Fees (Permits, SDC Fees, etc.)

### **Long Term – Annual Aggregate Over Time**

- Property Tax Revenue
- Jobs – Wages
- Residential Disposable Income
- Tourism Income
- Transient Lodging Tax



## **FISCAL IMPACT:**

### **Near Term – Terms of the Transaction**

- Land PSA
- Fees (Permits, SDC Fees, etc.)

**See Financial  
Analysis by LCG**

### **Long Term – Annual Aggregate Over Time**

- Property Tax Revenue
- Jobs – Wages
- Residential Disposable Income
- Tourism Income
- Transient Lodging Tax



# City of McMinnville

## PALINDROME:

- Required Elements (Housing, Commercial, Parking, Open Space)
- Optional Elements (Hospitality, Utilization of Existing Site Components)
- Meets Objectives (Catalytic, Design Excellence, Representational Engagement, Anti-Displacement, Welcoming, Core Values (Equity, Stewardship, Courage, Accountability))
- Fiscal Impact (District, City, Community, Overlapping Taxing Districts)
- Community Engagement – Feedback Loop throughout the project

# Introducing Palindrome:





# City of McMinnville



## GRANUM

RFP for Developers for the McMinnville Northwest Rubber S

### HOTEL (3 STORIES, 28,200 GSF)

300 sf Rooms	45
400 sf Rooms	6

**Total Keys 51**

### MARKET HALL (11,100 GSF)

9x18 Vendors	11
10x10 Vendors	2

**Total Vendors 13**

#### A vision that checks all your boxes, & more!

- ✓ Variety of Housing
- ✓ Commercial Spaces
- ✓ Hospitality
- ✓ Open Gathering Spaces
- ✓ A Sense of Belonging

## \$80.5 MM



### AFFORDABLE HOUSING (6 STORIES, 108,300 GSF)

Studios	11
1 Bedroom	89
2 Bedroom	11
3 Bedroom	12

**Total Affordable 123**

### MARKET-RATE HOUSING (6 STORIES, 62,000 GSF)

Studios	15
1 Bedroom	40
2 Bedroom	10

**Total Market-rate 65**







## PROGRAM & CONNECTIONS







## Pavilion & Outdoor Space

A portion of the original warehouse building is preserved and adaptively reused to form the pavilion, honoring the site's history and layering of time. The pavilion is defined by large steel frames spanning 70 feet, with ceilings sloping up to 30 feet. At the north end, the pavilion opens to a green space where the steel frames are intentionally exposed, allowing the building to reveal its original industrial frame and form the boundaries of this central park element. Indoor and outdoor space is public-focused, family-friendly and creates room for flexible programming throughout the day and evening.

**OUTDOOR SPACE**  
(4,200 SF)

**PAVILION**  
(5,600 SF)





## Micro-Retail & Micro-Office

Micro-retail and micro-office spaces create affordable commercial opportunities for boutiques, local small businesses, and specialty retailers. An elevated boardwalk activates this area of the site, encouraging visitors to explore the local McMinnville offerings and brands in more intimate and compelling daylight spaces that offer glimpses of discovery through and across the site.

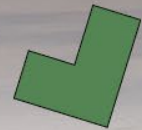
### PROGRAM (6,840 GSF)

380 sf Spaces	18
<b>Total Spaces</b>	<b>18</b>

■ Micro-Retail/Office Space



## PROGRAM & CONNECTIONS

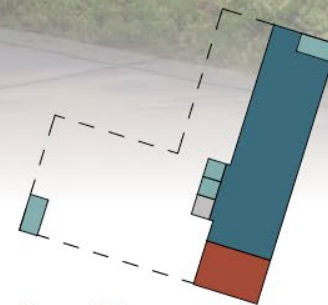


## Market-rate Housing

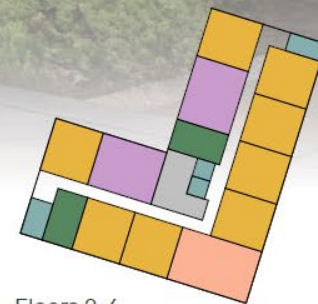
The market-rate housing building anchors GRĀNUM's west end and engages NE 8th Street. The ground floor elevation engages with all the site's amenities, providing sheltered areas for gathering. The facade articulation and materiality respond to neighboring buildings like Buchanan Cellars and the agricultural structures nearby.

