

Metro | Agenda

Meeting: Metro Council Work Session
Date: Tuesday, March 19, 2013
Time: 1 p.m.
Place: Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | |
|----------------|---|--|
| 1 PM | 1. ADMINISTRATIVE/ COUNCIL AGENDA FOR MARCH 21, 2013/ CHIEF OPERATING OFFICER COMMUNICATION | |
| 1:15 PM | 2. PLANNING & DEVELOPMENT DEPARTMENT OVERVIEW/ WORK PLAN | Robin McArthur, John Williams, Elissa Gertler, Megan Gibb |
| 2:45 PM | 3. 2014 URBAN GROWTH REPORT / 2015/16 GROWTH MANAGEMENT DECISION - <u>INFORMATION / DISCUSSION</u> | John Williams, Ted Reid, Roger Alfred |
| 3:30PM | 3. COUNCIL BRIEFINGS/COMMUNICATION | |

ADJOURN

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Agenda Item 2.0

**PLANNING AND DEVELOPMENT
DEPARTMENT OVERVIEW**

Metro Council Work Session
Tuesday, March 19
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: March 19th, 2013 Time: 1:00 – 2:30pm Length: 1 ½ hrs

Presentation Title: Planning and Development Department Overview

Department: Planning and Development Department

Presenters: Robin McArthur, John Williams, Elissa Gertler, Megan Gibb

ISSUE & BACKGROUND

Martha Bennett asked the Planning and Development Department to provide an overview of key department initiatives and direction to provide context for upcoming Council work sessions/hearings on topics including:

- UGR/UGB (March 19th work session)
- Regional Transportation Plan update
- SW Corridor Plan
- Climate Smart Communities
- Active Transportation Plan
- Transit Oriented Development Program
- Development Opportunity Fund
- Powell/Division Corridor Study
- MTIP

OPTIONS AVAILABLE

N/A

IMPLICATIONS AND SUGGESTIONS

See attached work session worksheet on UGR/UGB from John Williams.

QUESTION(S) PRESENTED FOR CONSIDERATION

See attached work session worksheet on UGR/UGB from John Williams.

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION ___ Yes No
DRAFT IS ATTACHED ___ Yes No

Agenda Item 3.0

**2014 URBAN GROWTH REPORT AND
2015/16 GROWTH MANAGEMENT DECISION**

Metro Council Work Session
Tuesday, March 19
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: March 19, 2013 Time: 2:00 Length: 45 minutes

Presentation Title: 2014 Urban Growth Report and 2015/2016 growth management decision

Service, Office, or Center:
Planning and Development

Presenters (include phone number/extension and alternative contact information):

Ted Reid (503) 797-1768 ted.reid@oregonmetro.gov
Roger Alfred (503) 797-1532 roger.alfred@oregonmetro.gov

ISSUE & BACKGROUND

Metro is mandated to assess the capacity of the region's urban growth boundary (UGB) every five years to determine whether it is adequate to accommodate the next 20 years of residential and employment growth. Metro last completed this analysis in the 2009 Urban Growth Report (UGR), which was the basis for UGB expansions made by the Metro Council in 2011. According to state law, the next UGR must be accepted by the Council by December 2014. The 2014 UGR will be the basis for the Council consideration of subsequent growth management options in 2015 or 2016.

Metro staff proposes to take a similar approach to its 2014 UGR as it did in 2009. Most notably, this would mean presenting the Council with a range forecast and range of possible capacity needs. The intent of using a range is to acknowledge the inherent technical uncertainty of planning for a 20-year time horizon.

At the Council work session, staff would like to describe the legal context for this work as well as a proposed project timeline, highlighting major work tasks (and exclusions), project milestones, and opportunities for the Council to engage.

OPTIONS AVAILABLE

None at this time. This work session is intended as an initial briefing on the proposed growth management decision timeline.

IMPLICATIONS AND SUGGESTIONS

In order to meet statutory requirements and Council and stakeholder expectations, staff recommends approaching this work as described in the attached project proposal. There are a number of topics and analyses that may be of interest to Councilors and stakeholders that are not included in this work program. Staff has based its proposed work program on agency resource availability as well as consideration of Metro's core responsibilities and policy options related to regional growth management.

QUESTION(S) PRESENTED FOR CONSIDERATION

1. Should staff proceed with the proposed work as described?
2. How would Council like to be engaged as this project proceeds?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __ Yes x No
DRAFT IS ATTACHED __ Yes x No



2015 Growth Management Decision

Ted Reid, Project Manager

GOAL: Adoption of a growth management decision that advances the region's six desired outcomes and meets statutory requirements.

METRO ROLE:

Make a growth management decision that is consistent with state law, informed by local and regional goals, technical analysis, and advisory committee and stakeholder input.

PROGRAM OBJECTIVES:

- Provide the Metro Council with a sound basis for making an informed growth management decision
- Continue fostering conversation about the need for investments to achieve local and regional goals
- Increase regional coordination
- Meet state requirements related to growth capacity

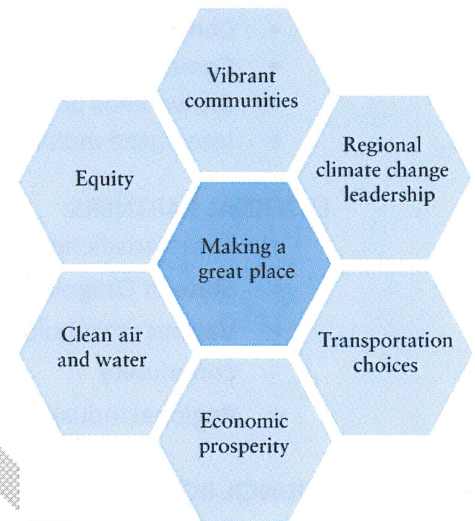
WORK PROGRAM ELEMENTS:

This work program will be accomplished using a similar approach to that used in the 2009 Urban Growth Report (UGR).

1. UGR: Assessment of 20-year need for jobs and housing in Region.
 - a. Coordinate with local jurisdictions to develop a buildable land inventory that includes vacant, partially vacant, and redevelopable lands inside the urban growth boundary (UGB).
 - b. Using the buildable land inventory, estimate the UGB's 20-year growth capacity.
 - c. Develop a population and employment range forecast (year 2035, 7-county area)
 - d. Complete an interim Housing Needs Analysis based on range forecast (determine housing need by type and density range)
 - e. Determine 20-year capacity gaps for urban growth boundary (residential, commercial, general industrial, large site industrial)
 - f. Incorporate information on development trends and regional performance from other efforts such as Climate Smart Communities, the Metro Equity Baseline, Opportunity Mapping, and the Regional Export Atlas
2. Capacity Ordinance: Metro Council's actions to address 20-year need.
 - a. Document efficiency measures adopted after completion of UGR
 - b. Complete UGB alternatives analysis and UGB expansion, if needed
 - c. Revise Housing Needs Analysis to reflect point forecast chosen by Council

RELATED PROJECTS/PROGRAMS:

- Climate Smart Communities Scenarios
- Regional Industrial Site Readiness project
- Regional Transportation Plan update



- Greater Portland, Inc.’s Comprehensive Economic Development Strategy and the Export Initiative
- Metro Equity Strategy
- Community Investment Initiative
- Community Planning and Development Grants
- Brownfields program
- Integrated mobility corridors (SW Corridor/East Metro Connections Plan)

EXTERNAL PARTNERS:

- Local jurisdictions and special districts
- State of Oregon Department of Land Conservation and Development
- Various stakeholders including business interests, housing developers and the conservation community
- Regional Industrial Site Readiness partnership

COUNCIL ROLE:

- Policy direction on overall work program
- Outreach to partners
- Adoption of UGR and actions needed to address any capacity gaps identified in the UGR

KEY MILESTONES AND DECISIONS TIMELINE (WORK IN PROGRESS)

1. Metro Council direction on overall work program	April 2013
2. Release draft population and employment range forecast	January 2014
3. Release draft UGR	July 2014
4. Council acceptance of final UGR	December 2014
5. Chief Operating Officer recommendation on point in range forecast for which to plan	May 2015
6. Council decision on point in range forecast for which to plan	July 2015
7. Council adoption of Capacity Ordinance (if capacity gap exists)	December 2015*

NOTE: -FORMAL ACTIONS ARE BOLDED AND HIGHLIGHTED IN GRAY

**FINAL UGB DECISION MAY BE MADE IN 2016 INSTEAD OF 2015, DEPENDING ON NEED IDENTIFIED IN UGR, POINT CHOSEN BY COUNCIL, EFFECT OF EFFICIENCY MEASURES ADOPTED, AND STATUS OF CONCEPT PLANNING IN URBAN RESERVES.*

EVENTS AND PRODUCTS TO ACTUALIZE KEY MILESTONES

Milestone 1 (Council direction on work program):

March 2013: Council work session review of proposed work program

Milestone 2 (Release draft population and employment range forecast):

Fall 2013: Convene expert panel to discuss possible implications of different scenarios for regional range forecast. Topics could include, for instance, the impact of climate change refugees, urban and rural reserves, the regional export initiative, and increased domestic fuel production. Panel discussions would inform the development of the regional range forecast.

Jan 2014: Release draft range forecast (7-county, year 2035)

Milestone 3 (Release draft UGR):

Mar – Jul 2013:	Complete residential redevelopment and infill (refill) study
Date TBD:	Complete residential permit activity study (where and what type of development has been occurring?)
Jan – Jul 2013:	Complete vacant land inventory
Feb – Jul 2013:	Convene public/private technical working group to inform Metro staff work on buildable land inventory
Fall 2013:	Characterize residential and employment land supply (suitability)
Fall 2013:	Update inventory of large industrial sites (confirm vacant/developed status)
Fall 2013:	Conduct survey on residential preferences
Spring 2014:	Ongoing engagement with Council, stakeholders and advisory committees as technical work is completed
Jul 2014:	Release draft UGR

Milestone 4 (Council acceptance of UGR):

Aug – Oct 2014:	Engagement on draft UGR
Nov 2014:	Revisions to UGR as needed
Dec 2014:	Council consideration of UGR as basis for 2015 growth management decision

Milestone 5 (COO recommendation on point forecast for which to plan):

Mar – Apr 2015:	Engagement with Council, stakeholders and advisory committees on point to choose in range forecast
May 2015:	Release of COO recommendation on point in range forecast

Milestone 6 (Council decision on point in range forecast for which to plan):

May – Jun 2015:	Engagement with Council, stakeholders and advisory committees on point to choose in range forecast
Jul 2015:	Council decision on point forecast

Milestone 7 (Council adoption of Capacity Ordinance):

Summer 2013:	Local jurisdictions initiate concept planning work funded with Community Development and Planning Grants
Fall 2015:	Update Housing Needs Analysis to reflect point forecast chosen by Metro Council
Aug – Oct 2015:	Efficiency measures analysis (if gap exists)
Aug – Nov 2015:	UGB alternatives analysis (if gap exists)
Dec 2015:	Council consideration of Capacity Ordinance

ESTIMATED RESOURCES NEEDED, TOTAL FY 2012-2013 through FY 2015-2016

Staff: 3 FTE in Land Use Planning, 3 FTE in Research Center, 1 FTE in Office of the Metro Attorney

Materials and Supplies: \$45,000 (preliminary estimate)

Materials following this page were distributed at the meeting.

