 **Metro** | *Agenda*

Meeting: Metro Council Work Session
Date: Tuesday, March 31, 2015
Time: 2:00 p.m.
Place: Metro Regional Center, Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | |
|----------------|---|---|
| 2:00 PM | 1. CHIEF OPERATING OFFICER COMMUNICATION | |
| 2:10 PM | 2. 2015 URBAN GROWTH MANAGEMENT DECISION:
CITY OF PORTLAND COMPREHENSIVE PLAN UPDATE | Ted Reid, Metro
John Williams, Metro
Tom Armstrong, City of
Portland |
| 3:30 PM | 3. POWELL-DIVISION TRANSIT AND DEVELOPMENT
PROJECT | Brian Monberg, Metro |
| 4:15 PM | 4. COUNCIL LIAISON UPDATES AND COUNCIL
COMMUNICATION | |

ADJOURN

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បើលោកអ្នកត្រូវការការបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1890 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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Agenda Item No. 2.0

**2015 URBAN GROWTH MANAGEMENT DECISION:
CITY OF PORTLAND COMPREHENSIVE PLAN UPDATE**

Metro Council Work Session
Tuesday, March 31, 2015
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: March 31, 2015

LENGTH: One hour, 15 minutes

PRESENTATION TITLE: 2015 growth management decision: City of Portland comprehensive plan update

DEPARTMENT: Planning and Development

PRESENTER(S): Ted Reid, ted.reid@oregonmetro.gov, 503-797-1768
John Williams, john.williams@oregonmetro.gov, 503-797-1635
Tom Armstrong, City of Portland, Bureau of Planning and Sustainability
TBD other City of Portland representatives

WORK SESSION PURPOSE & DESIRED OUTCOMES

Purpose:

- Provide Council with a briefing on the City of Portland's comprehensive plan update (note - this is one of a few topics related to Portland's development potential that staff will bring to Council work sessions this spring).

Outcome:

- Council has additional information to guide its next steps on regional urban growth management.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

The urban growth report (UGR) that the Metro Council accepted in its draft form in December 2014 provides the Council and others with an opportunity to review challenges and opportunities associated with implementing regional and local plans. The draft UGR found that, with currently adopted city and county plans, the region can accommodate expected population and employment growth inside the existing urban growth boundary (UGB). On MPAC's advice, when accepting the draft UGR, the Metro Council identified a number of topics that would benefit from additional discussion in 2015.

Since that time, the state Land Conservation and Development Commission, in response to a Court of Appeals ruling, remanded parts of the region's urban and rural reserves. As discussed at the February 3, 2015 Council retreat and the February 17, 2015 work session, this remand has implications for the Council's urban growth management decision. At the February 17, 2015 work session, Council directed staff to proceed with a revised work program. The revised work program leads to a Metro Council process decision in fall 2015:

Option 1: conclude the urban growth management decision in 2015, prior to resolution of the urban reserves in Clackamas and Multnomah counties.¹

Option 2: request an extension from the state for the urban growth management decision to wait for the resolution of urban reserves and to allow for additional discussion of housing needs.

¹ The Council could also choose to initiate a new growth management decision cycle before the next state-mandated urban growth report would be due.

In order to inform the Council's decision-making on which growth management process option to pursue in fall 2015, Council directed staff that it wished to focus discussions in spring of 2015 on the following three topics:

- How much residential development should be assumed is likely in the region's centers and corridors, including those in Portland?
- How much residential development should be assumed is likely in the City of Damascus?
- Should the region plan for the midpoint of the forecast range, which has the highest probability, or should the region plan for higher or lower growth?

The March 31 work session relates to the first topic and will focus on the City of Portland's update of its Comprehensive Plan. Additional work sessions on Portland's development potential are scheduled for this spring and are likely to include a discussion of past development activity in urban areas, the perspectives of urban developers, and a tour of some of the places in Portland that have seen development activity.

The Portland Comprehensive Plan is a long-range 20-year plan that sets the framework for the physical development of the city. Portland originally developed its Comprehensive Plan in 1980; periodic updates of the plan are mandated by the State of Oregon. The Comprehensive Plan Update will help to implement the Portland Plan, the City's strategic plan for a prosperous, educated, healthy, equitable and resilient Portland. Please note that the draft 2014 UGR relies on the City of Portland's currently-adopted comprehensive plan, not the pending update.

As Council will recall, staff noted in a February 12, 2014 memo to the Metro Council that different policy direction is needed to come to a different conclusion than that of the draft UGR. This is because adopted plans and policies can accommodate significantly more growth than is forecast for the next 20 years. Consequently, assuming less development in Damascus or Portland would likely mean that households could locate elsewhere inside Metro's UGB or in neighboring cities or that a lower regional population growth rate could be achieved. Likewise, assuming a higher growth rate in the range forecast would likely mean that more households would locate both inside the Metro UGB (allowable under adopted plans) and in neighbor cities. Staff believes that it is a policy decision whether these potential outcomes are desirable and whether a UGB expansion would improve those outcomes.

As previously noted, it remains untested in the courts whether Metro can assume anything less than zoned capacity in its housing needs assessment. This question was raised with the 2011 UGB expansion, but was rendered moot by HB 4078 (Grand Bargain).

QUESTIONS FOR COUNCIL CONSIDERATION

- Does the Council have any questions or direction for staff?

PACKET MATERIALS

- Would legislation be required for Council action Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today?
 - Portland draft 2035 Comprehensive Plan: Introduction
 - Portland draft 2035 Comprehensive Plan: Urban Design Direction

... COMPREHENSIVE PLAN UPDATE ...

2035 Comprehensive Plan Proposed Draft

What's Inside?

Introduction

About the Plan

Goals and Policies

List of Significant Projects

Comprehensive Plan Map

Glossary

July 2014

Portland's Comprehensive Plan Update
For more information, visit:
www.portlandoregon.gov/bps/pdxcompplan



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City of Portland, Oregon
Charlie Hales, Mayor - Susan Anderson, Director

Portland’s Comprehensive Plan Update proposes changes to create a prosperous, healthy, equitable and resilient city.

Visit www.portlandoregon.gov/bps/pdxcompplan or call 503-823-0195.

Implementing the Portland Plan: The Comprehensive Plan forwards Portland’s strategic priorities through land use.

Adopted in 2012, the City’s strategic plan, the Portland Plan, established four integrated strategies to guide Portland over the next 25 years: (1) A Framework for Equity, (2) Thriving Educated Youth, (3) Economic Prosperity and Affordability, and (4) Healthy Connected City. The 2035 Comprehensive is an implementing tool of the Portland Plan.

Para obtener más información, por favor llame al 503-823-0195.

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A letter from Susan Anderson

Director of the Bureau of Planning and Sustainability

On behalf of the Bureau of Planning and Sustainability and our many community and business partners, who participated extensively in its development, I am pleased to share the 2035 Comprehensive Plan Proposed Draft.

The draft 2035 Plan builds on dozens of community strategies and plans since 1980, including: the *Portland Plan*, *Climate Action Plan*, *Portland Economic Development Strategy*, *Parks 2020 Vision*, *Albina Community Plan*, *East Portland Action Plan*, *Watershed Management Plan*, *Central City Transportation Management Plan*, *1980 Comprehensive Plan*, and many others.

The draft 2035 Plan is Portland's long-range tool to guide growth, change, and improvements over the next 20 years. It will be a guide for the City as we leverage new investment and growth to ensure that Portland becomes more prosperous, healthy and resilient for everyone.

Much more than simply a map or new zoning code, the 2035 Plan provides a framework for the City to create opportunities for more jobs, affordable housing, a low-carbon economy, a clean environment, increased mobility and greater equity among Portlanders.

The draft plan was developed with extensive research, technical analysis and an enormous amount of community participation and knowledge. It includes goals and policies that set specific directions for future decision makers. It includes an Urban Design Framework (a map-based illustration of the vision for 2035) as well as a list of significant projects to direct major investments in public infrastructure — like streets, sidewalks and parks that keep Portlanders safe, mobile and healthy.

Please take this opportunity to review the draft 2035 Plan and provide your feedback to us in writing, on-line through the Map App, or through testimony at hearings that will be held by the Planning and Sustainability Commission throughout the fall. If you have specific questions or concerns about a policy or map designation, please give us a call at 503-823-0195.

The 2035 Plan is a roadmap to the future. Your comments are critical for helping to create a healthier, more resilient and prosperous city for us and future generations.

The draft 2035 Plan carries forward the best of the many successful approaches that Portland is known for internationally from the 1980 Comprehensive Plan. In addition, it considers new priorities and recommends that Portland find more advanced ways to:

- Create complete, healthy connected neighborhoods throughout the city to meet the needs of 120,000 new households.
- Ensure there is commercial and industrial land available to support 140,000 new jobs.
- Create a low carbon city that is energy and resource efficient and creates local jobs.
- Integrate public health and equity goals into land use policies.
- Improve resiliency and decrease development pressure in areas that lack public services or are susceptible to hazards, like flooding and landslides.
- Recognize that one size does not fit all, so we must plan and design distinctive areas of the city to fit local conditions.
- Promote affordable housing throughout the city in areas with good access to transit, grocery stores and shops, schools and other services.
- Improve natural areas and open space that help integrate nature into the city.
- Promote schools as multi-use facilities and assets that serve the whole community.

All the best,

COMPREHENSIVE PLAN COMPONENTS

Goals and Policies

Long-term aspirations for Portland and descriptions of the work that must be done to achieve them.

List of Significant Projects

A plan for public facility investments.

Comprehensive Plan Map

Land use designations for growth, development and conservation.

Transportation System Plan

Transportation policies, street classifications and street plan maps.

The 2035 Comprehensive Plan is a 20-year plan for the growth and development of Portland.

- It forecasts the amount and location of population and job growth.
- It guides where and how land is developed and conserved.
- It identifies what public investments are needed in infrastructure (such as streets, sidewalks, parks and stormwater management systems).
- It sets expectations for how and when community members will be involved in future land use plans and decisions.
- It helps coordinate policies and actions across City bureaus, and state and regional agencies.

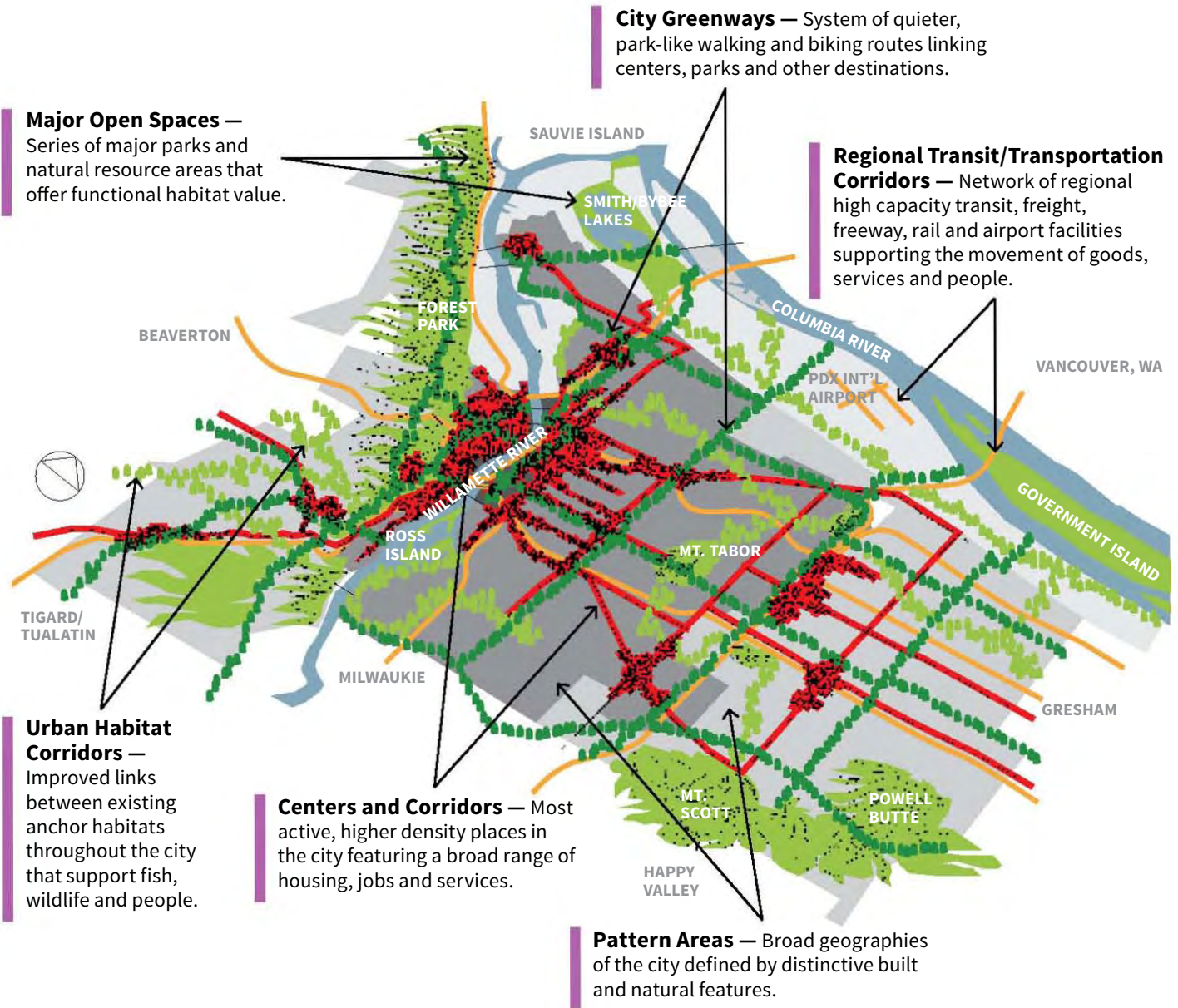
Why plan now?