### PROGRAM (6 STORIES, 62,000 GSF)

Studios	15
1 Bedroom	40
2 Bedroom	10
<b>Total Market-rate</b>	<b>65</b>



Ground Floor



Floors 2-6

- Building Services
  - Amenity & Flex
  - Retail
  - Circulation
  - Studio (~350 SF)
  - 1 Bedroom (~600 SF)
  - 2 Bedroom (~800 SF)
  - 3 Bedroom (~1,000 SF)
- Page 37 of 164

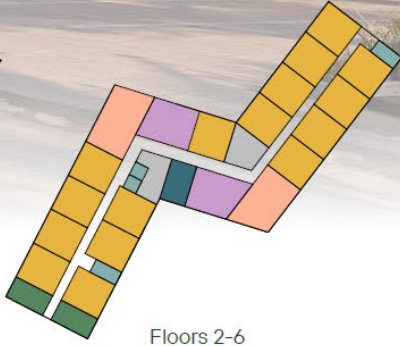
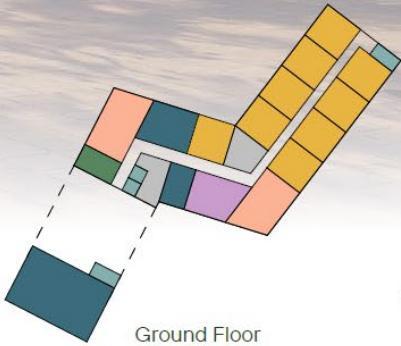




# Affordable Housing

GRĀNUM's diversity of housing types is important to the vitality of the development. The affordable housing building responds to an identified need by offering a mix of apartment sizes, flexible amenity spaces, opportunities for supportive services and features that serve families and the workforce of McMinnville who have sought more affordable accommodations.

<b>PROGRAM</b> (6 STORIES, 108,300 GSF)	
Studios	11
1 Bedroom	89
2 Bedroom	11
3 Bedroom	12
<b>Total Affordable</b>	<b>123</b>



- Building Services
- Amenity & Flex
- Circulation
- Studio (~350 SF)
- 1 Bedroom (~600 SF)
- 2 Bedroom (~800 SF)
- 3 Bedroom (~1,000 SF)



**25 Years of History**

**8600 Housing Units**  
**389,000 sf commercial space**

**Mission = Create Places for People**



COBID ESB #12049





## The Influence of Initial Community Feedback

The Community Engagement design charrette demonstrated to our team the level of excitement and ownership the community has for the McMinnville Northwest Rubber Site development, and for us, this is ideal. When communities are invested, we are likely to receive feedback that is thoughtful and direct, leading to more nuanced solutions. The level of engagement during the first design charrette has already influenced our team's understanding of what this site should consider, including:

### The activation of Alpine Avenue.

Activating this thoroughfare furthers the previous investment from the City, so we are putting our most active use elements—the hotel and the market hall—along Alpine.



### The need for housing.

In response, we are including a mix of affordable and market-rate multi-family housing with plenty of green space and exterior spaces which the residents can enjoy. We will also provide supportive services for a diverse array of households.



### Saving the site's history.

Creatively reusing some of the site's structures and responding to the industrial vernacular in the development. Applying the concept of palimpsest—or reuse for a different purpose—as a way to continue a place's story.



### Space for micro-retail & micro-offices.

Incorporate micro-retail/office space for local emerging small businesses. Bring in retailers that appeal to the local community to ensure the site is a destination for locals along with tourists. Businesses support, rather than compete with, local industry (bring in a taproom, rather than a new brewery).