Transit-Oriented Development Program

Annual Report
July 2011 – June 2012



The year in review

In a year marked by continuing high unemployment, the Transit-Oriented Development Program provided a much needed stimulus to the regional economy. The nine TOD projects completed or under construction in the fiscal year 2011-12 leveraged over \$193 million of development in station areas around the region, and generated an estimated 1,800 jobs.

More vibrant, walkable communities are being created by compact TOD development with the addition of 804 new residential units and 85,200 square feet of commercial space. Three projects were completed: Acadia Gardens (85 Causey), a mixed-use affordable apartment and office development; K-Station, a mixed-use affordable and workforce condominium development with ground floor retail; and Pettygrove, a mixed-use market-rate apartment development with a café and wine bar. Four projects started construction: The Prescott, mixed-use affordable and workforce apartments with ground floor retail; Central Eastside Lofts (Couch Street Apartments), mixed-use workforce apartments with ground floor retail and live/work space; Hollywood Apartments, mixed-use workforce apartments with no parking; and The Milano, a bike-oriented workforce apartment development. Two large-scale institutional projects continued construction started in the prior year: University Pointe (College Station), a high-rise college housing development with 900 beds; and OCOM (Globe Building), an oriental medicine graduate school and clinic.

Tokola Properties broke ground on 4th Main, a 71-unit mixed-use apartment and retail development with underground parking, after Metro and the City of Hillsboro secured Federal Transit Administration and state and local agency approvals to successfully conclude negotiations and enter into a disposition and development agreement. Located immediately north of the Hillsboro Central Transit Center, 4th Main is the first market-rate mixed-use development in historic downtown Hillsboro and is expected to help realize community aspirations for an active, vibrant downtown.

The TOD program strategic plan investment framework was implemented this year to guide the allocation of limited resources by considering transit orientation characteristics and real estate market strength. TOD program staff are contributing to the Planning and Development Department's broader initiative to focus on implementing the region's plan for future growth with vibrant urban centers and station areas linked by transit.

FY 2011-12

Projects opened

Acadia Gardens
Clackamas
K Station
Portland
Pettygrove
Portland

Construction starts

Central Eastside Lofts
Portland
Hollywood Apartments
Portland
The Milano
Portland
The Prescott
Portland

Projects approved

4th Main
Hillsboro
The Milano
Portland
The Rose
Portland

Photo Killingsworth Station

www.oregonmetro.gov

\$358,649,391 leveraged

Metro's TOD program stimulates private and public investment by helping to offset the higher costs of compact development. The 24 TOD projects completed to date have leveraged more than \$358 million in total development activity.



1998-2012

Completed transit-oriented development projects and eligible areas

Program accomplishments

2000
Buckman Terrace
Center Commons

2001
Central Point

2002
Russellville Park I and II
Villa Capri West

2005
The Merrick

2006
North Flint
North Main Village
The Crossings

2007
Nexus
Pacific University
The Beranger
The Rocket
The Watershed

2009
3rd Central
Broadway Vantage
bside 6
Patton Park
Russellville Park III

2010
Town Center Station

2011
The Knoll
Civic Drive MAX station

2012
20 Pettygrove
K Station
Acadia Gardens

581,000 trips

Transit-oriented development increases transit use by creating places for people to live and work within walking distance of high quality transit. Each year, over half a million more travel trips are made by transit, rather than by car, as a result of projects built with TOD program funding.

2,324 units

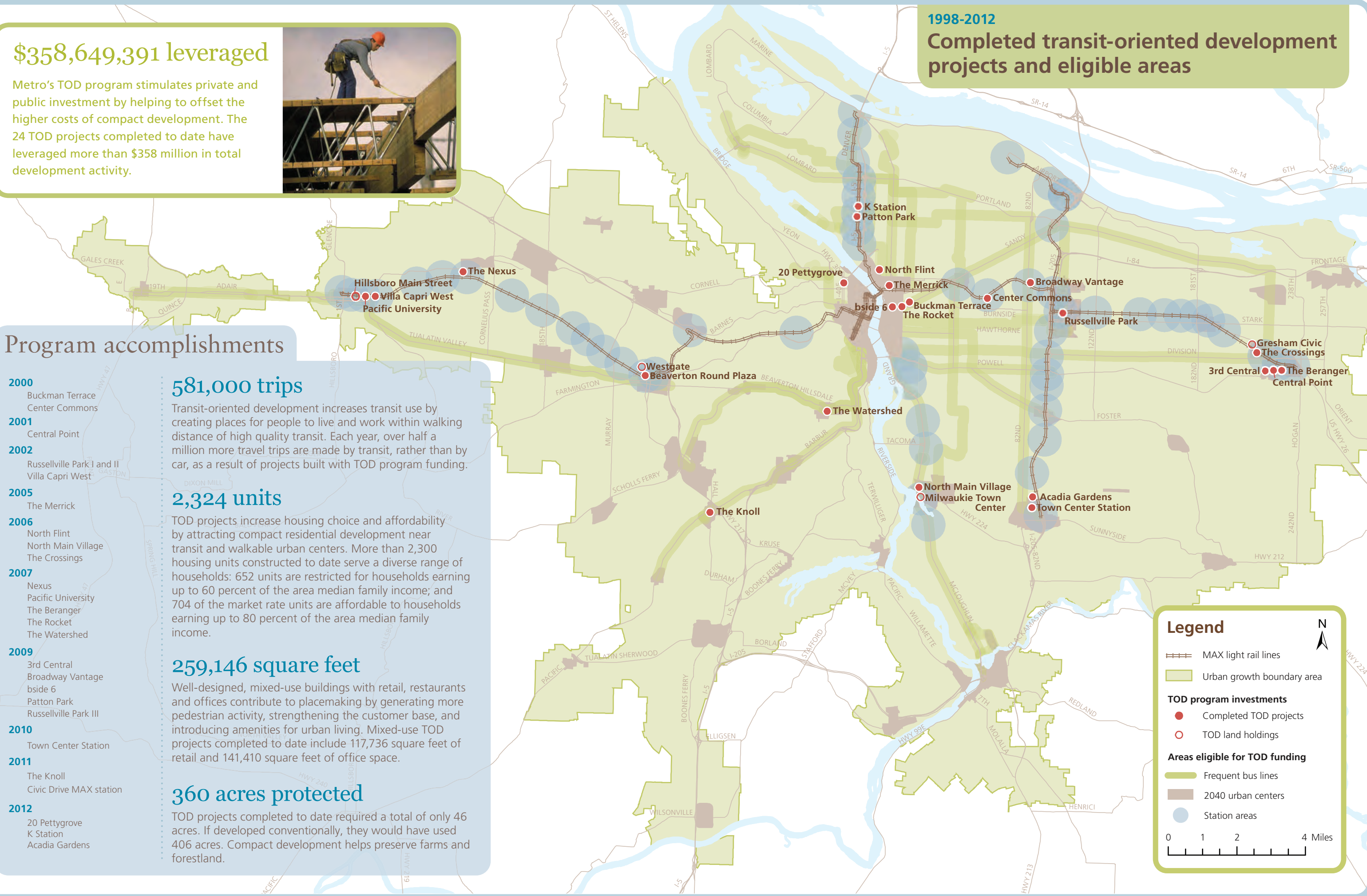
TOD projects increase housing choice and affordability by attracting compact residential development near transit and walkable urban centers. More than 2,300 housing units constructed to date serve a diverse range of households: 652 units are restricted for households earning up to 60 percent of the area median family income; and 704 of the market rate units are affordable to households earning up to 80 percent of the area median family income.

259,146 square feet

Well-designed, mixed-use buildings with retail, restaurants and offices contribute to placemaking by generating more pedestrian activity, strengthening the customer base, and introducing amenities for urban living. Mixed-use TOD projects completed to date include 117,736 square feet of retail and 141,410 square feet of office space.

360 acres protected

TOD projects completed to date required a total of only 46 acres. If developed conventionally, they would have used 406 acres. Compact development helps preserve farms and forestland.





Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together, we're making a great place, now and for generations to come.

Stay in touch with news, stories and things to do.

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Metro Council President

Tom Hughes

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Auditor

Suzanne Flynn



Residents can have the urban living experience of downtown Hillsboro, and live right on their own Main Street. You can walk right to services and businesses without leaving the community.

Dwight Unti

President of Tokola Properties, developer of 4th Main



We make a real effort to use local trades people and suppliers. It just makes sense for the lifecycle of the project to have your suppliers close by.

Josh Ring

Couch Street Apartments construction supervisor
Bremik Construction



Recent research finds that in comparison to typical suburban development, compact suburban development reduces vehicle miles traveled by 20 percent and urban development reduces VMT by up to 60 percent. As the amount and quality of compact development increases, the reduction in VMT accelerates, resulting in a permanent reduction in greenhouse gas emissions.

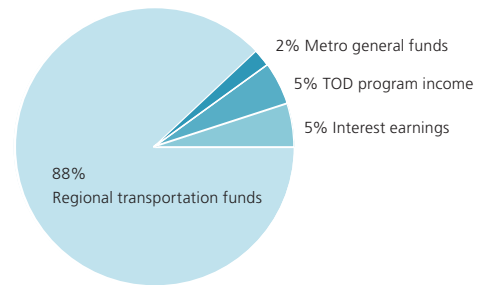
Land Use and Driving: The role compact development can play in reducing greenhouse gas emissions

Urban Land Institute, 2010

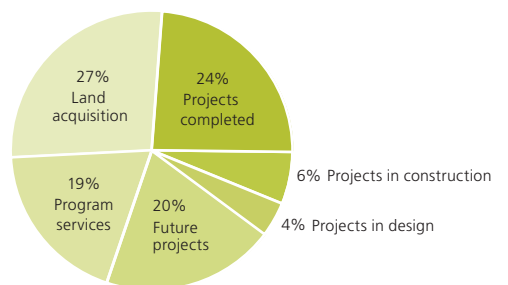
Program financing

Over the 14 years since the TOD program's inception in 1998, program financing has totaled \$34 million cumulatively. Regional partners have allocated federal transportation funds to support the TOD program as part of the Metropolitan Transportation Improvement Program planning process. MTIP funds, currently \$2.9 million annually, are then exchanged to provide local funding for project investments and program operations. Historically, other funding sources have included direct federal transportation grants, income from property transactions, interest earnings and Metro general funds.