- It's been 35 years since Portland wrote its first Comprehensive Plan.
- Portland is growing — 120,000 new households and 140,000 new jobs are expected by 2035.
- Portland is becoming a more diverse city and advancing equity is essential.
- Everyone needs access to jobs, services, gathering places and recreational opportunities.
- Preparation helps us be more resilient in a changing world.

This Comprehensive Plan offers an opportunity to leverage growth to create a more prosperous, healthy, equitable and resilient community for all Portlanders.

Urban Design Concept

A map of the vision for 2035.

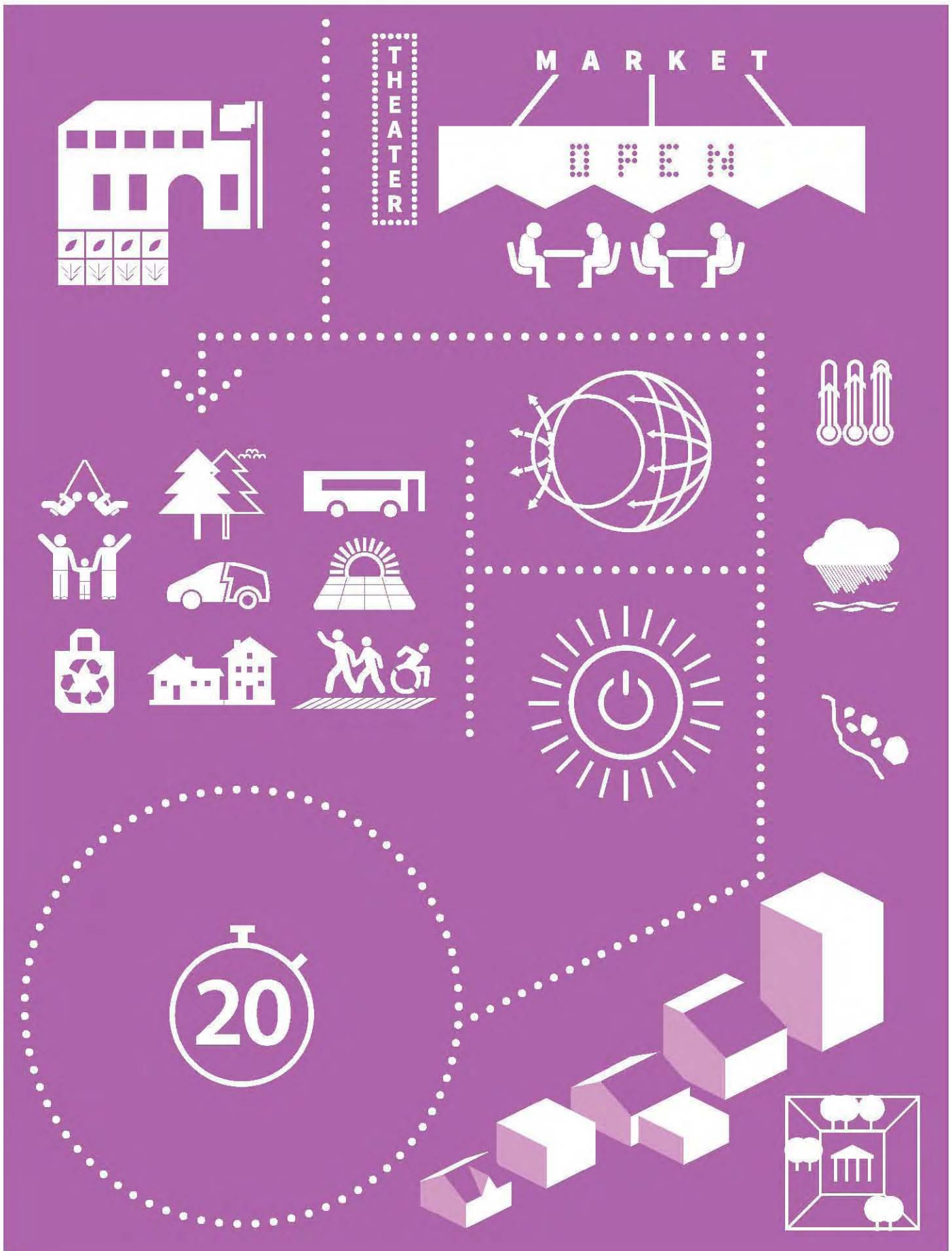


VISION FOR 2035

Portland is a prosperous, healthy, equitable and resilient city where everyone has access to opportunity and is engaged in shaping decisions that affect their lives.

Our diverse population, innovative businesses and forward-thinking leaders create a vibrant and unique community.

- A thriving low-carbon economy provides jobs and supports the prosperity of a diverse population.
- Portlanders feel more connected to each other, the city, and their communities and they are involved in community decisions.
- Nature is woven into the city, and a healthy environment sustains people, neighborhoods and wildlife.
- Distinctive neighborhoods and the vibrant downtown are safe, energizing civic and cultural spaces.
- Environmental risks are managed and resiliency increases, helping Portlanders prepare for change and recover from disasters.



Seven key directions to achieve the vision

These key directions are reflected throughout the plan in goals, policies and infrastructure investments and on the Urban Design Framework and the Comprehensive Plan Map.

- 1 Create complete neighborhoods:** Grow and invest in well-designed centers and corridors that support healthy living. Complete neighborhoods include shops and services, a variety of housing opportunities and have good pedestrian environments with access to bike and transit networks.
- 2 Encourage job growth:** Provide and increase the productivity of land, and infrastructure for businesses, institutions and industry to meet the needs of 140,000 new jobs citywide. Invest in industrial districts and the Central City, facilitate the growth of colleges and hospitals and support the success of small businesses in neighborhood business districts.
- 3 Create a low-carbon community:** Reduce carbon emissions in residential, commercial, industrial and transportation sectors. A new generation of buildings, infrastructure, technologies and energy systems that use 50 percent less fossil fuels will help mitigate climate change and create tens of thousands of jobs. This will also help reduce reliance on non-renewable energy that must be imported from outside the region.
- 4 Improve natural areas and open spaces:** Build city greenways and enhance and protect open spaces and natural areas. Trails, streets and open spaces connect pedestrians and bicyclists throughout the city, create pleasant places for rest and recreation, provide wildlife habitat and improve water and air quality.
- 5 Provide reliable infrastructure to equitably serve all parts of the city:** Build, maintain and upgrade public facilities. Public investments in streets and sidewalks, sewer lines and water facilities, parks, and stormwater and flood management improve health and safety. Focused investments in areas that do not have safe and plentiful facilities will increase access to opportunity.
- 6 Improve resiliency:** Prepare for climate change and reduce risks posed by natural hazards. Focus growth in lower risk areas, away from creeks and steep hillsides; build housing near transit and services; and provide open space, trees and stormwater to help reduce harmful flooding, cool the city on hot summer days and reduce health, safety and economic risks for households, businesses and the City.
- 7 One size does not fit all:** Plan and design to fit local conditions. Each area of Portland has distinctive and valued characteristics — natural features, community histories, patterns of development and types of buildings. Instead of following a one-size-fits-all approach, harness growth and change to enhance positive and valued community characteristics.

... COMPREHENSIVE PLAN UPDATE ...

KEY DIRECTION

1 Create Complete Neighborhoods



Grow and invest in well-designed centers and corridors.

Complete neighborhoods support health and increase access to opportunity.

They are places where people of all ages and abilities have safe and convenient access to more of the goods and services needed in daily life — where they can get to grocery stores, schools, libraries, parks and gathering places on foot or by bike.

They are well connected to jobs and the rest of the city by transit and have a variety of housing types and prices for households of different sizes and incomes.

Today, only about half of all Portlanders live in places with convenient, safe and walkable access to services. Often it is lower income Portlanders and people of color who are not able to live in healthy connected neighborhoods. Neighborhoods with amenities are increasingly becoming more expensive than other neighborhoods.

Growing in centers and corridors will help create an equitable and accessible network of healthy complete neighborhoods. Growing in centers and corridors, like Hillsdale and Sandy Blvd., allows more people the opportunity to live close to services, while strengthening neighborhood businesses.

A compact development pattern also helps reduce our environmental footprint, mitigate and prepare for the effects of climate change and maximizes the use of existing infrastructure.

There will be areas of stability and areas of change. Focusing growth in defined centers and corridors has many social, economic and community benefits. One of the benefits is that much of the future population growth and change will happen along existing mixed-use and commercial streets.

This will help preserve single-family residences throughout the city as the population grows. Portland is expected to grow by more than 120,000 more households by 2035. Today, Portland has more than 260,000 households.

This growth will help create more complete neighborhoods and expand access to services to more Portlanders, if it is focused in centers and corridors.

Why create healthy connected neighborhoods?