### Traversable site.

Community members noted that the slow speeds, parking, and multi-modal transportation options of Alpine Avenue are desirable and could be applied to make it easily traversable. Thoughtful planning and activated thoroughways integrate the development, making moving within and through the site seamless.



### Contextualized design.

Respond to the architecture of the Granary District using siting, materials, building forms, and intentional design solutions that respect the existing vernacular. Materials like galvanized steel, brick, and wood rafters add an industrial design language informed by the site's history.

### Inviting the community in.

The development prioritizes clear site lines and opens to the community, encouraging folks to engage with the site and not just experience it from the perimeter.



### Placemaking is valued.

During engagement, we found that community members responded most to our images that showed people interacting with public spaces. Special focus on the site design encourages the community to have a sense of discovery, creating moments for gathering, traversing, and exploring places to just be.



### We are aligned.

The design charrette drove home how engaged people are, and our team is invigorated by what the community wants. From what we learned, we are aligned in our collective vision and are excited because this is exactly the type of development that we love to deliver.





# SUMMARY – PALINDROME

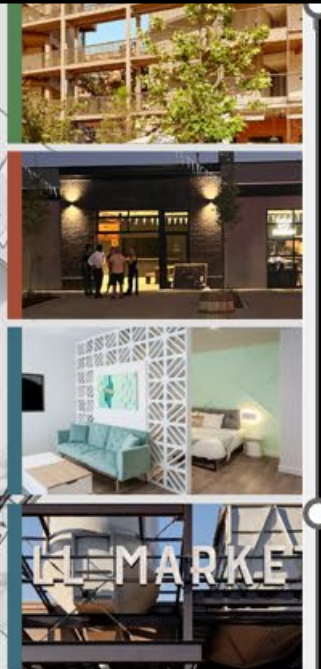
- ❖ They provided the program that best matches the NE Gateway Plan and the RFQ. (Commercial, Residential, Hospitality, Plazas, Open Spaces, Industrial Characteristics)
- ❖ They have experience with the program provided.  
(It is what they do, and they own and manage their own products)
- ❖ Their program has the opportunity for the most catalytic impact (direct return and indirect return on investment).

## **CONCERNS:**

- **Parking** – The proposal does not have enough parking to meet the City’s regulations for required off-street parking. How is this resolved?
- **Viability** – Ensure that there are contractual mechanisms to protect the URA from non-performance with claw back provisions.
- **Consider the financial Impact to Overlapping Taxing Districts in terms of the sunset of the district (debt beyond sunset, tax credit beyond sunset)**
- **Consider positive Fiscal Impact to the Urban Renewal District, City, County, Community, and overlapping taxing districts.**
- **Community Engagement** – Feedback Loop throughout the project
- **Purchase and Sale of the Property** – There needs to be a fair return to the community. (Assure that the agency/city can assume the debt or is made whole over the time of the project, either directly or indirectly, with anticipated catalytic redevelopment in the area.)
- **MULTE** – Negotiate a payment in lieu of taxes



# DISCUSSION



## HOTEL (3 STORIES, 28,200 GSF)

300 sf Rooms	45
400 sf Rooms	6

**Total Keys 51**

## MARKET HALL (11,100 GSF)

9x18 Vendors	11
10x10 Vendors	2

**Total Vendors 13**

### A vision that checks all your boxes, & more!

- ☒ Variety of Housing
- ☒ Commercial Spaces
- ☒ Hospitality
- ☒ Open Gathering Spaces
- ☒ A Sense of Belonging

## AFFORDABLE HOUSING (6 STORIES, 108,300 GSF)

Studios	11
1 Bedroom	89
2 Bedroom	11
3 Bedroom	12

**Total Affordable 123**

## MARKET-RATE HOUSING (6 STORIES, 62,000 GSF)

Studios	15
1 Bedroom	40
2 Bedroom	10

**Total Market-rate 65**