Sources of funds



Uses of funds



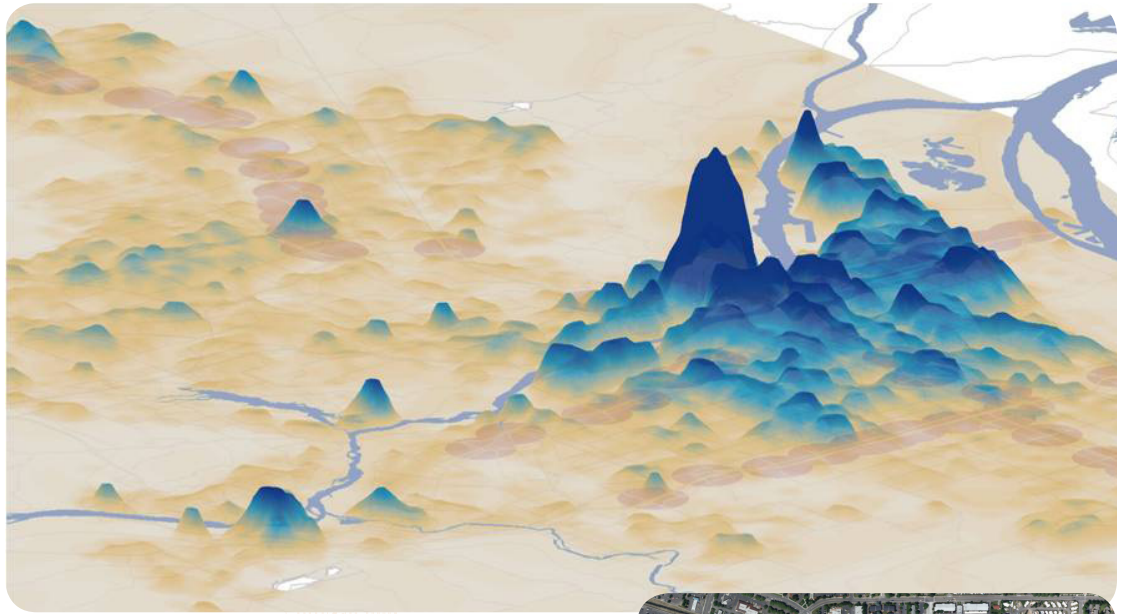
For more information, call 503-797-1757 or visit www.oregonmetro.gov/tod



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Strategic Plan
May 2011

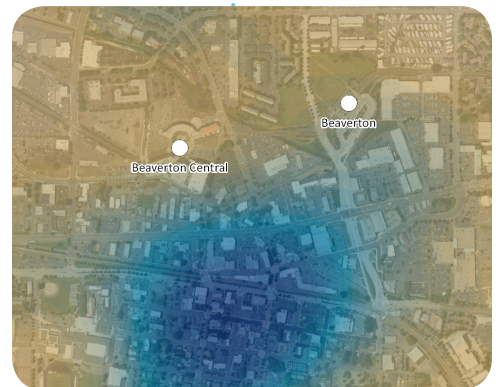
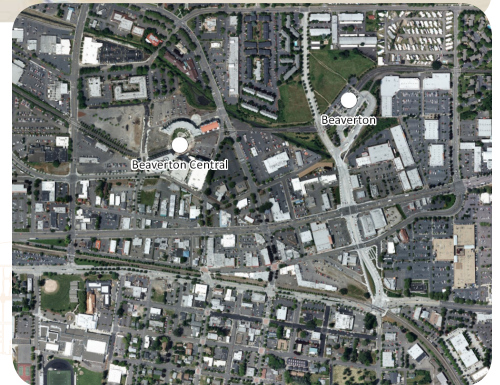
Transit-Oriented Development Program



Investing wisely

For more than a decade, Metro's Transit-Oriented Development Program has sought to implement the 2040 Growth Concept by investing in compact mixed-use projects near light rail stations, along frequent service bus corridors and in town and regional centers. Over that time, the TriMet system has more than doubled its number of MAX stations from 30 to 85 and increased the number of frequent bus corridors from four to 12. The TOD program's funding has not kept pace with this growth. To best capture existing and future development opportunities with limited resources, the TOD program must be highly strategic when targeting and investing in station areas and corridors.

In order to maximize its ability to leverage transit-oriented development and increase travel by transit, walking and bicycling, the TOD strategic plan provides clear policy and investment direction. For the near term, the plan guides the allocation of limited resources by identifying and prioritizing station areas and corridors with existing transit orientation and emerging market potential. The TOD typology cluster map on the following pages illustrates this strategic approach moving forward.



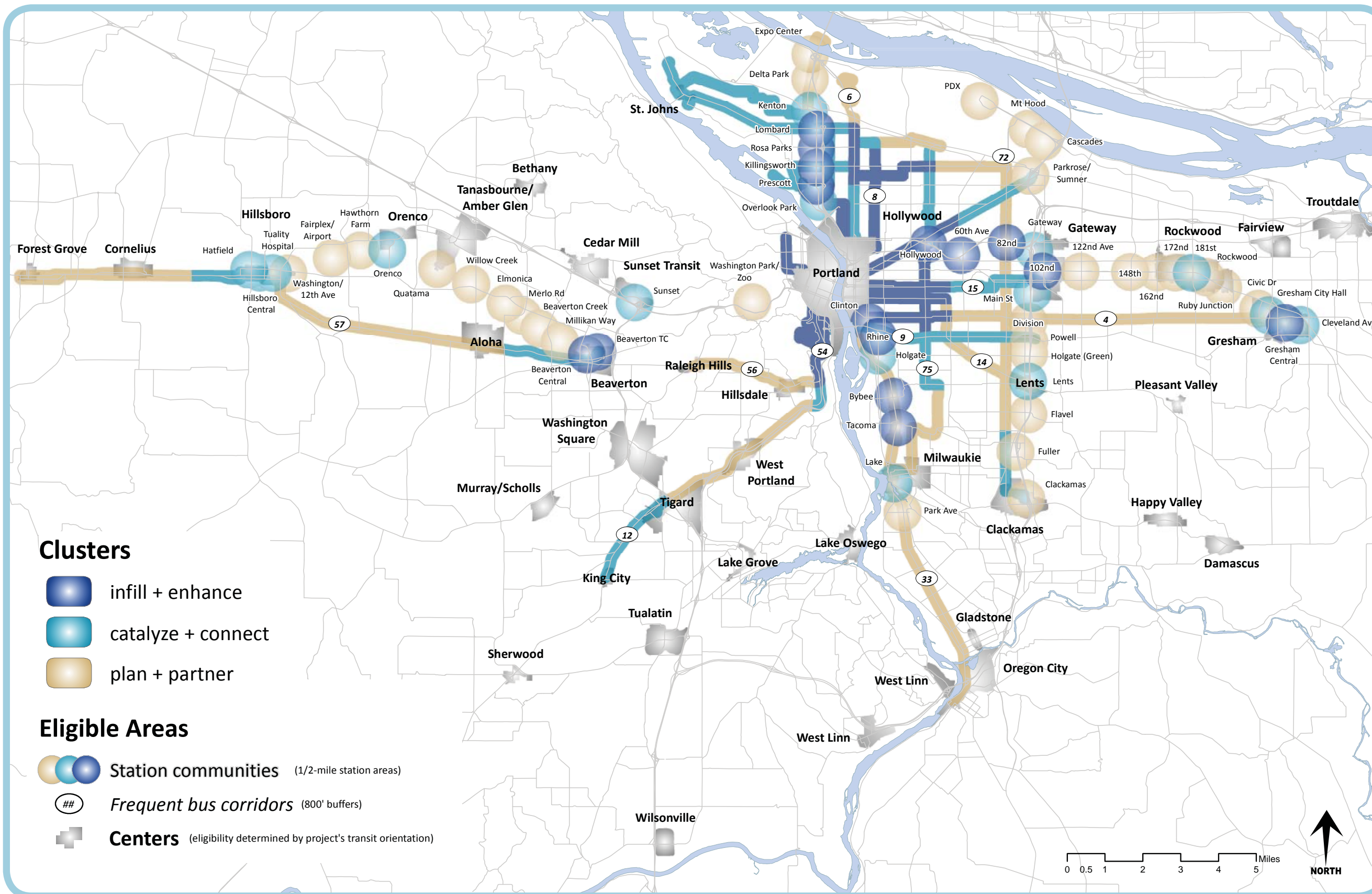
Transit orientation score

The two- and three-dimensional maps above display the relative transit orientation of the region. Those areas with higher concentrations of people, blocks, retail and services, pedestrian and bicycle infrastructure, and transit service are shaded blue.



TOD typology clusters

(transit orientation + market readiness)



infill + enhance

Infill and enhance transit communities are the most “TOD ready” areas in the region outside of downtown Portland. Given the relative strength of these areas, TOD program project investments should leverage significantly higher residential and/or employment densities, prototypical projects, urban living amenities (e.g. restaurants, shops), and/or workforce housing.

catalyze + connect

Catalyze and connect areas offer some physical and market foundation for supporting transit-oriented development. Projects that help catalyze future private development, and increase activity levels through density and/or urban amenities are appropriate. There is also an opportunity to work with local jurisdictions to identify placemaking and infrastructure needs to enhance the pedestrian orientation of the street network and provide better connectivity for all modes.

plan + partner

Plan and partner transit communities are not currently ripe for direct TOD program investments, since they generally lack the built form and market environment that would attract private investment. Given their transit accessibility, however, these areas are ideally suited for station area planning and development implementation technical assistance. The TOD program will work with local and regional partners as strategic opportunities arise to develop partnerships for future projects.



About Metro

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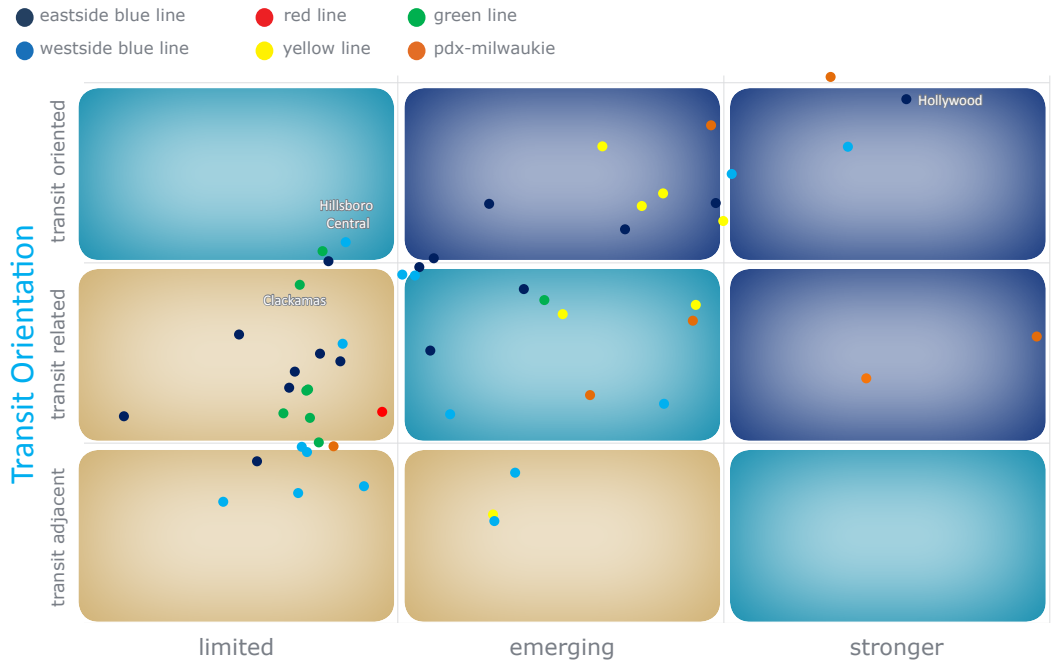
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For more information, visit www.oregonmetro.gov/tod

Transit orientation + market strength

The TOD typology clusters are based on an analysis of the region's station areas and frequent bus corridors. By plotting a composite measure of transit orientation (see 5 P's below) with a measure of relative market strength (real estate sales per building square foot), the typology matrix below organizes areas based on their likelihood of both supporting transit lifestyles and catalyzing private investment in the near term.



Real Estate Market Strength

The 5 P's of transit orientation

Traditionally, the transit orientation of an area has been measured using the 3 D's of density, diversity of land uses, and design or built form. For the purposes of better capturing a more holistic view of the transit friendliness of station areas and corridors, the 5 P's used for the strategic plan are as follows:

People: The number of residents and workers in an area.