- Local convenience and healthy lifestyles
- Neighborhood business development
- Efficient and equitable public investment
- Lower household costs
- Energy efficiency and carbon emissions reduction
- More stable existing neighborhoods

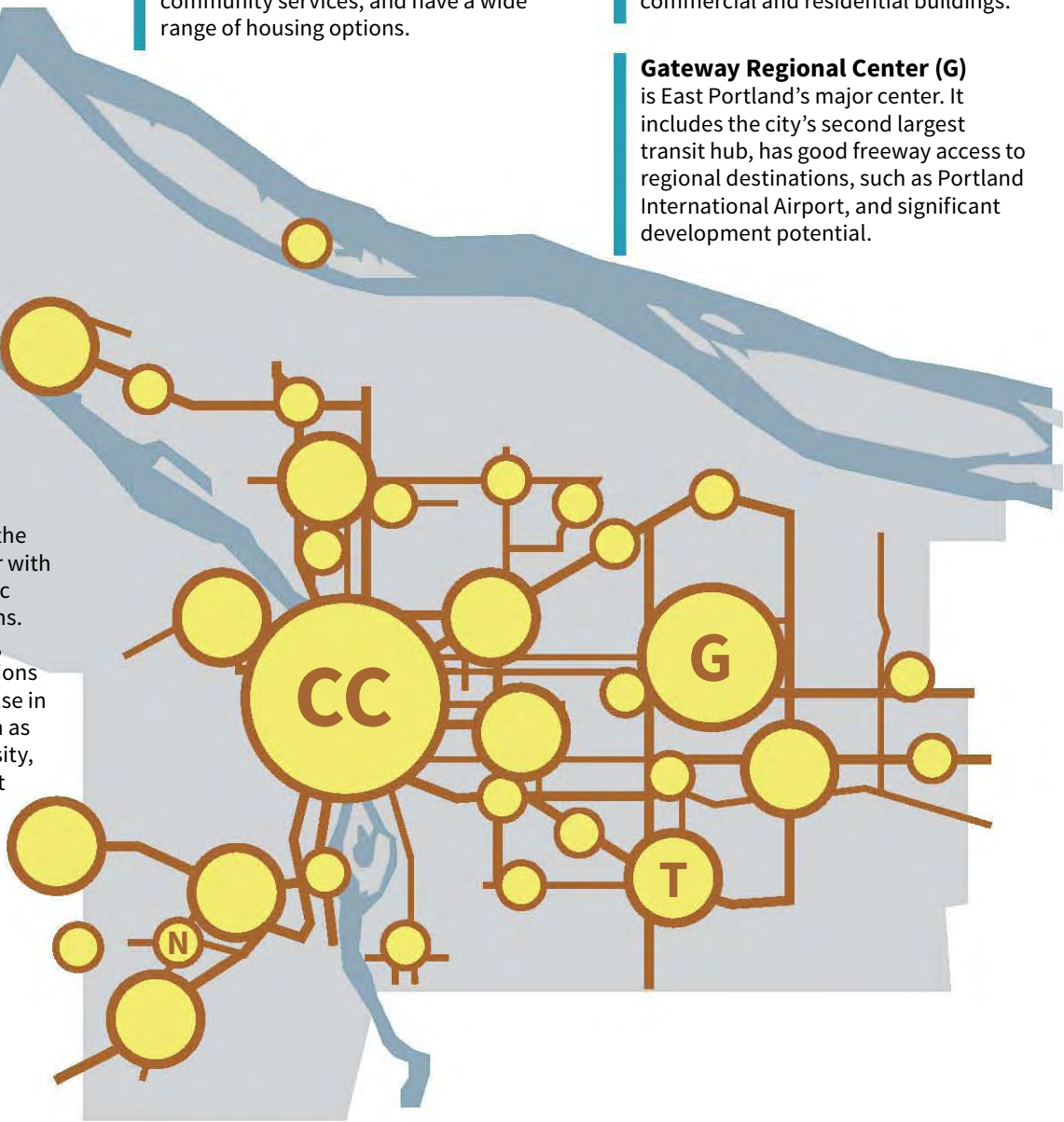
Types of centers and corridors

Town Centers (T), like Hollywood and Hillsdale, are located throughout the city and serve entire districts. They are typically anchored by employment centers or institutions, feature commercial and community services, and have a wide range of housing options.

Neighborhood Centers (N) are places like Mississippi Avenue or the inner SE main streets, like Division, Belmont and Hawthorne. They include a mixture of medium to higher density commercial and residential buildings.

Gateway Regional Center (G) is East Portland’s major center. It includes the city’s second largest transit hub, has good freeway access to regional destinations, such as Portland International Airport, and significant development potential.

Central City (CC) is the region’s biggest center with jobs, services, and civic and cultural institutions. It includes attractions, amenities and institutions not found anywhere else in the city or region, such as Portland State University, Tom McCall Waterfront Park and the Oregon Convention Center.



Civic Corridors are the city’s busiest, widest and most prominent streets, like Barbur and Powell Boulevards. They connect the city and the region and support the movement of people and goods across the city, with high levels of traffic and, in some cases, pedestrian activity. Civic Corridors can be great places for growth and transit-supportive densities of housing, commercial, or employment uses.

Neighborhood Corridors are narrower main streets that connect neighborhoods with each other and to other parts of the city. They support neighborhood business districts and provide housing opportunities close to local services, amenities and transit lines. They are streets that include a mix of commercial and higher-density housing development.

What could centers and corridors look like?

Inner neighborhoods



Portland's Pattern Areas, including Inner, Eastern and Western Neighborhoods, are defined in Key Direction 7.

What could centers and corridors look like?

Eastern neighborhoods



Today



Future

This visualization shows one way to transform the intersection of SE 122nd and Division Street, with high capacity transit, landscaping, prominent bike and pedestrian crossings to increase safety, housing and local food. The sidewalks are now buffered from the street and provide opportunities for gathering spaces.

Western neighborhoods



... COMPREHENSIVE PLAN UPDATE ...

KEY DIRECTION

2 Encourage Job Growth



Provide and increase the productivity of land and infrastructure for businesses, institutions and industry.

A robust and resilient regional economy, thriving local businesses, and growth in living wage jobs are all critical to ensuring household prosperity.

It is important to plan for the long term and make policies and investments that improve Portland's ability to weather economic change and improve household prosperity for all Portlanders.

Plan for a vibrant Central City. Address development issues that affect businesses and create the next generation of employment sanctuaries in the Central Eastside Industrial District to encourage job growth.

Improve access to living wage jobs in East Portland. Create more opportunities for a wide variety of small to medium sized office, creative services, craft manufacturing, distribution, and other neighborhood-compatible light-industrial businesses near freeways and along major streets.

Invest in brownfield clean-up. Portland has more than 900 acres of vacant and under-utilized brownfields, with nearly 550 acres in industrial areas. However, brownfields are often costly and difficult to redevelop. New public incentives that support brownfield remediation can leverage private investment to bring these contaminated properties back into productive use and increase the availability of usable industrial land, while reducing environmental risks.

Protect and use industrial land efficiently. Portland has limited, but precious employment land. To protect this resource, it is important to encourage businesses to grow on existing sites and stop commercial and residential encroachment on industrial land. Improving the movement of goods/freight within Portland is also essential to making better use of Portland's existing employment land, port terminals, the airport, and rail yards.

Plan for campus growth. Portland's colleges and hospitals are essential service providers, centers of innovation, workforce development resources and major employers. Planning for campus growth, while addressing neighborhood impacts, will help these economic engines thrive and promote neighborhood livability.

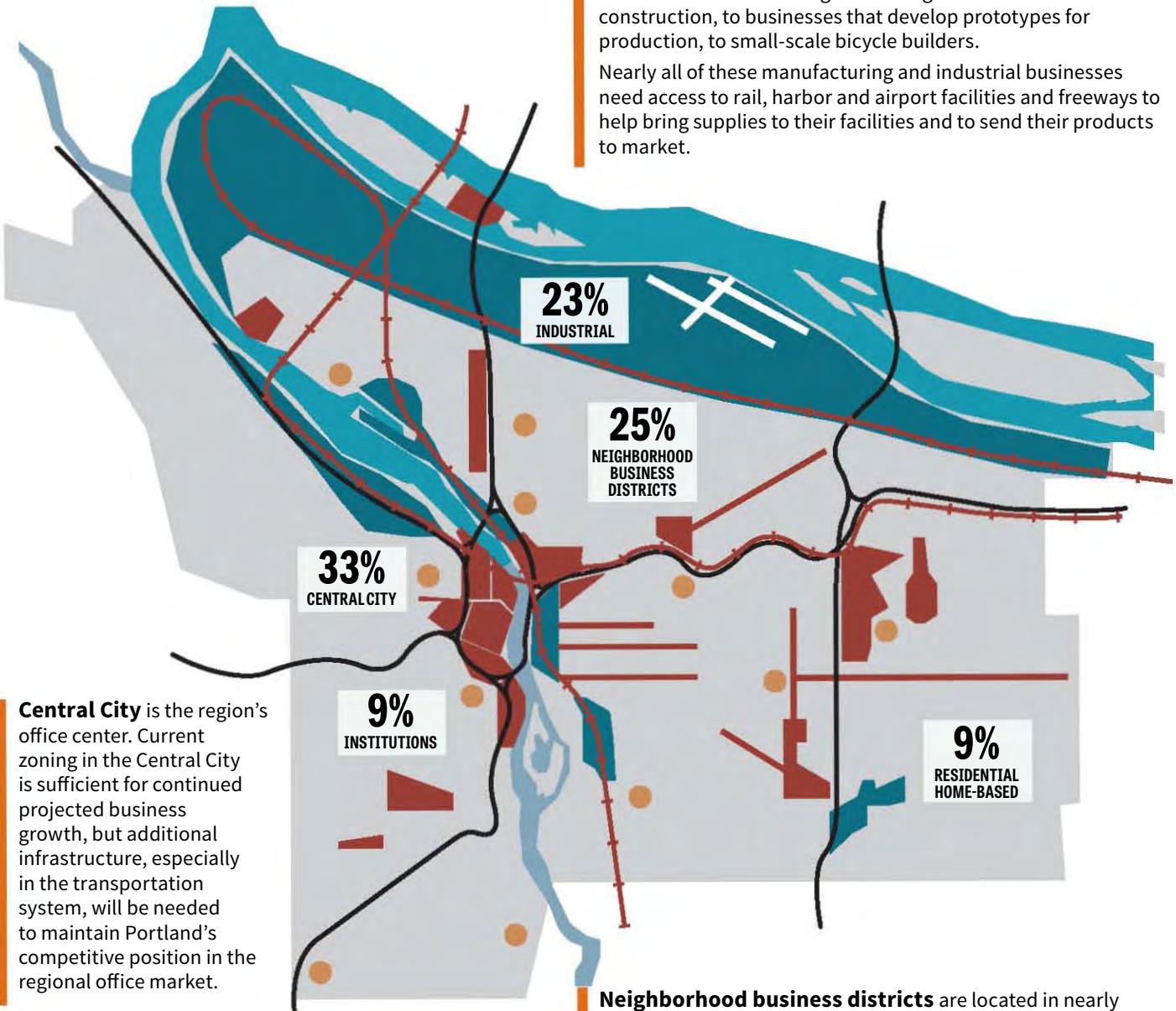
Support neighborhood business districts. Local business districts contribute to neighborhood character. They provide services and destinations within walking and biking distance of residential areas, supporting healthy complete neighborhoods. They also keep more local dollars circulating in Portland, improving prosperity.



Portland's employment sectors

Portland's economy is split across four broad sectors that concentrate in different places in the city.

Industrial areas are primarily located along the Columbia River and the northern portion of the Willamette River, and near the I-84 and I-205 freeways. The Central Eastside Industrial District is also home to more than 17,000 jobs. Industrial businesses range from barge and streetcar construction, to businesses that develop prototypes for production, to small-scale bicycle builders. Nearly all of these manufacturing and industrial businesses need access to rail, harbor and airport facilities and freeways to help bring supplies to their facilities and to send their products to market.



Central City is the region's office center. Current zoning in the Central City is sufficient for continued projected business growth, but additional infrastructure, especially in the transportation system, will be needed to maintain Portland's competitive position in the regional office market.

Institutions (hospitals and colleges) are Portland's fastest growing job sector and they are expected to continue to grow. This plan includes policies that facilitate growth within existing institutional campuses and call for the creation of clear rules to maintain and improve neighborhood compatibility.

Neighborhood business districts are located in nearly every part of Portland. Neighborhood commercial business districts and corridors generally have sufficient zoning for growth, but many would benefit from business development support and better transportation connectivity to the surrounding neighborhoods.

Nine percent of jobs are **home-based businesses in residential areas.**

Business and job growth is influenced by the quality of the city as a place to live, the education system, the availability of capital and the natural and built environments.



Forecasts indicate that Portland will likely be home to 140,000 new commercial, industrial and institutional jobs between now and 2035.

In the Comprehensive Plan, the City of Portland must show how and where it will have the land, space and infrastructure for the business growth needed to meet this forecast. Sustained job growth in Portland depends on many factors.

The City's economic development strategies focus on:

- Growth in exports of goods and services.
- Growth in the productivity and vitality of key and emerging industries.
- Staying competitive as a major West Coast trade gateway for goods traveling between the Columbia River basin and the Pacific Rim.
- An overall supportive business environment.

Household prosperity varies greatly by employment type. In 2012, the average wages for retail and service workers (\$26,000) were far below what is needed to sustain a household. The Portland Plan's measure of success for household prosperity uses a self-sufficiency index based on the income needed to meet basic household needs, including the cost of housing, childcare, food, healthcare and transportation.

