

**New Markets Tax Credit Transaction Profile**  
**3-Way Partnership**  
**Project Highlights**



**CDFI Bank Partner:**

Albina Community Bank

**Large Bank Partner:**

Wells Fargo Bank

**Project Partner:**

Central City Concern

**Other Partners:**

Community Funding Group (CFG)

**Location:**

Portland, Oregon

**QEI Amount:**

\$6.6 million from NCIF

\$4.3 million from CFG

**Overview:**

The Madrona Studios center contains a community service facility that is the location for the Hooper Detoxification and Stabilization Recovery Center, an inpatient treatment facility that will be managed by Central City Concern, a nonprofit agency that serves adults and families in the Portland metro area who are impacted by homelessness, poverty and addiction. Founded in 1979, the agency has developed a comprehensive continuum of affordable housing options integrated with direct social services, including outreach, healthcare, mental healthcare, recovery and employment. CCC serves an estimated 15,000 individuals annually through their comprehensive service platform.

**Project Partner: Central City Concern**

NCIF entered into discussions with CCC in late 2008 to help them buy and renovate a former Ramada Inn hotel to repurpose the facility for the substance abuse center and 44 residential housing units. This project needed NMTC allocations as the income earned through the operation of the center would not be sufficient to finance the project if no subsidy was provided. NCIF believed that the mission of the organization and the role of the facility were needed in the community and so we agreed to participate in the transaction.

Since completion, the Hooper Center moved from its former 50 year-old space to the new location. The move allows for services to be expanded, upgraded and modernized and for a 40% expansion, from 50 to 70 beds. Demand for treatment at the previous facility far exceeds the capacity, and before the move the Hooper Center was forced to turn away between 15 and 30 people each night. CCC anticipates that individuals receiving treatment annually will increase from 2,000 to 2,500.

While services will be available to the general public, it is expected that the Hooper Center will continue to serve the extremely low-income, mostly homeless population currently treated at the previous center. The development will create approximately 45 construction jobs and 12 full time jobs. In addition, based on several studies that quantify the economic impact of construction and affordable housing projects, we expect the additional creation of approximately 123 jobs.



## New Markets Tax Credit Transaction Profile 3-Way Partnership Partnership Highlights

We appreciated the opportunity to be involved in a project that helped our community by providing permanent supportive housing for individuals facing multiple barriers to stable housing.

**Michelle Lamb**  
Vice President & Commercial Team Lead  
Albina Community Bank

Madrona Studios and the Hooper Center is an example of a community project which would not have happened without New Market Tax Credits, and the involvement of multiple invested partners. NCIF's involvement was critical to the success of the project.

**Sean Hubert**  
Director of Housing and Development  
Central City Concern

Wells Fargo is committed to using new markets tax credits to support the highest impact transactions and CDEs. The 3-way partnership with NCIF and Albina Community Bank, helped us not only support the Rose Quarter community facility but also help a local CDFI Bank book a high impact loan. We're excited about this partnership with NCIF to increase the flow of capital to the projects in low- and moderate-income communities and strengthen local CDFI banks that act as anchors in these communities.

**Lee Winslett**  
SVP & NMTC Managing Director  
Wells Fargo Bank

### CDFI Bank – Albina Community Bank

In the early 1990's, the neighborhoods of north and northeast Portland were plagued by low-income individuals and families, high-crime statistics, boarded-up and abandoned houses, and wide-scale redlining by banks. While there were already many large financial institutions in the city, few, if any, were serving the financial services needs of these communities.

To provide access to financial services in these neighborhoods, Albina Community Bank opened in December 1995 to serve the neighborhoods of north and northeast Portland that were impacted by low-income individuals and families, high-crime statistics, boarded-up and abandoned houses, and wide-scale redlining by banks.

Since its inception, Albina Community Bank has always worked to live up to its mission – to invest in individuals, families and its own neighborhoods in Portland. In addition, Albina measures success by more than simply the bank's financial results, the bank has actively tracked the number of jobs, housing units and other impacts that are a result of the bank's financing. Since 2002, the bank has created or maintained 721 jobs and has generated 570 units of affordable housing.

Albina is excited to participate in the 3-way partnership created through NCIF's New Markets Tax Credit Program by participating in the leveraged loan with Wells.

### Large Bank – Wells Fargo Bank

Wells Fargo is a large bank that has a presence in the Portland market and was motivated to be the tax credit equity investor and a leveraged lender in a project that provided a high impact to the community. In addition, by providing the tax credit equity in this New Markets Tax Credit transaction, Wells Fargo was able to participate in a transaction that would have been unlikely to receive financing, but for the flexibility provided through the NMTC structure.