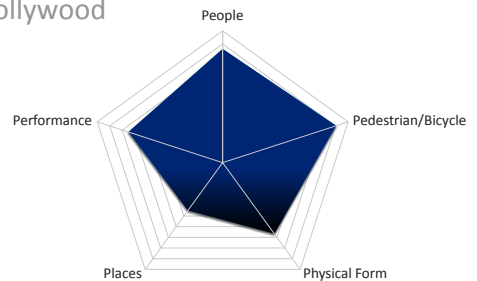
Places: The number of neighborhood serving retail and service establishments.

Physical form: Average block size.

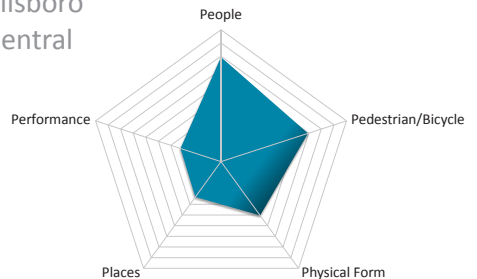
Performance: The frequency of bus and rail service.

Pedestrian/bicycle connectivity: Access to sidewalks and low stress bikeways.

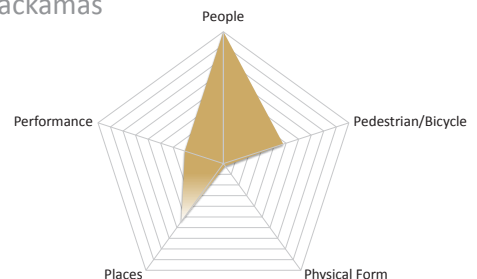
Hollywood



Hillsboro Central

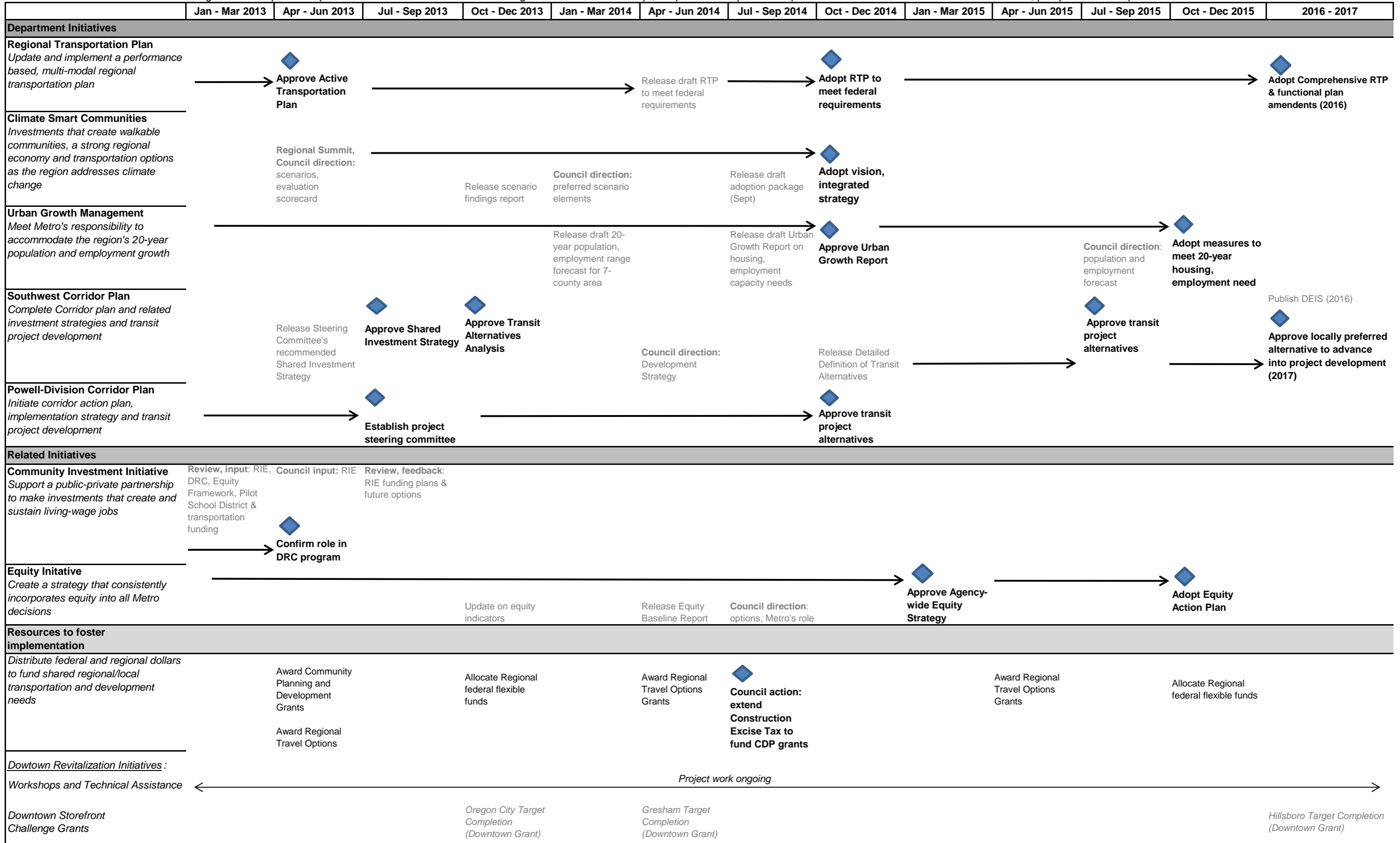


Clackamas



**Initiatives to promote vision, build capacity, foster implementation and measure performance
Metro Council Milestones 2013 - 2017**

Planning and Development Department Mission: As stewards of the Region 2040 Growth Concept, we partner with public and private sector interests to build more sustainable, prosperous and equitable communities



Create regional blueprint

Metro adopted regional vision and framework plan setting the policy direction and creating the blueprint for regional development

- Regional Transportation Plan
- Urban/Rural Reserves
- Urban Growth Boundary
- Solid Waste System Roadmap
- The Intertwine

Implement blueprint at community level

Cities and counties update local plans and prioritize investments

- Local transportation system plans
- Comprehensive plans
- Climate Smart Communities Scenarios Project
- SW Corridor Plan
- East Metro Connections Plan

Changing roles

Metro

Metro is shifting from policy development to a focus on targeted community development initiatives.

Cities and counties

Cities are taking the lead in creating market readiness and prioritizing investments

Build mainstreets, create jobs

Public and private sector builds industry, business, housing and infrastructure

- Hillsboro Civic Center
- Pearl District
- Solar World
- Orenco Station
- Federal Express facility
- Downtown Gresham
- Transit Oriented Development (TOD)
- Downtown Revitalization

Target investments

Metro, city and county partners focus investments

- Community Investment Initiative
- Economic impact analysis
- Walkability audits
- Build roads, light rail transit, bike and pedestrian ways
- Industrial lands readiness
- Brownfield redevelopment
- Grants (construction excise tax regional flexible funds, Nature in Neighborhoods capital grants)
- Transportation Demand Management and Transportation System Operations
- Natural areas and regional trail acquisitions
- Active Transportation Plan and implementation



Downtowns and Main Streets: Revitalization Program Components

Program component and purpose	Locations and activities	Lessons learned	Outcomes
<p>Fundamentals of Revitalization series (Michele Reeves) Educate property owners, business owners, city staff and elected officials regarding dynamics of revitalization:</p> <ul style="list-style-type: none"> Engage wide range of downtown partners through direct outreach Explain economic trends and factors affecting commercial districts in transition Highlight successful strategies and best practices for revitalization Identify community-specific next steps and focus areas <p>≈ \$15-25k plus match to serve 2-3 communities</p>	<p>Program completed in Tigard, Hillsboro, Gresham, Oregon City, Lake Oswego and Forest Grove. Factors involved in selection of these communities:</p> <ul style="list-style-type: none"> Near-term potential for a strong, pedestrian-oriented district Urban renewal or other public tools to support revitalization and spur investment Existing or planned regional transit investments Staff availability/relationships to support program and provide ongoing leadership <p>► Potential future communities: Sherwood, St. Johns, Hollywood, Beaverton, Troutdale, Foster, West Linn</p>	<ul style="list-style-type: none"> Revitalization and adaptive re-use projects increase economic value of districts; more cost effective than subsidizing new construction of infill catalyst projects in areas where market is weak Neutral third-party consultant is able to engage wide range of stakeholders and bring them to the table Consultant’s personal outreach efforts, recommendations, and site tours most helpful components of program; marketing/identity work and final report not as valuable 	<ul style="list-style-type: none"> City of Tigard directly hired Civilis to do follow-up work with their council; contracted with consultant to support downtown business marketing efforts and events Gimre’s Shoes in Hillsboro adjusted façade plans to incorporate recommendations; Gimre’s improvements prompted other store owners to remove awnings and consider changes Property owner Cliff Kohler was inspired to repaint several commercial buildings in downtown Gresham R. Blooms and World Class Wines in Lake Oswego were inspired to implement façade improvements
<p>Get Street Smart program</p> <ul style="list-style-type: none"> Assist small businesses to improve the retail climate and increase activity in downtown districts Build on momentum created in downtowns through Revitalization Curriculum and provide ongoing support for revitalization champions <p>≈ \$10-15k plus match to serve 2-4 communities</p>	<ul style="list-style-type: none"> Six-part workshop series offered in Gresham, Hillsboro, Lake Oswego and Oregon City All workshops were held in a downtown location but open to all Topics included façade improvements, signage and lighting, sidewalk appeal, branding and merchandising, window display and promotions <p>► Follows fundamentals; tailor approach to community</p>	<ul style="list-style-type: none"> Business owners are hungry for this information which is not readily accessible elsewhere A small contingent of businesses owners in each community is motivated to explore changes and participate in revitalization efforts Field trips or one-on-one in-store training would be helpful addition to workshop sessions 	<ul style="list-style-type: none"> Program received enthusiastic reviews in program evaluations; 100% of respondents said they would recommend the program to other business owners Retail shop owner in Forest Grove won a free one-hour consultation through the Get Street Smart program, hired the consultant for further services, and reported that her investment has already paid off through increased sales
<p>Redevelopment feasibility and technical assistance</p> <ul style="list-style-type: none"> Assist owners of key properties to evaluate the most feasible approach to redeveloping existing buildings, attracting the right retail tenants, and adding value Provide professional expertise to assist property/business owners in façade improvements, building signage, lighting and other upgrades <p>≈ \$60-100k for 3-5 projects, depending on scope/match</p>	<ul style="list-style-type: none"> Funded adaptive re-use case studies for two historic buildings in Oregon City; city has Urban Renewal program that funds adaptive re-use projects Funded limited design technical assistance in Milwaukie as part of pilot storefront program Providing professional design assistance for exterior lighting projects in Oregon City <p>► Implement as strategic opportunities arise</p>	<ul style="list-style-type: none"> Unlike new construction, many adaptive re-use projects can be economically feasible in the near term in “emerging” districts Many property owners need professional guidance understanding how to re-invest in their assets successfully and build value over time Façade improvement programs work best when funding is available for professional design assistance 	<ul style="list-style-type: none"> Masonic Lodge opted to sell their landmark building to private owners who are better positioned to re-invest; new owners moving forward on storefront improvement Busch family secured grants, implemented façade improvements, carved out new tenant space, explored possibilities for future residential phase on upper floors Cha!Cha!Cha! in Milwaukie repainted façade and added architectural detail, dramatically improving appearance
<p>Downtown Storefront Challenge Grants</p> <ul style="list-style-type: none"> Forge partnerships with local cities to leverage funding and focus staff resources on revitalization Provide leverage through partnerships to reduce barriers, revise policy, and implement public improvements Create urgency to spur multiple, simultaneous improvements to jumpstart revitalization process Demonstrate best practices for revitalization and storefront improvement <p>≈ \$75-100k plus match leverages 3-5 projects</p>	<ul style="list-style-type: none"> Hillsboro and Oregon City selected as pilot cities for challenge grants, due to city commitment to invest in downtown and participate in Main Street program IGA’s for challenge grants require 1:1 match plus code issues, policy revisions, infrastructure investments, etc. to be addressed Milwaukie model a financial match for pilot façade improvement program with limited Metro staff involvement in administration of projects <p>► Potential future communities: Gresham, Tigard, Forest Grove</p>	<ul style="list-style-type: none"> Professional design assistance and review of plans essential to ensure public dollars invested for greatest impact Quality façade improvements are costly and owners need to feel they are “getting a good deal” through incentives to be motivated to invest Cultivating relationships with owners, inspiring action, and providing technical assistance requires significant staff time Partnerships and circumstances evolve; need to be aware of political dynamics and adjust accordingly 	<ul style="list-style-type: none"> Hillsboro: Storefront improvement grants under contract for three properties, city consultant to develop a phased approach to 2-way conversion of Main and Lincoln, identified signage code barriers needing revision; work ongoing Oregon City: Currently finalizing storefront grants with 3 property owners; identified storefront policy considerations to be shared with city staff; work ongoing Milwaukie: Pilot phase of façade improvement program is complete with eight projects implemented