For example, in Portland, the self-sufficiency household income is approximately \$36,000 per year for one adult and an infant. By contrast, the average wage for an industrial worker in Portland is \$55,000 per year. Industrial jobs provide better opportunities for many to earn a living wage, but living wage job creation is critical across all employment sectors.

... COMPREHENSIVE PLAN UPDATE ...

KEY DIRECTION

3 Create a Low-Carbon Community



Reduce carbon emissions in residential, commercial, industrial and transportation sectors.

A low-carbon community is safe, healthy and resilient.

It is a place where transportation systems and buildings are highly efficient and affordable, and communities produce much of the electricity that is needed to power their homes and businesses from renewable sources. It is a place where buildings conserve and use scarce resources efficiently.

Next-generation industry designs and sells low-carbon technologies that help improve human and environmental health, while building a sustainable and resilient 21st century economy. Healthy complete neighborhoods help people complete daily errands without getting in a car and community gathering places foster connections. A low-carbon community is a self-reliant, self-sustaining and connected community.

Cities, as hubs for people and commerce, are a primary cause of carbon emissions, which cause global climate change. Communities, like Portland, present an essential opportunity to reduce emissions. To avoid potentially catastrophic impacts from climate change — including significantly increased temperatures, extreme weather and rising sea levels — climate scientists estimate that global carbon emissions must decline 50 to 85 percent below 2000 levels by 2050.

Portland has reduced per-person carbon emissions by more than 30 percent since 1990.

In this timeframe, even as the population grew by 30 percent, total community-wide emissions have dropped by more than 11 percent. Portland has adopted the goal of reducing total local carbon emissions by 80 percent by 2050, with an interim goal of 40 percent by 2030.

Successful carbon emissions reduction rests on a foundation of sound land use, transportation and infrastructure planning.

- Connect housing and employment with transit and complete pedestrian and bicycle networks.
- Maintain and repair streets and other transportation infrastructure to enable safe, efficient use by multiple modes of transportation.
- Use green infrastructure to effectively manage stormwater, clean water before it enters streams and rivers and help cool the city.
- Promote the development of resource-efficient buildings.
- Encourage high-efficiency, low-carbon energy sources, including solar, on-site electricity generation and shared district energy systems.

Why is a low-carbon community good for Portland?

- **Carbon-reduction solutions make businesses more efficient and competitive, and save residents money.** The products and services developed to respond to climate change — from energy efficiency to stormwater management — can be exported to other places. As the world transitions to a low-carbon economy and invests in climate-ready communities, being on the forefront of these solutions is good business.
- **A shift away from coal, oil and natural gas can have substantial indirect economic benefits.** Because Oregon has almost no fossil fuel resources, dollars spent on these energy sources contribute little to the local economy. By redirecting energy dollars to pay for efficiency improvements and non-fossil fuel energy, businesses and residents will spend more money locally, expanding markets for local products and services.
- **It supports healthy, active lifestyles and promotes human health.** Residents who can readily walk, bicycle and take transit are more physically active, resulting in direct health benefits. Low-carbon transportation also tends to reduce air pollution, resulting in additional health benefits for all residents.
- **Reducing energy use results in lower utility bills, relieving pressure on housing costs.** Similarly, it is more affordable to walk, bike or take transit than it is to own, fuel and park a vehicle.

... COMPREHENSIVE PLAN UPDATE ...

KEY DIRECTION

4 Improve Natural Areas and Open Spaces



Build city greenways and enhance and protect open spaces and natural areas.



Located at the confluence of two major rivers and between mountain ranges, Portland has a wealth of natural resources and a stunning natural setting.

This setting provides a beautiful home for people and provides important habitat for wildlife.

Today, Portland has an extensive public space system — streets, parks, trails, open spaces and natural areas. These public spaces link the city and the region. Some of them are big and busy, connecting people to jobs and businesses to businesses. Others, like the Springwater Corridor, are quieter pathways for walking, jogging or rolling. Places like Columbia Slough and Smith and Bybee Lakes, link natural resource areas for native species of birds, fish, pollinators and other wildlife. All of these connections help strengthen sense of place, support the movement of goods, people and wildlife, encourage active lifestyles and improve ecological health.

But, many of Portland's valuable natural resources are at risk. Urbanization has filled floodplains, causing seasonal flooding. Streams are unable to support healthy fish populations, and trees that reduce heat island effects and provide habitat are vulnerable to development. Without thoughtful intervention human and ecological health will suffer. This plan includes policies and investments to expand the public space system to increase mobility, access to services, and improve human and environmental health.

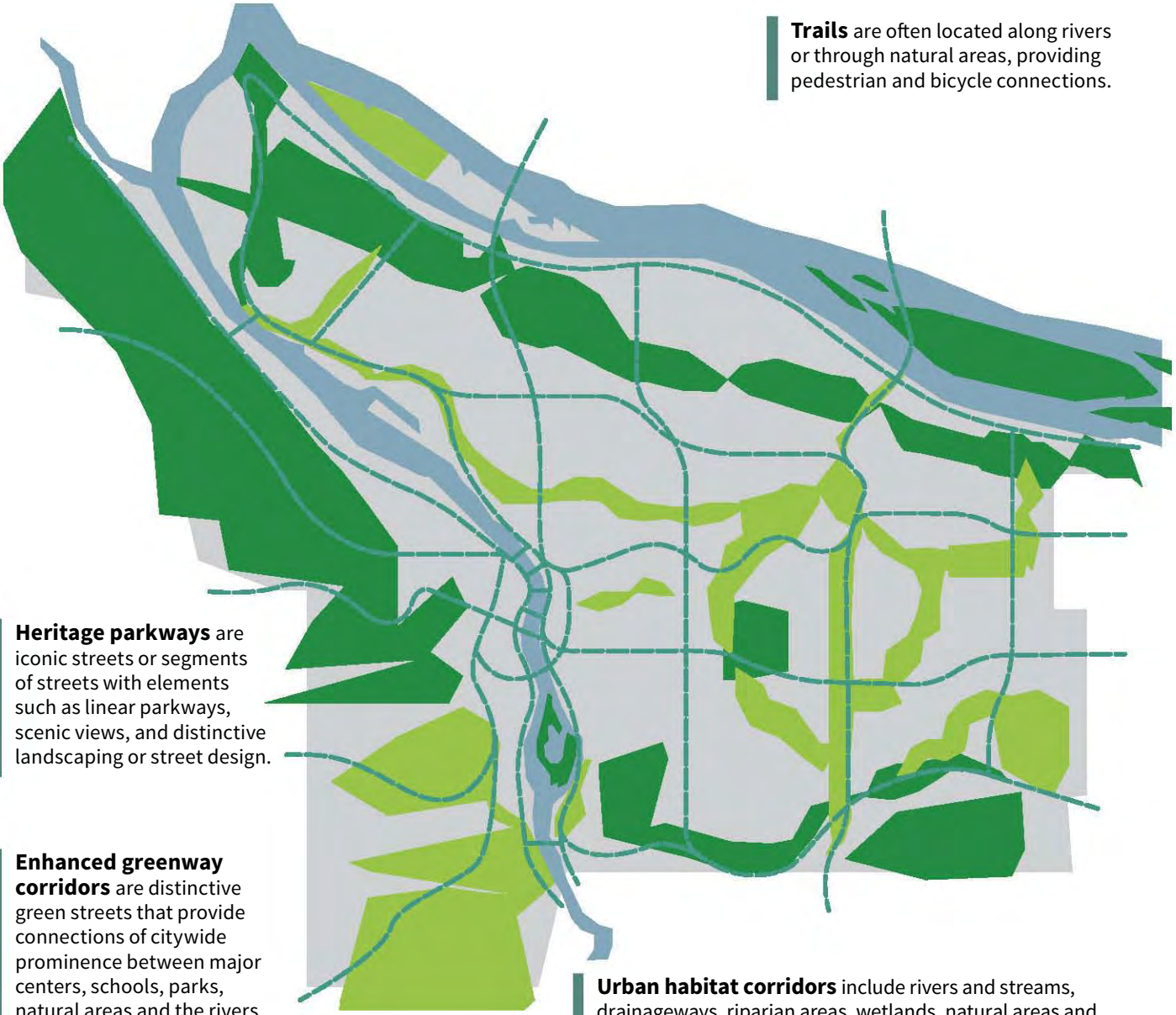
How people get around the city, how roads are built and the amount of open space affects human and environmental health.

- Safe, accessible and attractive streets, trails, parks and open spaces encourage active living and community interaction. They also make activities like walking, biking and using public transit the easy choice.
- Driving less helps reduce household costs, improves personal and environmental health, and helps lower emissions.
- Access to open spaces and parks increases opportunities for recreation, relaxation and learning.
- A transportation network that integrates nature into neighborhoods increases access to the outdoors, provides corridors for wildlife movement, and helps manage and clean stormwater.

Portland's greenway and habitat corridors

City greenways and habitat corridors will expand Portland's system of streets, parks, trails, open spaces and natural areas to better connect people, places, water and wildlife. This network will also improve human and environmental health.

Trails are often located along rivers or through natural areas, providing pedestrian and bicycle connections.



Heritage parkways are iconic streets or segments of streets with elements such as linear parkways, scenic views, and distinctive landscaping or street design.

Enhanced greenway corridors are distinctive green streets that provide connections of citywide prominence between major centers, schools, parks, natural areas and the rivers.

Neighborhood greenways are an extensive network of low motor vehicle traffic streets prioritized for bicycles and pedestrians, working in conjunction with the rest of the City Greenways system to extend the system into all neighborhoods.

Urban habitat corridors include rivers and streams, drainageways, riparian areas, wetlands, natural areas and upland habitats. There are two types of habitat corridors, existing and potential.

Existing corridors generally include and build upon areas identified in the City's Natural Resources Inventory. Potential corridors generally include areas outside those identified in the inventory, but are places where it would be beneficial to weave nature into the city and link to other habitat areas in the city and the region.

These natural and built areas provide safe, healthy places for resident and migratory fish and wildlife. They also clean and store water, reduce landslide and flooding risks; and provide places for people to learn, play and experience nature.



Natural resources can perform important services. They clean Portland's air and water, stabilize hillsides, soak up rainwater and manage flood waters, and they add to the sense of place and community.



Salmon, beaver, deer, elk and more than 200 species of birds — including bald eagles and peregrine falcons — live or travel through Portland.

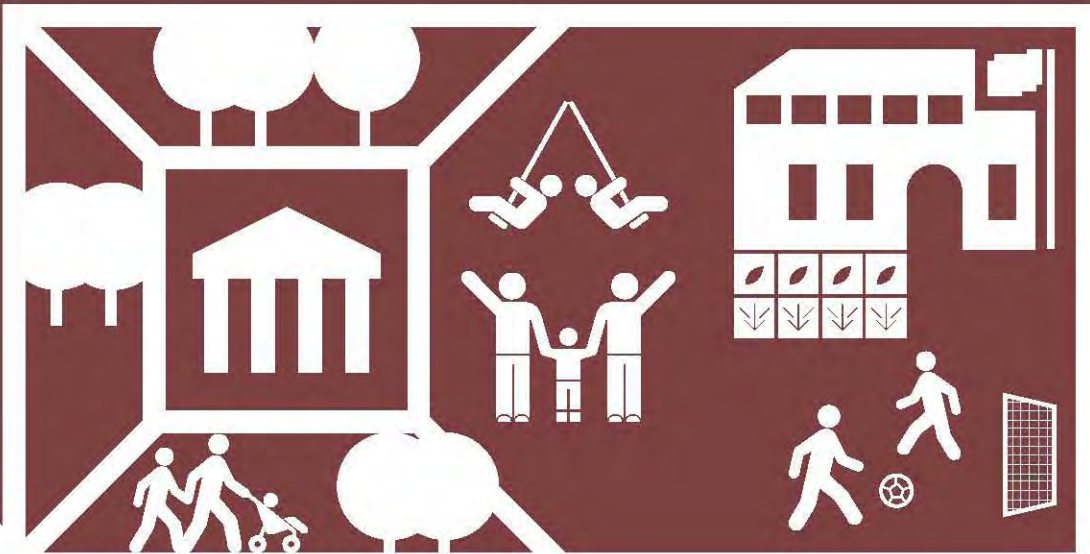
Prior to European settlement, the Willamette River was used primarily by Native Americans for travel, trade, fishing and gathering plant materials. Permanent and seasonal villages existed on both sides of the river to facilitate these uses, and many of these traditional uses are carried on today by local Native Americans.

Vegetation in bottomland and wetland forests was dominated by black cottonwood, Oregon ash and willow, along with shrubs, grasses and herbs. Denser, mixed-conifer forests of Douglas fir, big leaf maple, western red cedar, western hemlock, grand fir and red alder were in the West Hills, and some parts of the east terrace. Foothill savannas of Oregon white oak and other trees were found on the east side of the river.

... COMPREHENSIVE PLAN UPDATE ...

KEY DIRECTION

5 Provide Reliable Infrastructure to Equitably Serve All Parts of the City



Build, maintain and upgrade public facilities.

High quality basic services are essential to Portland's future success.

Infrastructure, like sidewalks, developed streets, stormwater management systems and parks and open space, ensure that Portlanders can move around the city, recreate, drink clean water and have reliable sewer service. They also help protect the environment and support the city's economy. However, not all communities in the city have access to basic services. Disproportionately, low-income households and Portlanders of color have inadequate services.

Portland's population is expected to grow over the next 20 years by more than 120,000 households. The City will need to maintain, upgrade and expand existing transportation, parks, water, sewer, stormwater and public safety systems to make sure they meet the needs of current and new residents and businesses.

Filling gaps in service is key to addressing equity. In the 2035 Comprehensive Plan, the City of Portland is declaring an intention to reduce disparities and increase opportunities for more people by investing in infrastructure.

The List of Significant Projects and the Citywide Systems Plan are two documents that directly relate to infrastructure.

- **The List of Significant Projects** includes the City's planned infrastructure projects for the life of the Comprehensive Plan. These investments are necessary to meet the transportation, sewer, stormwater and water needs of Portland's current and future residents and businesses.
- **The Citywide Systems Plan** guides infrastructure investments to address deficiencies, maintenance needs and safety risks. It includes the state mandated public facilities plan to provide public facilities to serve a growing population.



What is infrastructure investment and why is it important?

The City of Portland owns and maintains numerous facilities, including water pipes and reservoirs; stormwater swales and sewers; parks, streets and trails. These are basic systems needed to protect the health, safety and well-being of Portland households and businesses.

The ability to meet these basic needs is critical. The City's infrastructure assets are valuable and represent generations of investment. They also require maintenance, repair and attention. In some areas, they have eroded due to years of disinvestment.

Caring for Portland's infrastructure

There are three types of core infrastructure concerns that service providers must always consider:

- 1. System maintenance** — Take care of existing infrastructure so it can continue to meet community needs and work efficiently.
- 2. System deficiencies** — Determine where systems do not meet basic levels or needs, and analyzing who is and is not being served. It is also about meeting state and federal requirements.
- 3. Future needs** — Assess which facilities need to be upgraded or replaced to avoid major problems or to meet growing demand.

As Portland continues to grow up rather than out, maintaining existing infrastructure becomes increasingly important.

Using an equity lens when making infrastructure decisions. Progress can be made on infrastructure equity by employing a decision-making process including an equity analysis of Portland's past decisions and challenging unconscious assumptions about how the City works.

Equity considerations can be incorporated throughout the infrastructure decision-making process — from long range plans, like the Citywide Systems Plan, through project design and implementation. This approach considers a series of questions related to who benefits from an investment, who is burdened, who pays and who decides.

Several City bureaus are now taking the first step to develop tools to help ask and answer such questions. An equity lens helps identify opportunities to prioritize where and when the City invests in infrastructure to ensure that low-income communities, communities of color and people with disabilities have equitable access, especially to sidewalks, parks and safe streets.

Addressing gentrification and displacement.

Neighborhood improvements are often accomplished through public and private investments that increase a neighborhood's livability. This can benefit existing residents through better access to shopping and services, improved neighborhood walkability and better transit service. This also will enhance a neighborhood's attractiveness to new residents. Greater demand for housing and commercial space can increase property values and costs for residents and businesses.

For many, neighborhood revitalization is a positive change. For others, it provokes concern that Portland is becoming less affordable. In some circumstances revitalization becomes gentrification where the negative consequences

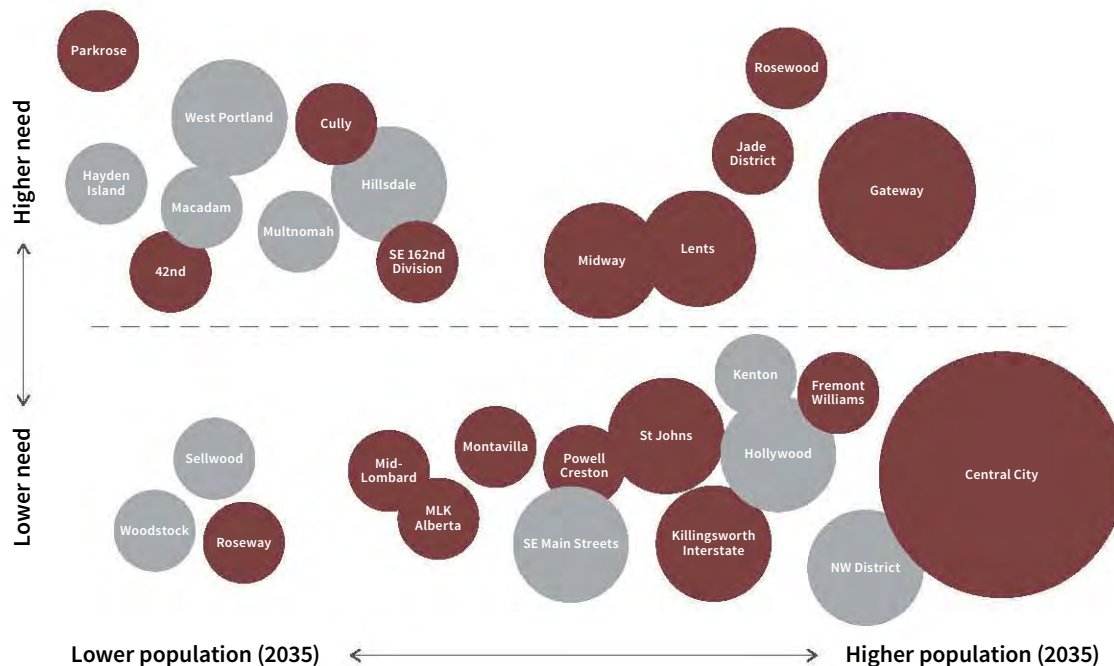
outweigh the benefits. These consequences include involuntary displacement of lower income households and a change in the ethnic and racial make-up of a neighborhood's residents and businesses.

Gentrification and displacement are long-standing issues in Portland and will continue to be issues as the city grows. The relevant policies in the Comprehensive Plan include those that seek to preserve affordable housing and local businesses; increase the supply of affordable housing in gentrifying neighborhoods; and increase household and businesses assets to improve their ability to stay in their neighborhoods.

Investment strategies for complete centers

1. Invest to reduce disparities

2. Invest to enhance neighborhoods and accommodate growth



3. Respond to opportunities and maintain existing services

4. Fill service gaps and accommodate growth

Circle sizes correspond to center types: Central City (largest), Gateway Regional Center, Town Center and Neighborhood Center (smallest). Darker circles indicate that the center includes higher than average concentrations of vulnerable residents, such as renters, communities of color, households with low median incomes and/or low education levels.

An intentional investment strategy is essential.

Portland’s neighborhoods vary in size and local conditions. The Comprehensive Plan supports four investment strategies that tailor the type of investment to local needs and context.

1. Invest to reduce infrastructure disparities and improve livability.

This strategy is appropriate for places that are not expected to grow significantly, but that have existing infrastructure deficiencies. Investments could fill gaps in streets, bicycle and pedestrian routes, and create local parks. Economic development programs could support existing and new businesses, and improve neighborhood prosperity and vitality.

2. Invest to enhance neighborhoods, maintain affordability and accommodate growth.

This strategy is aimed at places that lack basic infrastructure or services and that have many residents now, or will in the future. Investments could include improving streets, creating new parks, and addressing other deficiencies. Economic development programs could preserve and increase jobs, businesses and community services in the area.

3. Invest to respond to opportunities and maintain existing services.

In these areas, investments focus on maintaining livability and existing infrastructure as well as responding to opportunities.

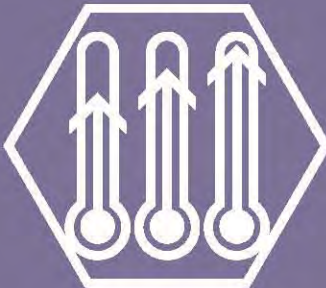
4. Invest to fill service gaps, maintain affordability and accommodate growth.

Some places have already benefited from public and private investments in things like light rail, complete streets and neighborhood business districts. Future investments should focus on making sure that infrastructure can serve new residents by filling remaining service gaps and providing affordable housing.

... COMPREHENSIVE PLAN UPDATE ...

KEY DIRECTION

6 Improve Resiliency



Prepare for climate change and reduce risks posed by natural hazards.

Portland currently faces many natural hazards — including floods, landslides, fire and earthquakes — which could have environmental, economic and social impacts.

Certain populations, including low-income households, communities of color, renters and older adults may be less able to prepare for and recover from impacts from natural hazards and climate change. Intentional decisions to reduce risk for all, but particularly vulnerable populations, is critical to increasing equity and safety.

Encourage growth in lower-risk areas. Focusing growth in centers and corridors and reducing density in parts of East and West Portland, where there are greater risks for landslides and floods, will help improve safety and resilience.

A significant earthquake could also threaten lives and seriously affect Portlanders for an extended period of time. In cases where risks can't totally be avoided, zoning and building codes often require additional measures to further reduce risk. For example, building codes for new buildings help improve earthquake safety. Similarly, building in an area with a steep slope may require additional engineering studies and construction practices to minimize landslide risks.

Develop green infrastructure. Trees, natural areas, stormwater swales and open spaces make up what is referred to as Portland's green infrastructure. Green infrastructure helps 1) minimize risks from flooding and landslides, 2) cool the city — reducing the impacts from urban heat island effects, and 3) create an overall healthier and more pleasant environment for people.

Invest to reduce risks. The city's ability to withstand and respond to natural disasters depends heavily on the strength and resilience of the street, bridge and water systems. Improvements are planned to protect Portland's critical infrastructure services such as drinking water, sewage treatment and bridges. These systems are necessary to protect Portlanders' safety and security and support the region's economy.