Downtowns and Main Streets: Spectrum of Performance

Challenged/Emerging Districts> Early Transition Districts> Late Transition Districts> Mature Districts

	Challenged/Emerging Districts	Early Transition Districts	Late Transition Districts	Mature Districts
Character	Forlorn or sleepy district with high vacancy Low activity level on ground floor and above Poor pedestrian environment/activity Low employment, services and amenities	Visible signs of “new life” and prosperity New activity and ground floor uses Increasing occupancy upstairs New jobs, services, and amenities	Lively “happening” district Consistent ground floor active retail Consistent occupancy upstairs Array of jobs, services, and amenities	Regionally known retail districts Office/residential above High pedestrian activity and access Full range of employment, services, amenities
Business mix	Lean, marginal, and/or struggling businesses Established businesses with low overhead New pioneers attracted by low rents Destination businesses High turnover of new businesses	New start-ups and second wave pioneers Destination businesses Higher level of retail sophistication	Growing retail activity Expanded mix of businesses Improving sales trends	Sophisticated retailers Reliably strong sales trends Shopping as recreation (impulse retail)
Market values	Low rents and values	Stablizing rents and values	Increasing rents and values	High rents and values
Investment	Little or no investment Basic maintenance Initial storefront improvements	Consistent maintenance Storefront renovations Adaptive re-use projects	Limited new construction feasible Adaptive re-use and redevelopment	High level of private reinvestment Higher density residential construction
Examples	Lents Rockwood Cornelius	Gresham Hillsboro Milwaukie	Oregon City Hollywood SE Hawthorn (Upper)	N Mississippi SE Belmont SE Hawthorne
				Pearl District Downtown Portland NW 23rd

Downtowns and Main Streets: Path to Performance



Downtowns and Main Streets: Signs of Success

These vivid “before and after” photos show recent storefront improvements in local cities where Metro’s Development Center has collaborated with public and private partners on revitalization efforts.

Cha! Cha! Cha! Milwaukie

- Redevelopment technical assistance
- Storefront challenge grant funding



Gimre’s Shoes Hillsboro

- Fundamentals of revitalization
- Redevelopment technical assistance
- Retail staff attended Get Street Smart



R. Blooms Lake Oswego

- Fundamentals of revitalization
- Owner attended Get Street Smart



Busch Furniture Oregon City

- Fundamentals of revitalization
- Redevelopment technical assistance
- Owner attended Get Street Smart



GET STREET SMART

THRIVING DISTRICTS BY DESIGN

Do you own or manage a retail shop, restaurant or ground floor business? Join our free 1-hour meet-ups with storefront, merchandising and design pros.



FREE!
No
registration
necessary

6

sessions

In just six fast-paced sessions, our experts will share valuable tricks and tools to polish your business profile and boost sales. Get inspired with fresh ideas and insights. Join in with your stories about the successes and challenges of growing a small, local business. Chat with neighboring establishments about how your collective efforts can help your district thrive.

Presented by
City of Hillsboro, Hillsboro Downtown Association and Metro

9 A.M. JUNE 19

Low-cost high-impact storefronts

Hillsboro Civic Center, Room 113B
150 E. Main St., Hillsboro

Whether you're pondering paint colors or more dramatic renovations, you want investments in your business to be worth it. Our experts will highlight the ins and outs of storefront improvements and show how a fresh exterior might enhance your business profile. If you're ready to invest or just looking for attractive, low-cost solutions, learn how to make it all happen.

9 A.M. JULY 10

Boost visibility with sidewalk appeal

Hillsboro Civic Center, Room 113C
150 E. Main St., Hillsboro

Tired of customers passing you by? Discover the elements of sidewalk appeal that will draw folks through your front door. From seating, to planters, to sidewalk displays, staging your business from the outside in will increase visibility and encourage customers to linger.





9 A.M. AUGUST 14

Trade secrets of distinctive signs and lighting

Hillsboro Civic Center, Room 113B
150 E. Main St., Hillsboro

More than just a finishing touch, signage and lighting are essential details that will get your business noticed. From DIY strategies to more sophisticated elements requiring permits or engineering, our team of experts will help you consider options and approaches that will set your business apart and help it shine.



9 A.M. SEPTEMBER 11

Design your way to improved sales

Hillsboro Civic Center, Room 113C
150 E. Main St., Hillsboro

Every business can make a great impression. Careful attention to color, layout, merchandising and branding will draw customers in and invite them to stay. Artfully maximize your square footage to delight your customers and shape their experience. Learn where and how to highlight inventory, and how to tie it all neatly to your brand.



9 A.M. OCTOBER 9

Window reflections (Is your best side showing?)

Hillsboro Civic Center, Room 113B
150 E. Main St., Hillsboro

Your front window is your calling card 24/7. Whether your business is open or closed, your window can and should be your most effective advertising. Discover how to stage a compelling window display, tips for keeping your look fresh and strategies for making streetside restaurants and service businesses more enticing.



9 A.M. NOVEMBER 13

Can-do customer promotions

Hillsboro Civic Center, Room 113B
150 E. Main St., Hillsboro

It doesn't take an advertising wiz or a large stash of cash to promote your business. Reach new customers and keep them coming back. Our pros will share time-tested examples and new concepts for promotions that can expand your customer base. Discover how to make event planning manageable with step-by-step processes to help carry it off without a hitch.

MAKING A GREAT PLACE

www.oregonmetro.gov/getstreetsmart



Planning and Development Department

Five-Year Mission Critical Effort

January 2013

<p><u>MISSION:</u> Partner with public and private sector interests to build more sustainable, prosperous and equitable communities consistent with the Region 2040 Growth Concept.</p>	<p><u>VISION:</u> Diverse citizens of the region live in vibrant communities and enjoy transportation and housing choices, access to good jobs and clean air and water.</p>	<p><u>VALUES:</u></p> <ul style="list-style-type: none"> • Sustainability • Teamwork • Respect • Innovation • Public service • Excellence
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GOALS

<p><u>Goal 1: Promote Vision</u> Update and refine regional blueprint, policies and programs to support and strengthen local community and economic development investments.</p>	<p><u>Goal 2: Build Capacity</u> Educate stakeholders and build strategic partnerships to enhance transportation, land use, development, and governance practices throughout the region.</p>	<p><u>Goal 3: Foster Implementation</u> Identify catalytic investments and provide implementation tools to help communities build their downtowns, main streets, station areas and employment areas.</p>	<p><u>Goal 4: Measure Performance</u> Evaluate effectiveness of public and private sector investments in achieving our vision.</p>
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STRATEGIES

<p><u>Strategies to Promote Vision</u></p> <ul style="list-style-type: none"> • Help communities coalesce around key local and regional investment priorities to spur development. • Provide financial and technical expertise to communities to refine their visions and development plans. 	<p><u>Strategies to Build Capacity</u></p> <ul style="list-style-type: none"> • Promote safe, efficient and equitable transportation choices. ** • Plan for 20-year supply of housing and jobs in region. ** • Ensure local land use plans and actions are consistent with regional blueprint. ** • Build new, and improve existing, relationships with state and federal agencies and other key leaders and funding partners. ** 	<p><u>Strategies to Foster Implementation</u></p> <ul style="list-style-type: none"> • Develop programs and tools to help communities and priority sites become development ready and attract private investment. • Target and integrate planning efforts and funding sources to catalyze development. • Seek strategic opportunities to leverage and coordinate with Community Investment Initiative on key sites, tools or investments. • Convene and resolve issues of regional significance. 	<p><u>Strategies to Measure Performance</u></p> <ul style="list-style-type: none"> • Evaluate effectiveness of policies and strategies on all six desired outcomes. ** • Apply and enhance Metro’s analytical tools and resources to provide solid foundation for policy decisions. **
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MAJOR INITIATIVES

INITIATIVES TO PROMOTE VISION:	INITIATIVES TO BUILD CAPACITY:	INITIATIVES TO FOSTER IMPLEMENTATION:	INITIATIVES TO MEASURE PERFORMANCE:
<p><u>Corridor Planning</u> ** Convene, coordinate, and complete corridor plans and related investment strategies:</p> <ul style="list-style-type: none"> • Implement East Metro Connections Plan priorities with partners • Complete SW Corridor Plan, Implementation Strategy, and Transit Project Development • Initiate Powell/Division Corridor Action Plan, Implementation Strategy, and Transit Project Development • Continue regional conversation regarding “Next Corridor” readiness <p><u>Compliance</u> ** Assist local jurisdictions with targeted compliance assistance to further local aspirations in keeping with regional policies and goals</p> <p><u>Concept Planning</u> ** Support local government concept planning for new urban areas and urban reserves</p> <p><u>Metropolitan Planning Organization (MPO)</u> ** Fulfill federal MPO responsibilities, including staffing the Joint Policy Advisory Committee on Transportation (JPACT) and defining and implementing the Unified Planning Work Program (UPWP)</p>	<p><u>Pursue New Funding Sources</u> **</p> <ul style="list-style-type: none"> • Explore new federal (MAP-21) resource opportunities with FTA, FHWA • Expand relationships with federal agencies such as CDC, DOE, EPA and non-profits to develop new health and climate funding sources <p><u>Complete and Implement Active Transportation Plan</u> Promote a regional network of pedestrian and bicycle investments that can increase access to public transit, improve public health, increase energy independence and create walkable and bikeable neighborhoods.</p> <p><u>Implement Safety Action Pilot</u> Invest in projects that increase safety for all users of urban roadways</p> <p><u>Manage MTIP/RFFA process</u> ** Work with partners to distribute federal transportation funds to the region’s priority transportation needs</p> <p><u>Support Community Investment Initiative projects</u> Support a public-private partnership to make investments that support living-wage jobs</p>	<p><u>Enhance Development-Ready Program</u> Provide technical and financial expertise to developers, business owners and groups, and cities to provide financial and technical assistance in downtowns, main streets and employment areas:</p> <ul style="list-style-type: none"> • Maintain large site Industrial Inventory and promote implementation of action plan • Support Metro Export Initiative • Implement Regional Freight Plan • Manage Planning and Development Grants • Develop and market Community Investment Toolkits • Conduct Redevelopment Inventories on catalyst sites • Develop Site or Area Specific Development Strategies for priority sites, nodes or station areas <p><u>Transit-Oriented Development (TOD)</u> ** Implement TOD Strategic Plan with emphasis on development readiness</p> <p><u>Manage Transportation System Management and Operations (TSMO) funds</u> ** Promote cost-effective multimodal solutions that relieve congestion, optimize infrastructure investments, promote travel options, and reduce greenhouse gas emissions</p> <ul style="list-style-type: none"> • Partner with the private sector to catalyze development in key locations. • Partner with local governments to undertake development efforts on Metro owned sites. 	<p><u>Lead Performance-Based Urban Growth Report Project</u> ** Support Metro’s growth management responsibility to accommodate the region’s 20-year population and employment growth</p> <p><u>Opportunity/Equity Mapping</u> Create and maintain on-line opportunity mapping tool to assist with equity evaluation and inform investment decision, in partnership with stakeholder groups and Portland State University</p> <p><u>Population/Employment Forecasts</u> ** Develop and maintain population and employment forecasts at the Transportation Analysis Zone level, in partnership with Portland State University, local jurisdictions and state agencies</p> <p><u>Refine Land Development Monitoring System</u> Provide regularly-updated data on land development (and redevelopment) to inform policy investment decisions made by the Metro Council and jurisdictions</p>