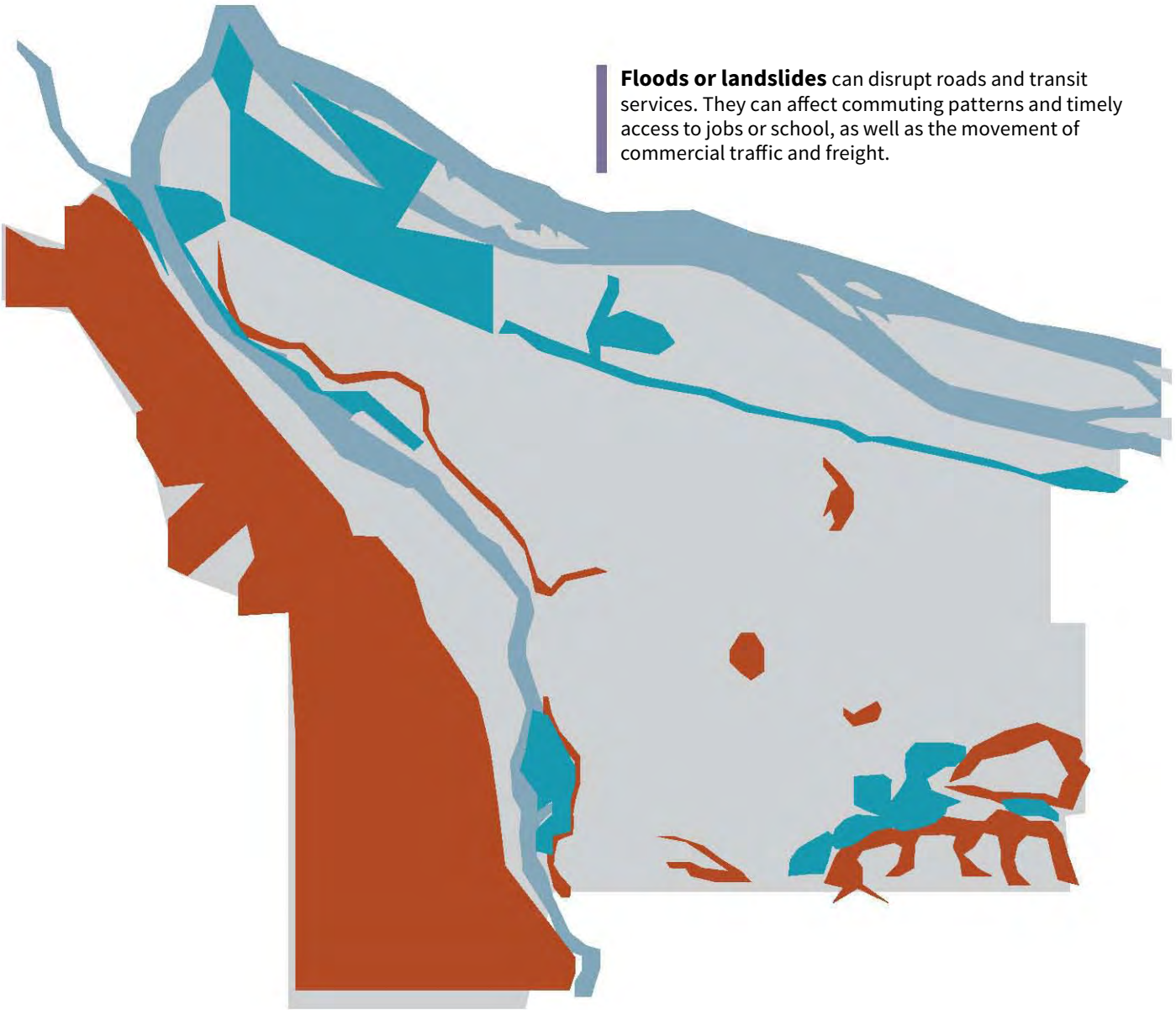
- **Backup systems:** Many of Portland's infrastructure investments help build resilience through flexibility and redundancy. For example, infrastructure investments planned for Portland's secondary groundwater supply in outer northeast Portland enables water to be provided when the primary Bull Run system needs to be supplemented.
- **Complete neighborhoods:** Investments to create complete neighborhoods, including multi-modal streets, grocery stores and parks, can help improve the community's resilience to natural hazards by providing access to local services, offering multiple ways to get around and fostering community connections. Parks, community centers and other public buildings can also play a role in emergency response — as locations for cooling centers, emergency shelters and communication centers.

Resilience is important in the face of change. Planning and investing to reduce risk and vulnerability will increase Portland's ability to withstand and bounce back from environmental, economic and social challenges that may result from major hazardous events. And, it will enable Portland to become stronger over time.

Managing risk improves resiliency

Effectively managing risks involves assessing the likelihood that a natural hazard will occur, as well as the potential consequences, such as injury or fatalities, environmental degradation, or economic loss.

Floods or landslides can disrupt roads and transit services. They can affect commuting patterns and timely access to jobs or school, as well as the movement of commercial traffic and freight.

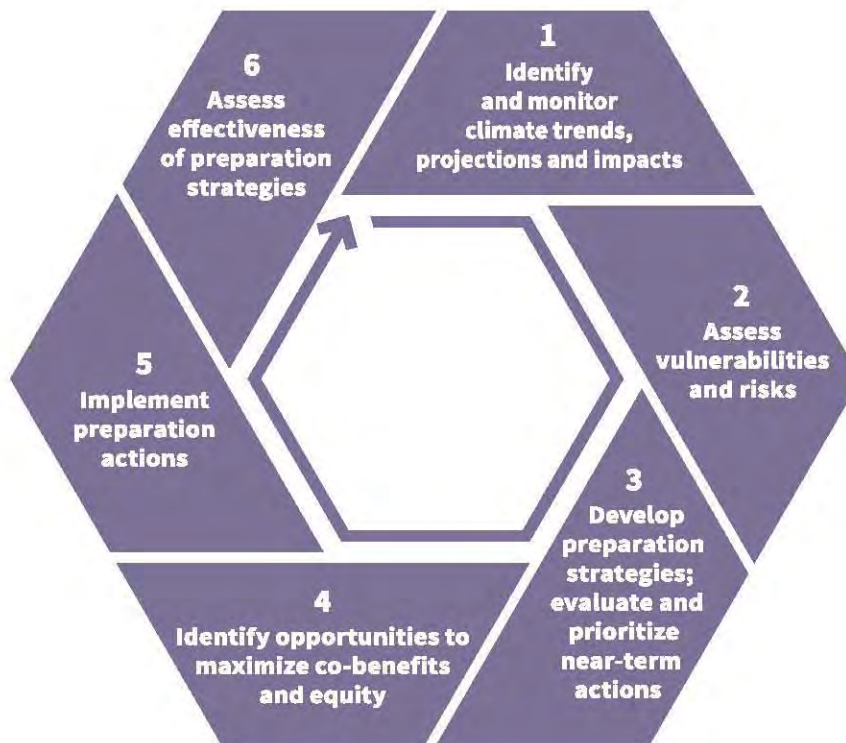


Climate change presents an unparalleled challenge

Climate change needs to be routinely considered in virtually all aspects of the City's work, including setting policy, making budget decisions, updating code, investing in infrastructure, delivering health services, and preparing for emergencies.

The 2035 Comprehensive Plan weaves policies and investments to respond and prepare for climate change throughout each component.

Portland's future climate will likely be characterized by hotter, drier summers with more heat waves (increasing the urban heat island effect and wildfires); and warmer, wetter winters (increasing the incidence of flooding and landslides).



This diagram summarizes the adaptive management planning process the City of Portland is using to prepare for climate change.

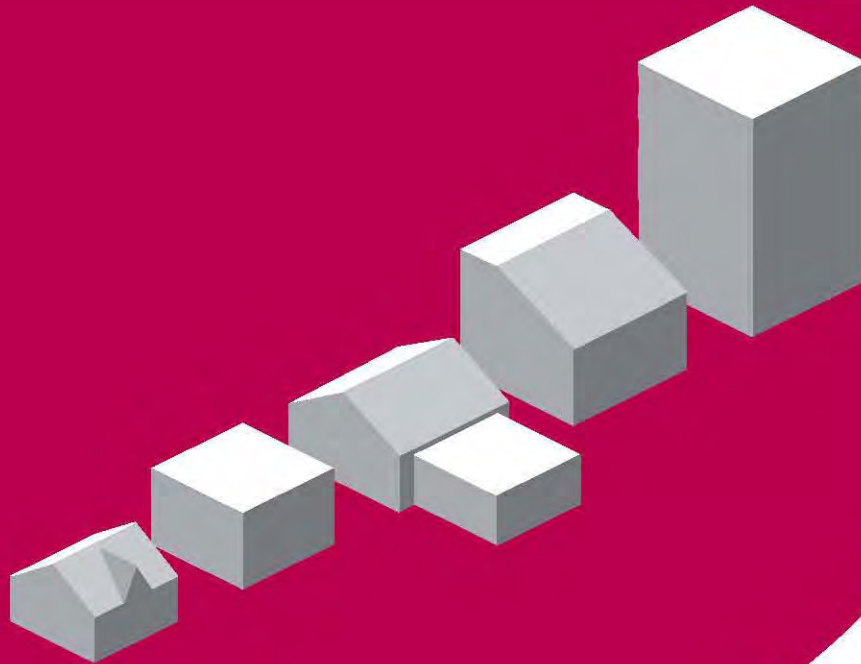
Land use policies and infrastructure investments can be used to:

- Reduce carbon emissions from transportation and buildings.
- Ensure effective emergency and disaster response by maintaining and building new, stronger and more resilient infrastructure and public buildings.
- Protect vulnerable populations from hazards.
- Provide room to manage higher volumes of stormwater.
- Add greenspaces to help cool the city during hotter summers.

... COMPREHENSIVE PLAN UPDATE ...

KEY DIRECTION

7 One Size Does Not Fit All



Plan and design to fit local conditions.

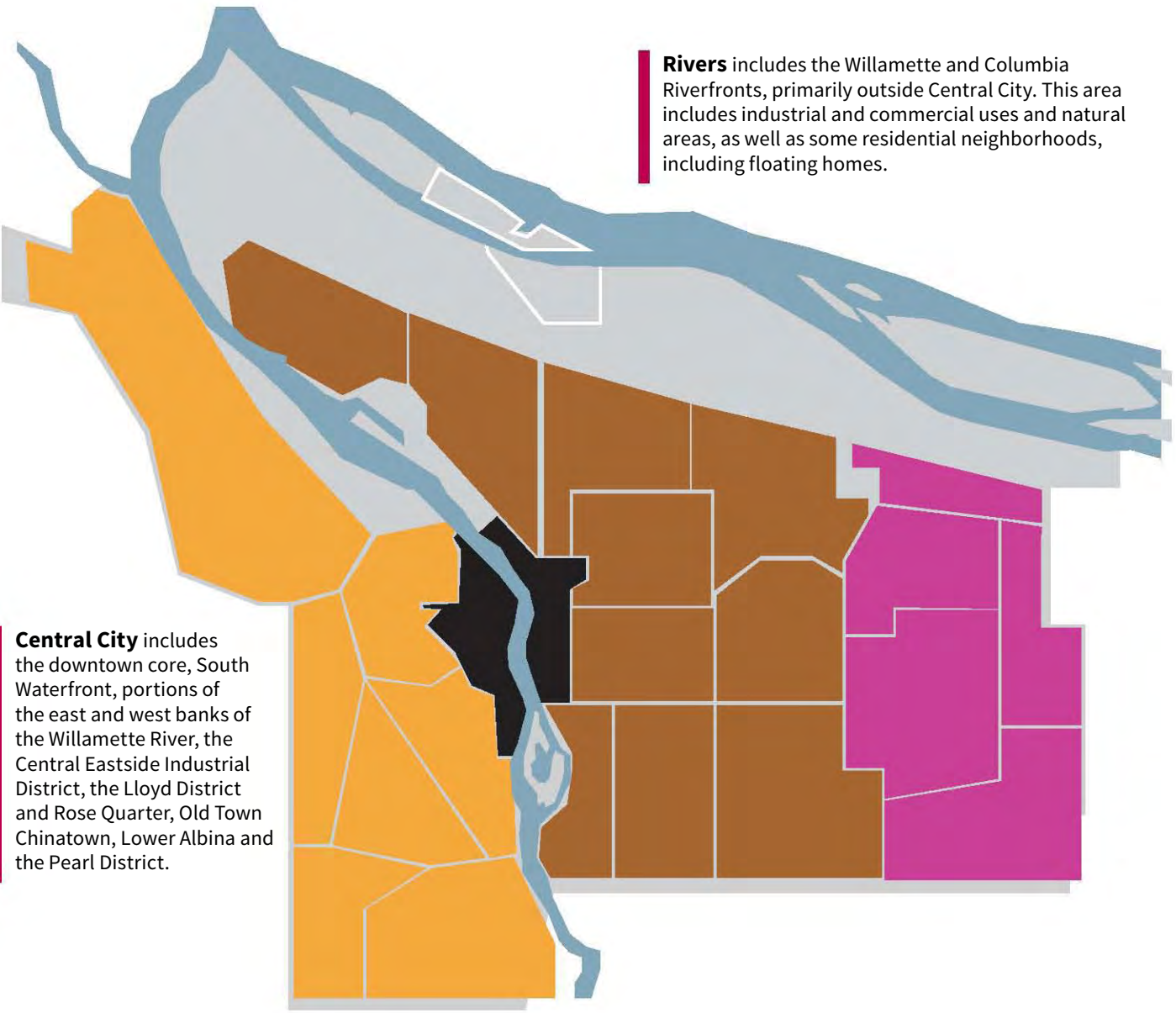
As Portland grows in population and jobs, it will be essential to implement projects and programs that meet each area's specific needs.