INITIATIVES TO PROMOTE VISION cont...:	INITIATIVES TO BUILD CAPACITY cont...	INITIATIVES TO FOSTER IMPLEMENTATION cont...:	INITIATIVES TO MEASURE PERFORMANCE
<p><u>Regional Transportation Plan (RTP) **</u> Update and implement performance-based Regional Transportation Plan, the region's blueprint for a multi-modal transportation system</p> <p><u>Support Regional Convening</u> Bring stakeholders together at MPAC, JPACT, TPAC and MTAC to support consensus-building and regional decision-making</p> <p><u>Climate Smart Communities Program and Implementation **</u> Work with local communities to refine and implement investments that create more walkable communities, grow the regional economy and expand transportation options as the region addresses climate change.</p>	<p><u>Ensure Continued Compliance With Federal Title VI Requirements **</u> Support participation by all citizens in regional decision-making</p> <p><u>Oregon Metropolitan Planning Organization Consortium (OMPOC)</u> Work in partnership with the other metropolitan areas in Oregon on matters of mutual interest and statewide significance</p>	<p><u>Implement the Regional Transportation Options (RTO) Strategic Plan **</u> Create more opportunities to walk, bike, share a ride and take transit</p>	<p><u>Congestion Management Process **</u> Measure system performance and prioritize projects that increase access, reliability and safety</p>

KEY:

** - Items designated ** are required/mandated initiatives.

Planning and Development

Five Year Mission and Vision

MISSION:

- Partner with public and private sector interests to build more sustainable, prosperous and equitable communities consistent with the Region 2040 Growth Concept.

VISION:

- Diverse citizens of the region live in vibrant communities and enjoy transportation and housing choices, access to good jobs and clean air and water.



Planning and Development

Five Year Goals

Promote Vision

Update and refine regional blueprint, policies and programs to support and strengthen local community and economic development investments

Build Capacity

Educate stakeholders and build strategic partnerships to enhance transportation, land use, development, and governance practices throughout the region.

Foster Implementation

Identify catalytic investments and provide implementation tools to help communities build their downtowns, main streets, station areas and employment areas.

Measure Performance

Evaluate effectiveness of public and private sector investments in achieving vision.

Project Development Division

Development Center Corridor Planning

- *Building shared investment strategies with public and private partners that leverage resources to accomplish catalytic transportation and development projects in local communities.*

Development Center Overview



Transit Oriented Development Program

Investments in private and public development projects throughout the region's station areas

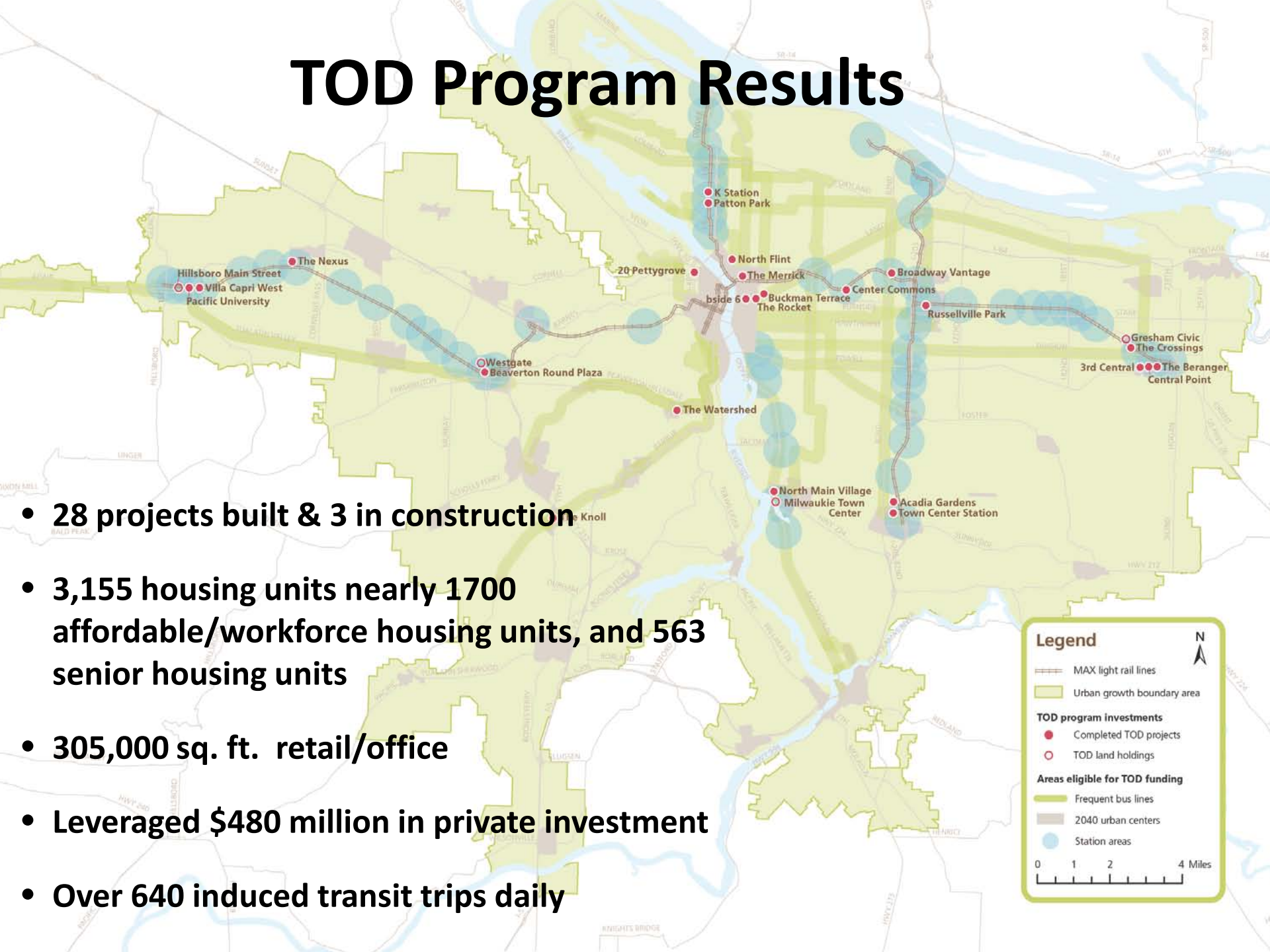
Downtowns and Main Streets Revitalization Program

Technical assistance to local partners to create vibrant downtowns and implement regional vision



TOD Program Results

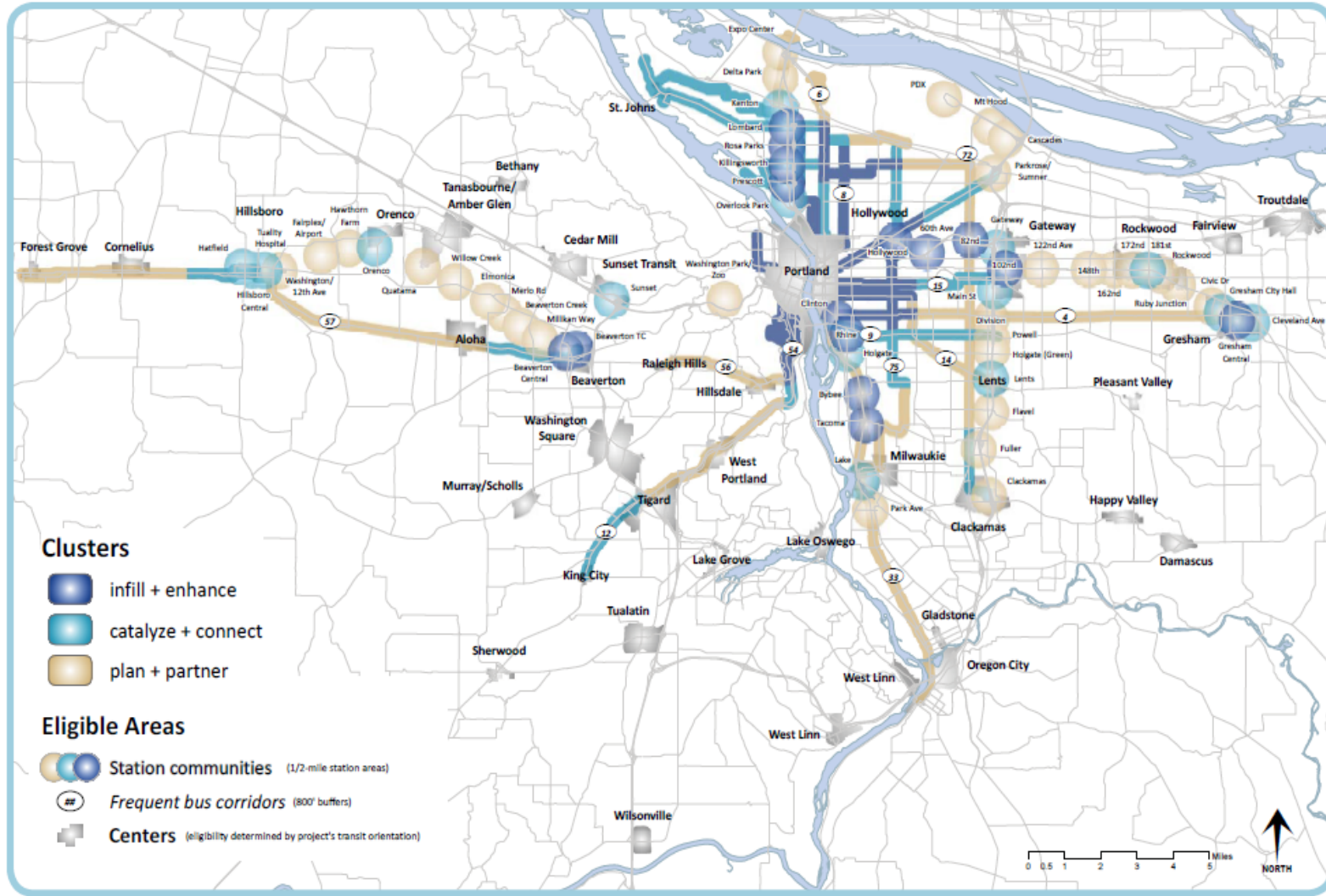
- 28 projects built & 3 in construction
- 3,155 housing units nearly 1700 affordable/workforce housing units, and 563 senior housing units
- 305,000 sq. ft. retail/office
- Leveraged \$480 million in private investment
- Over 640 induced transit trips daily