Portland has five major pattern areas: Inner Neighborhoods, Eastern Neighborhoods, Western Neighborhoods, Central City and Rivers. Each area has unique needs and characteristics.

Respect and enhance local context

The diversity among Portland’s Pattern Areas is part of what makes Portland vibrant and engaging for residents and businesses alike. Maintaining the unique identities of these areas will help keep Portland distinctive and captivating.



Rivers includes the Willamette and Columbia Riverfronts, primarily outside Central City. This area includes industrial and commercial uses and natural areas, as well as some residential neighborhoods, including floating homes.

Central City includes the downtown core, South Waterfront, portions of the east and west banks of the Willamette River, the Central Eastside Industrial District, the Lloyd District and Rose Quarter, Old Town Chinatown, Lower Albina and the Pearl District.

Western Neighborhoods include all areas west of Central City, including the Portland Hills and extending into the Fanno and Tryon Creek basins.

Inner Neighborhoods extend from Lents to St. Johns to Northwest Portland. This area generally includes neighborhoods that were developed in an historical “streetcar era” pattern.

Eastern Neighborhoods encompass all of Portland east of Interstate 205 from the Columbia Corridor to Portland’s southern and eastern boundaries. It also includes parts of the Cully and Brentwood-Darlington neighborhoods.

Central City is the state’s business and commercial center and an employment center for many Portland residents. It is home to major institutions and universities and is a regional cultural hub. Its mixed-use areas and connections to the regional multimodal transportation network, make it easier for downtown workers and the quickly growing number of residents that walk, take transit or bike to work to meet their daily needs.

New development should help the Central City continue to be the major center for job and household growth over the next generation. Its increasing residential population will need more diverse housing options, public school capacity and community facilities, as well as continued investment in business and employment growth.

Western Neighborhoods have many parks, streams, ravines, forested hillsides and an extensive trail system that provide a unique green network. Residential densities are relatively low. Sidewalk and street connectivity is relatively poor.

New development in Western Neighborhoods should respond to the area’s hilly topography, streams, ravines and forested slopes, and prevalent views. The area could benefit from stronger local-serving walkable commercial hubs, better pedestrian and bike connections, and restored habitat corridors.

Eastern Neighborhoods have a mix of urban and suburban development, towering Douglas Firs and buttes. The area has a significant concentration of households with children, but has poor street and sidewalk connections and a lack of developed neighborhood parks and local services.

New development in Eastern Neighborhoods should enhance the area’s distinctive mix of building types, improve connectivity, and integrate natural features, like buttes, streams and large native trees. The area could benefit from stronger neighborhood business districts, improved pedestrian and transit access, and improved parks.

Inner Neighborhoods have many local business districts, compact development, and street and sidewalk connectivity, giving them great potential to be places where most residents can walk or bike to neighborhood hubs. Improvements should try to minimize residential and commercial displacement and provide additional affordable housing options.

New development should enhance the fine-grain, pedestrian-scaled built environment. In Inner Neighborhoods that are closest to the Central City, new development should take advantage of this proximity with increased densities, while at the same time working to enhance and preserve identified historic and cultural resources. Traffic and parking will need active management throughout the Inner Neighborhoods.

Rivers are the primary form giving feature of the region. Human settlement began along and at the confluence of the Willamette and Columbia rivers because the rivers offered plentiful food and natural resources and critically-important trade and transportation functions. After white immigrants began moving to the area, the settlement grew into the city of Portland. As the city’s initial form-giving features, the two rivers have continued to shape the city over time.

Today, the Willamette and Columbia rivers continue to serve multiple functions and roles. They:

- Are features of significant historic and cultural significance to Native American tribes and others throughout the region.
- Serve as essential industrial transportation corridors that support the local and regional economy.
- Support recreational, subsistence and commercial fisheries.
- Provide important habitat for resident and migratory fish and wildlife.
- Are important scenic, recreational and transportation amenities for Portlanders and visitors.

New development along the rivers must balance the complex role of the river — from recreation to employment to habitat and transportation.

Share your feedback with the Planning and Sustainability Commission

Provide testimony online via the MapApp, by email, letter or in person.

ONLINE VIA THE MAPAPP	www.portlandoregon.gov/bps/mapapp
EMAIL	Send to psc@portlandoregon.gov with "Comprehensive Plan Testimony" in the subject line. Be sure to include your name and mailing address.
LETTER	Send a letter with your comments to: Planning and Sustainability Commission 1900 SW 4th Avenue Portland, OR 97201-5380
IN PERSON	<p>Attend a public hearing to offer oral testimony directly to the Planning and Sustainability Commission:</p> <p>September 23, 2014 at 5 p.m. (Focus on Goals and Policies) 1900 SW 4th Avenue, Room 2500A</p> <p>October 14, 2014 at 5 p.m. (Focus on Maps) Community location TBD</p> <p>October 28, 2014 at 5 p.m. (Focus on Maps) Community location TBD</p> <p>November 4, 2014 at 4 p.m. (Focus on Citywide Systems Plan and Transportation System Plan) 1900 SW 4th Avenue, Room 2500A</p>
	<p><i>To be considered formal testimony, you must include your name and address in your letters, emails or online comments. Comments received without your full name and mailing address will not be included in the Planning and Sustainability Commission's record, and the City will not be able to notify you of City Council hearing dates. In addition, if your name does not appear in the record for this proceeding, you may be precluded from appealing the Council's final decision.</i></p>
	<p>Check www.portlandoregon.gov/bps/compplan for updated information on these and other events.</p>



Bureau of Planning and Sustainability
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City of Portland, Oregon
Charlie Hales, Mayor • Susan Anderson, Director

COMPREHENSIVE PLAN UPDATE 2014

3.18.2015

URBAN DESIGN DIRECTION

CONCEPT • OBJECTIVES • FRAMEWORK

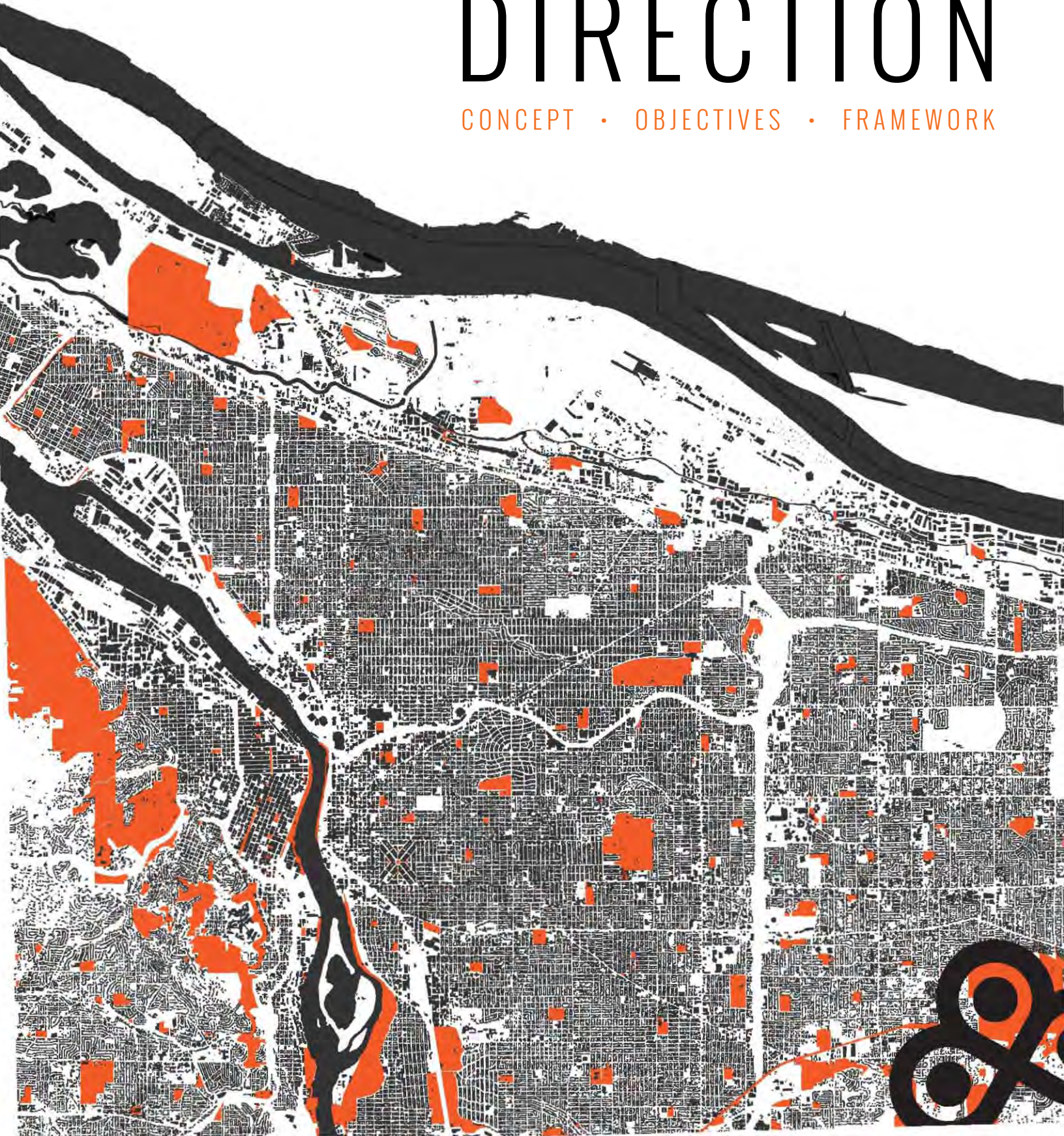


TABLE OF CONTENTS

URBAN DESIGN CONCEPT	6
A schematic visual representation of Portland and how it will grow and change	
EXISTING CONDITIONS	8
Key challenges and directions for Portland’s ongoing design and development	
URBAN DESIGN OBJECTIVES	12
Description of the City’s design intentions and how they will shape the city over the next 25 years	
URBAN DESIGN FRAMEWORK	18
A presentation of the Urban Design Framework that includes fine-grained descriptions of key design elements, such as centers, greenways, and corridors	
• Centers	20
• Corridors	24
• Transit Station Areas	28
• City Greenways	30
• Urban Habitat Corridors	32
• Employment Areas	34
• Pattern Areas	36

This document is a supporting piece to Portland's Comprehensive Plan. It outlines an urban design direction for the city by compiling, illustrating and describing many goals and policies from the Comprehensive Plan that address the physical form of the city. Using a concept, a short set of objectives and a more specific framework map it illustrates schematically how the different physical places of Portland will grow and change over the next 25 years.

This document looks at the city equitably, acknowledging that the city is not all the same across its geography, that different people use public spaces differently, and that there are larger physical systems necessary to serve, link and hold the disparate communities of Portland together. This document is focused on the goals and policies of the Comprehensive Plan that address the biggest natural and built forms of the city – the places, districts, streets and open spaces where Portlanders interact with each other every day.

This document offers a range of resources for Portlanders to better understand the physical effects of the Comprehensive Plan's goals and policies. It aims to provide a clearer sense of what these goals and policies will look and feel like at the level of streets and neighborhoods.

To read the full Comprehensive Plan, its goals and polices, project list and land use/zoning map, please visit: www.portlandoregon.gov/bps/pdxcomplan or call the Bureau of Planning and Sustainability at (503) 823-7700.



URBAN DESIGN DIRECTION



BUILDING ON PORTLAND'S STRENGTHS

Portlanders love Portland for lots of idiosyncratic reasons, but most agree that it has a rich and varied collection of neighborhoods and districts, strong connections to the Pacific Northwest's ecological diversity, and a compelling mix of history and culture.