TOD Program Strategic Plan

TOD typology clusters

(transit orientation + market readiness)



infill + enhance

Infill and enhance transit communities are the most "TOD ready" areas in the region outside of downtown Portland. Given the relative strength of these areas, TOD program project investments should leverage significantly higher residential and/or employment densities, prototypical projects, urban living amenities (e.g. restaurants, shops), and/or workforce housing.

catalyze + connect

Catalyze and connect areas offer some physical and market foundation for supporting transit-oriented development. Projects that help catalyze future private development, and increase activity levels through density and/or urban amenities are appropriate. There is also an opportunity to work with local jurisdictions to identify placemaking and infrastructure needs to enhance the pedestrian orientation of the street network and provide better connectivity for all modes.

plan + partner

Plan and partner transit communities are not currently ripe for direct TOD program investments, since they generally lack the built form and market environment that would attract private investment. Given their transit accessibility, however, these areas are ideally suited for station area planning and development implementation technical assistance. The TOD program will work with local and regional partners as strategic opportunities arise to develop partnerships for future projects.

Killingsworth Station



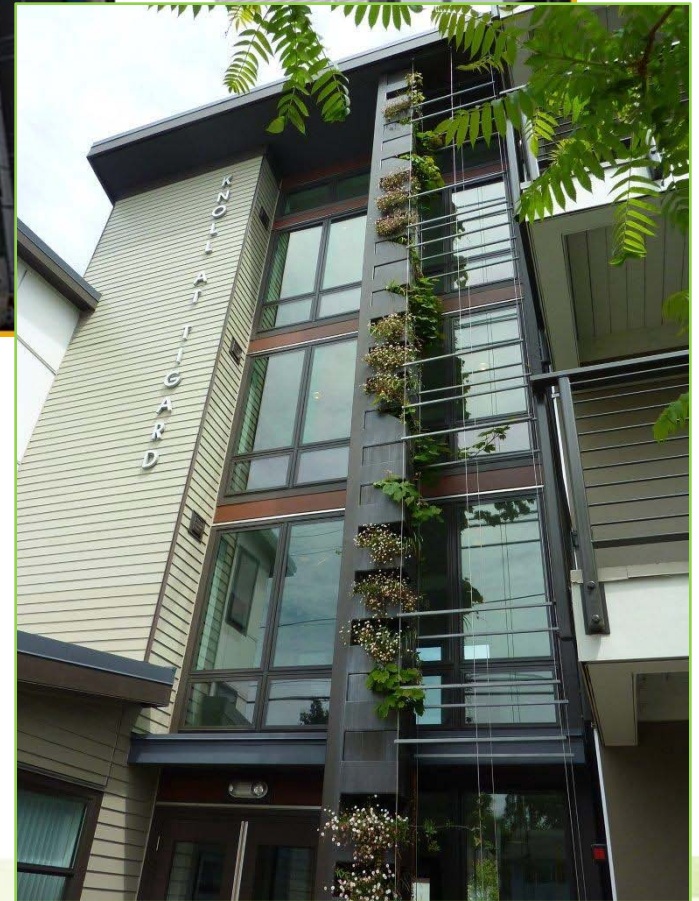
- Located on Interstate MAX in partnership with PDC
- 33 affordable condominium units, 21 market rate
- 9200 square feet of retail
- Bike oriented, LEED Platinum building
- \$250,000 TOD Program investment



The Knoll



- Located in downtown Tigard
- 48 senior affordable housing units
- Energy efficient
- Library and community meeting space
- \$100,000 in TOD program investment
- \$40,000 Green Innovation Grant for living wall



Hillsboro 4th and Main Project



- Currently under construction, opening Fall
- Jointly owned site with City of Hillsboro
- Adaptive reuse of existing bank building
- 71 market rate apartments
- 10,000 square feet of retail
- Underground and tuck under parking



Downtowns and Main Streets Revitalization Program

- Fundamentals of Revitalization
- Get Street Smart
- Redevelopment Feasibility and Technical Assistance
- Downtown Challenge Grants



How We Invest In Downtowns

Diverse urban commercial districts face an array of challenges

- **Requires targeted assistance to realize development potential**

New construction economically infeasible in most 2040 Centers

- **Metro tools focus on redevelopment and amenities to spur investment, market interest**

Need to build capacity, readiness and expertise of local staff, business owners, property owners

- **Metro investments spark successful investment cycle**



Fundamentals of Revitalization

- Workshops with Michele Reeves educate stakeholders regarding dynamics of revitalization
- Explain underlying economics affecting commercial districts in transition
- Highlights successful strategies and specific focus areas to address

Our color choices were an absolute direct result of Michele Reeves. We've had 95 % positive comments from customers and tenants.

— Cliff Kohler, Gresham



HOME > NEWS > REAL ESTATE AND DEVELOPMENT > METRO PROGRAM AIDS DOWNTOWN REVITALIZATION

Metro program aids downtown revitalization

POSTED: Wednesday, June 22, 2011 at 02:24 PM PT



revitalization, Tigard

evaney, a business owner described as of downtown Tigard, for years has revitalization for a mile-long stretch of the Street. But in tough economic times it is to convince the rest of the business y that investing in the area now would ards later.

until Michele Reeves, an urban strategist or with Metro, entered the picture.

h statistics, a studious approach and strategies, Reeves is working with Tigard, y, Gresham and Hillsboro to help eir depressed main streets into thriving districts. Her work is part of a ion with Metro that business owners say real results in a time of need.

that we've been working on and put n though we aren't done with the on not only the business owners, but

ommunity. Reeves starts by discussing how the process, without focusing on details

Always colored by personal perspective," do, without pointing out problems and

Reeves' team spends 40 hours of workshoping the area and its history, and talking with property owners, business owners and shoppers. This is followed by a presentation focused on what the area has and how potential changes could help it thrive.

The findings presentation is followed by a bus and walking tour in which Reeves takes business owners, property owners and city officials to either North Mississippi Street or North Williams Street in Portland to point out how those districts became successful.



A mile-long section of Tigard's Main Street was studied by urban strategist Michele Reeves. She issued recommendations to help spur economic growth in the area. (Photo by Sam Tenney/DJC)

"I stay away from the Hawthorne District or Northwest 23rd because everyone always points out that there is expensive housing around the areas," she said. "You can't say that about these areas. People can't say their districts are worse than what Mississippi and Williams used to be."

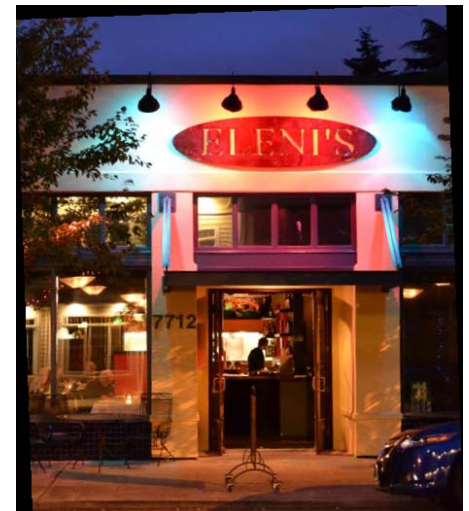
The final presentation is focused on short-term goals for districts as they pursue revitalization. In Tigard, for example, Reeves suggested forming a downtown business group, which city officials said they would help support financially. She also recommended creating a monthly, themed downtown event with music and food to encourage shops to stay open later.

Get Street Smart

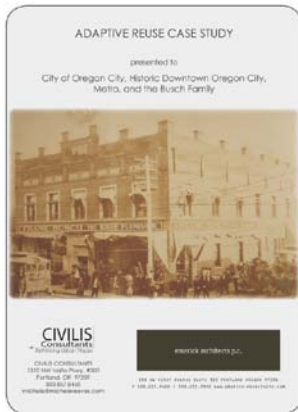
- Assist small businesses to improve retail climate and increase activity downtown
- Highlight best practices for facade improvements, signage, lighting, merchandising, and marketing
- Build on lessons learned through Fundamentals of Revitalization

There's a lot a tenant can do without waiting for the landlord to be ready to invest. I have more customers coming in and customers spending more.

- Kristen Ling, Forest Grove



Redevelopment Feasibility and Technical Assistance



- Assist property owners to evaluate redevelopment feasibility, attract strong retail tenants, and build value
- Provide expertise to business and property owners with façade improvements, signage, lighting, window display, and other upgrades



When you're working all day, it's hard to think about what it would take to do an adaptive reuse. Having the resources made it feel less daunting. – Andy Busch

Downtown Challenge Grants

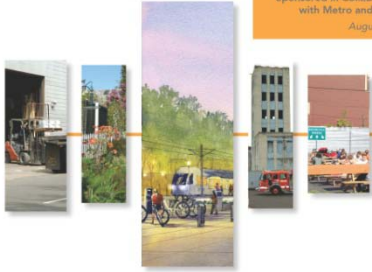
- Hillsboro and Oregon City selected as pilot cities based on criteria
- Metro dollars leverage city and private sector funds
- Goal is to spur highly visible investments in downtown properties and model best practices for revitalization
- Leverages local staff capacity and resources to help implement



DRAFT

CLINTON STATION DEVELOPMENT
OPPORTUNITY STUDY

Sponsored in Collaboration
with Metro and TriMet
August 2011



Additional Supporting Tools and Initiatives

- Redevelopment studies exploring infill feasibility and investment strategies for target areas
- Walkability audits for downtowns and commercial corridors



Up Next for the Development Center



Transit Oriented Development

- Continued projects in station areas
- Partnering with TriMet on PMLR opportunities
- Developing land holdings
- Assessing land acquisition opportunities



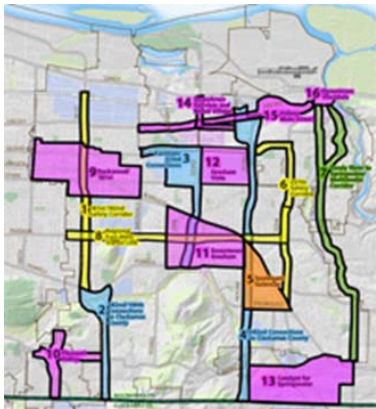
Downtowns and Main Streets

- Bring “Fundamentals” series to other districts that have unrealized potential
- Tailored technical assistance to follow up in recent “Get Street Smart” communities
- Continue implementing projects with downtown challenge grant recipients

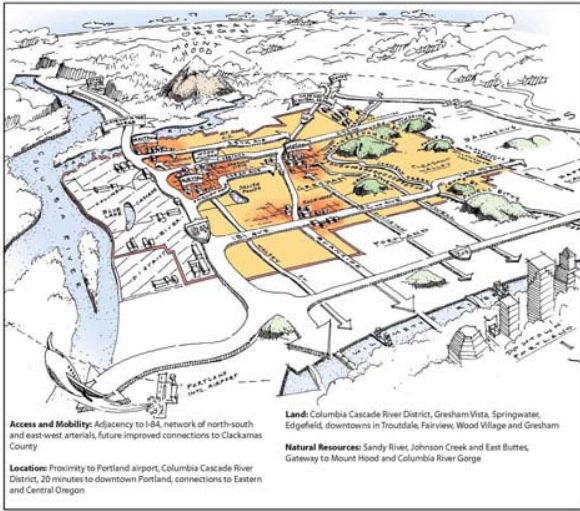
Corridor Planning Overview



- Southwest Corridor
- Powell-Division Corridor
- Portland-Milwaukie Leverage Agenda
- Willamette Shoreline Consortium
- Small Starts Streetcar Methods



East Metro Connections Plan



- EMCP Adopted Summer 2012, RTP Amendment 2013
- Key project priorities moving toward funding and construction



- TCAPP Grant will focus on project development of 238th/242nd
- From Controversy To Consensus

Project Timeline and Key Milestones



Phase 1: July 2010-July 2013

Complete Transit Alternatives Analysis
Adopt Shared Investment Strategy

Phase 2: July 2013- July 2014

Transit Refinement and Service Enhancement
Plan Development Strategy (includes Parks)
Formal NEPA Notice of Intent January 2014

Phase 3: July 2014-June 2017

Draft Environmental Impact Statement (DEIS)
Adopt Locally Preferred Alternative (LPA)
Development and Transportation
Implementation



Opportunities and Challenges

Opportunities

- Strong local and regional political leadership
- Broad community support for transit
- Shared investment strategy sets stage for integrated implementation
- Potential TOD investment and partnerships emerging from Land Use Vision

Challenges

- Current TriMet uncertainty
- Refinement phase will highlight design issues with ODOT facilities
- Old transit capital funding model broken; Region needs new capital funding model and project funding strategy within next ten years



Powell-Division Transit Corridor

Powell-Division Transit Project: Connecting Communities to Education, Healthcare, and Jobs

Portland State



Portland State University

Portland State is Oregon's largest and most diverse public university; the 50-acre campus has 30,000 students enrolled and is an anchor to downtown.

Neighborhood Nodes

- SE Transportation Hub:** Connects light rail, streetcar loop, bus lines, regional trail, OMSI, and PCC.
- SE 82nd:** With an expanding PCC campus and zoned for intensive multi-use development, this area is the site of a Portland Development Commission (PDC) Neighborhood Prosperity Initiative (NPI) Urban Renewal Plan to foster economic opportunity and neighborhood vitality.
- SE 122nd:** A Major Transit Priority Street and a major city traffic street, 122nd is targeted for pedestrian and other streetscape improvements to serve the adjoining residential neighborhoods and commercial areas, and is also the site of a PDC NPI.
- SE 182nd:** With its close proximity to Gresham's Downtown and the Rockwood Neighborhood, this is one of 10 key regional focus areas for TriMet's pedestrian Network Analysis.

Portland CC Southeast



Portland Community College Southeast Center serves about 9,500 students and just began a \$39 million expansion. When completed, the campus will accommodate 20,000 students.

Downtown Gresham



As the civic, cultural, and commercial hub of Oregon's 4th largest city, historic downtown Gresham is a gateway to Mt. Hood tourism.

Mt. Hood CC



With 33,000 students annually district-wide, Mount Hood Community College is planning for major capital improvements as it approaches its 50th anniversary.



OHSU



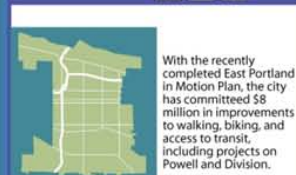
As the state's only health and research university and Portland's largest employer, OHSU has 13,500 employees and an annual budget of \$1.4 billion.

Innovation Quadrant



Portland's Innovation Quadrant enhances the connections and collaboration between higher-education institutions, workforce development providers and private sector partners that are currently located in four districts in the Central City.

East Portland



With the recently completed East Portland in Motion Plan, the city has committed \$8 million in improvements to walking, biking, and access to transit, including projects on Powell and Division.

Jobs

- Major employers include:**
- Oregon Health & Science University: 13,500 emp.
 - TriMet: 2,600 emp.
 - Fred Meyer HQ: 2,000 emp.
 - Advanced Business Technologies: 500 emp.
 - Legacy Hospital: 3,000 emp.
 - Mt. Hood Community College: 750 emp.

Quick Facts

- More than 8 high schools in the study area, including David Douglas and Reynolds, the two largest in the state of Oregon.
- Three major hospitals in the study area (Legacy Mt. Hood, Adventist, OHSU). Multnomah County Health Department operates primary care clinics in downtown Gresham, Rockwood, and East Portland.
- Catholic Charities opened the Clark Family Center in 2010, a 60,000 sq. ft. facility with plans to serve more than 25,000 annually.
- The Study Area crosses two light rail corridors - the MAX Green Line and the MAX Orange Line (under construction) - and parallels MAX Blue Line.

Portland Metro Region



Powell- Division Approach and Goals

PARTNER

Identify Partners

Define Opportunities

- Stakeholders
- Decision process
- Public engagement process

- Increase trust & awareness
- Project partnerships
- Public/private/philanthropic development opportunities

PLAN

Project Foundation
(fall 2013)

Develop a common understanding of the project purpose through and understanding of existing conditions, needs, opportunities. **Agreement on project purpose and goals.**

Identify Alternatives
(winter 2013)

Identify land use considerations and locations of focus areas. Develop a wide range of transit alternatives. **Agreement on alternatives to be studied in detail.**

Refine Alternatives
(spring 2014)

Assess land use opportunities and supporting elements for transit. Assess transportation network. **Agreement on alternative(s) to be carried forward.**

Project Agreement
(fall 2014)

Refine preferred alternative based on public engagement, technical analysis, and steering committee. **Agreement on transit alternative to advance into project development.**

IMPLEMENT

DEVELOP

- Design plans
- Environmental study and permits
- Federal funding decisions
- Identify transit supportive development opportunities

BUILD

- Secure Funding
- Begin Construction

- Develop an Efficient and Near-Term Transit Solution
- Develop Corridor Shared Investment Strategy
- Engage the Community to Identify Equitable Solutions

Powell-Division Opportunities and Challenges

Opportunities

- Previous efforts have provided strong base, Metro can link pieces together
- Small but motivated leadership coalition includes business, institutional, and legislative partners as well as Portland, Gresham, Multnomah County



Challenges

- Scope creep. Metro and partners' roles must be clearly defined
- Metro and local partner resources are extremely limited for both planning and implementation despite community need



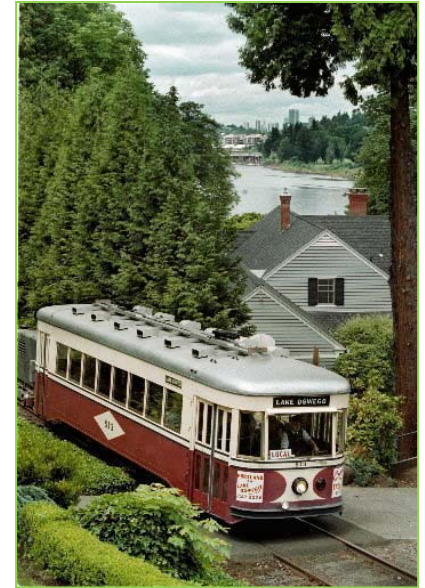
Portland-Milwaukie Leverage Agenda

- Coordinate action plan to leverage private and public station area investments by 2015 opening
- Create conditions to foster continued investments
- Plans, Projects, Potential
- Examples: Holgate, Clinton, Milwaukie, Park Ave.



Willamette Shoreline Consortium

- Coordinate management, maintenance, operations, and planning for rail ROW
- Recently completed IGA with Sellwood Bridge Project generated \$400K for needed repairs
- Limited trolley operations through bridge construction, additional repairs needed



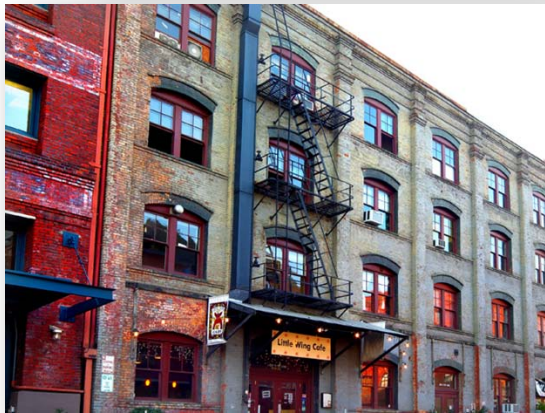
Small Starts Streetcar Methods



- **Lead FTA funded effort** to develop advanced methodology for analyzing development potential of streetcars that can serve as national model and provide guidance to the Small Starts program



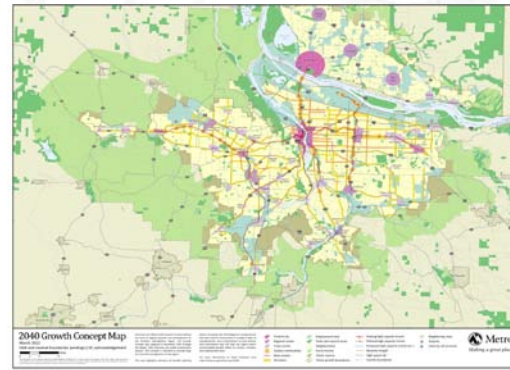
- **RFP selection process underway** with PSI, TriMet, Portland and Hillsboro to choose consultants who will help develop technical tool and case studies that will further federal and regional project development



Discussion



Planning & Development Dept. Community Development Division



Metro | *Making a great place*



Planning & Development

As stewards of the Region 2040 Growth Concept, we partner with public and private sector interests to build more sustainable, prosperous and equitable communities.

- Create Regional Blueprint
- Implement at community level
- Target investments

Six Desired Outcomes

Characteristics of a successful region



Regional Transportation Planning



Regional Transportation Planning

Regional blueprint

- Regional Transportation Plan
- Regional convening, consensus-building and decision making
- Metropolitan Planning Organization



Regional Transportation Planning

Implement Blueprint

- Climate Smart Communities scenarios
- Support and technical assistance for local Transportation System Plans
- Participation in corridor planning



Regional Transportation Planning

Target Investments

- Metropolitan Transportation Improvement Program/Regional Flexible Funds
- Transportation System Management
- Regional Freight Program



Regional Transportation Planning

Target Investments

- Regional Travel Options
- Implement Active Transportation Plan



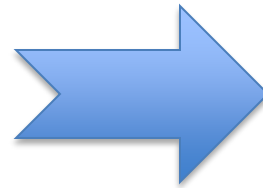
Land Use Planning



Land Use Planning

Implement Blueprint

- Support and technical assistance for local Comprehensive Plans, Zoning Ordinances, etc.
- Support for corridor planning and Climate Smart Communities project
- Concept and Comprehensive Planning for new urban areas and urban reserves



Land Use Planning

Target Investments

- Community Planning and Development Grants



Land Use Planning

Target Investments

- Large Site Industrial Readiness
- Brownfields cleanup /redevelopment
- Metropolitan Export Initiative



Land Use Planning

Target Investments

- Envision Tomorrow assessments
- Community Investment Toolkits and case studies



Discussion