Residents and businesses owners alike value its attractive walkable neighborhoods, active downtown, growing main streets, and improving industrial and recreational waterfronts. Portland's natural setting and landscape are beautiful and varied, and home to an appealing mix of historic buildings and districts, a vibrant food and beverage culture, varied art and music offerings, and first rate schools and universities.

PAST



Early platting from the 19th Century looking east across downtown

A HISTORY OF DESIGNING GREAT PLACES

Portlanders are, to varying degrees, familiar with urban design and long-range land use and transportation planning. The city has been pro-actively and collaboratively planning its future with the community for the past several decades. To remain a national leader in the art of sustainable city-building and to stay in front of future challenges, Portland must build on lessons learned locally and by observing successful approaches employed by other cities, both domestically and abroad. These include:

- Integrating higher density land uses with safe active transportation and transit systems are critical in reducing the city's overall carbon emissions.
- Creating complete communities that offer a range of well-designed housing options and costs will support a diverse, resilient age-friendly city.
- Compact neighborhoods and districts that offer walkable access to everyday services, like grocery stores will attribute to healthier lifestyles as more people choose to walk, bike, and take transit instead of driving.
- Developing well-designed buildings, open spaces, and streetscapes creates successful places. Diversity is essential – there needs to be openness to innovation as well as respect for existing local character and responsiveness to how that character is different in different parts of the city.



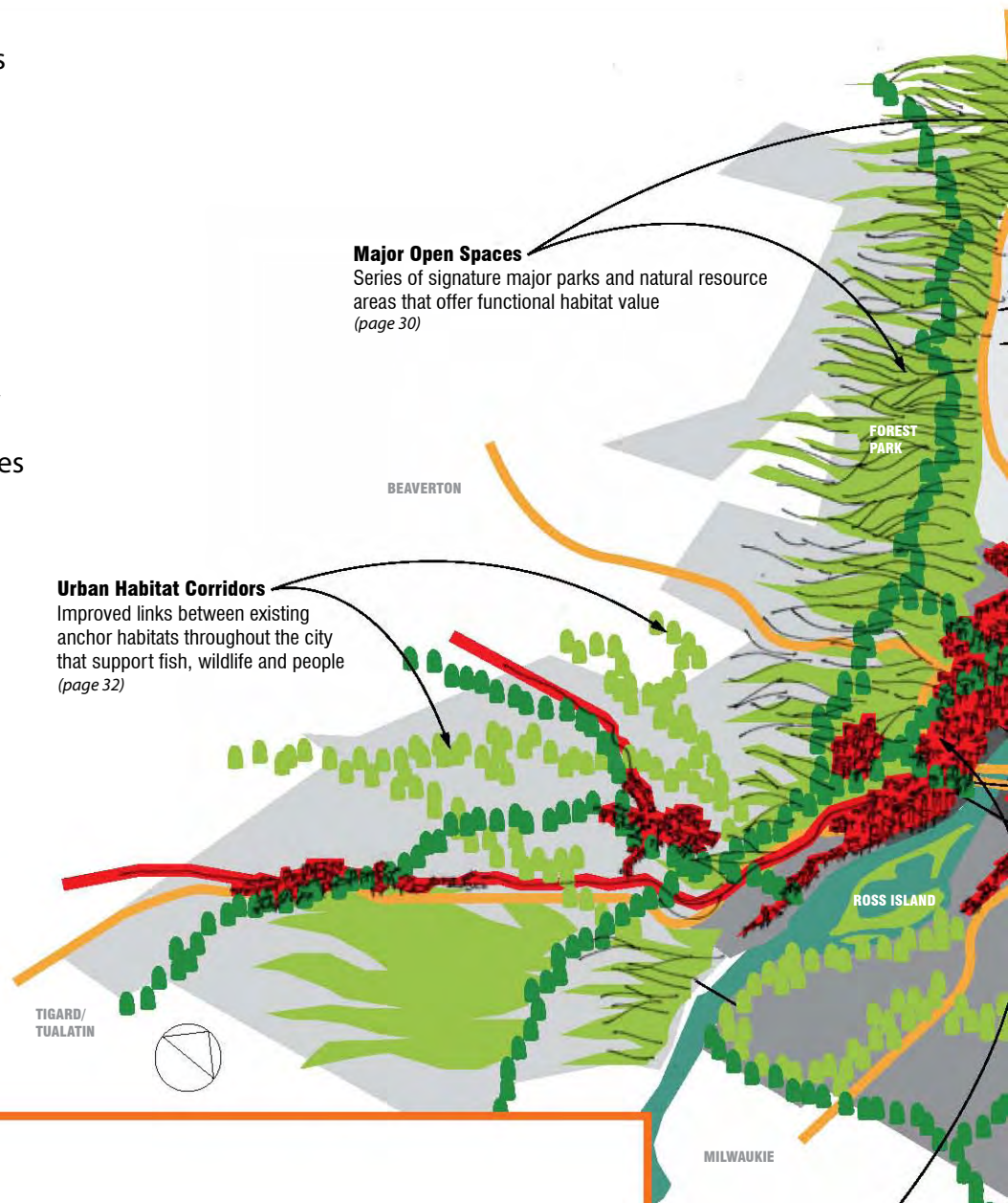
PRESENT



URBAN DESIGN CONCEPT

Urban design is a process that helps describe the physical qualities of existing and future places in cities.

Urban design concepts are diagrams of places that convey big ideas or moves without strict specificity to geography, population or land use. Most urban design concepts are intended to be flexible, allowing implementation options as technology, priorities or opportunities shift over time.



Major Open Spaces
Series of signature major parks and natural resource areas that offer functional habitat value
(page 30)

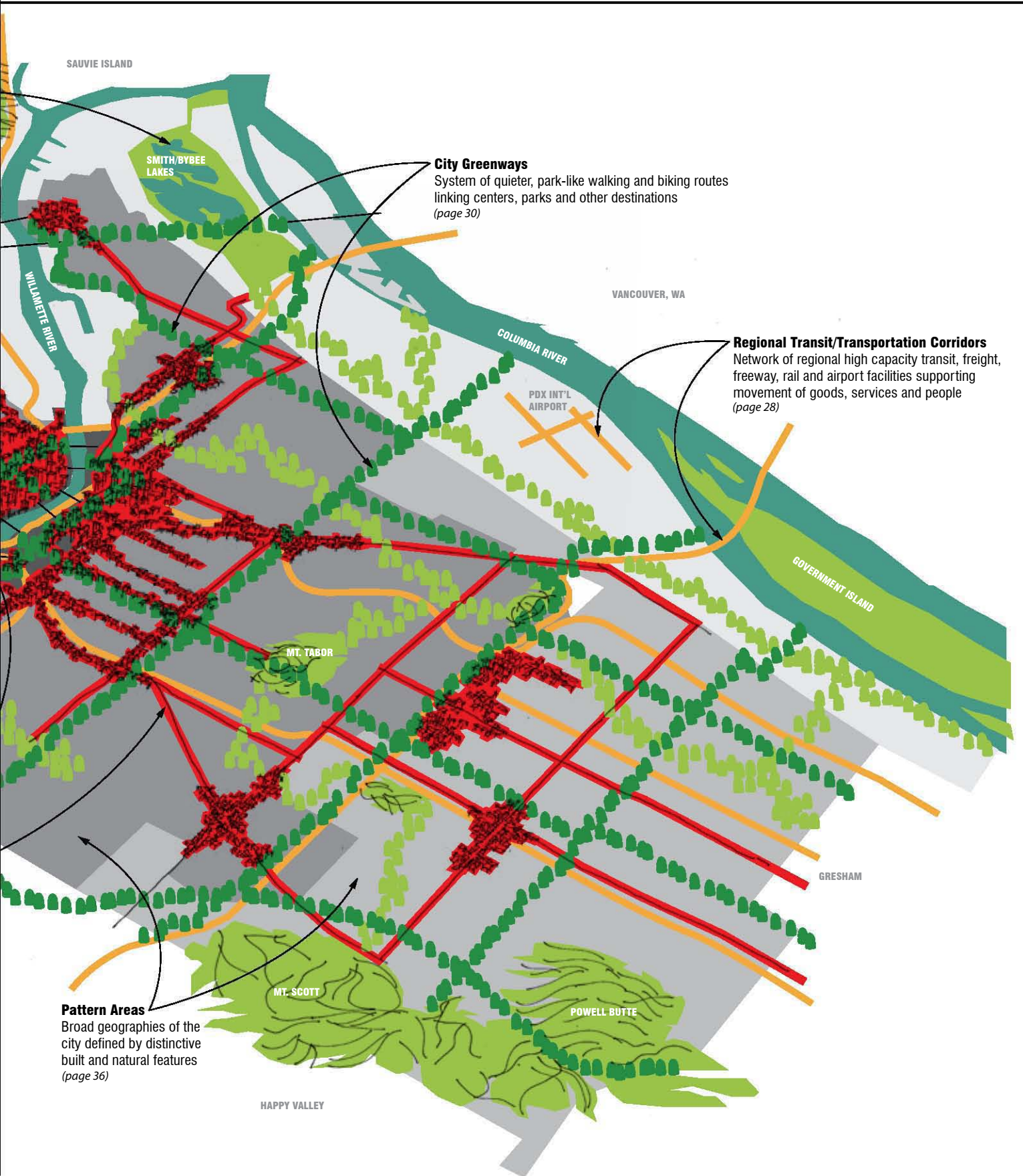
Urban Habitat Corridors
Improved links between existing anchor habitats throughout the city that support fish, wildlife and people
(page 32)

Centers & Corridors
Most active, higher density places in the city featuring broad range of housing, jobs and open spaces
(page 20-27)

PORTLAND IN 2035

In 2035, Portland's residents, workers and visitors engage the city through a variety of urban experiences. People and places continue to shape the evolution of the city and are supported by:

- **Stronger visual and physical links to the city's natural setting**, its open spaces and landscape – the Columbia and Willamette rivers, meandering waterways, buttes, ridges and hills.
- **Vibrant and more densely-developed centers and corridors**, from the West Hills to downtown to Powell Butte, offer a range of shopping, services and amenities, housed in a variety of buildings – old and new, small and large.
- **A comprehensive network of transit and freight corridors, city greenways and urban habitat pathways** link people, water and wildlife to different parts of the city and region.



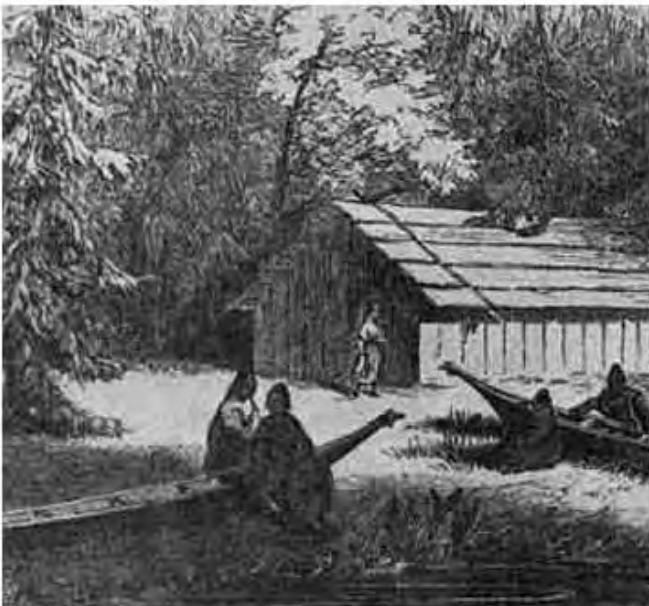
PORTLAND'S PHYSICAL EVOLUTION

Portland is cradled by rivers and mountains. It is situated on the banks of the Willamette River roughly ten miles from its confluence with the larger Columbia River, and some 70 miles inland from the Pacific Ocean. The city lies at the northern end of the Willamette River Valley, between the Oregon Coast and Cascade Ranges. Portions of north and southwest Portland are in the Tualatin Mountains, more commonly known as the West Hills. Much of East Portland sits on the Boring Lava Field, an expansive extinct volcanic plateau that generated roughly 30 cinder cones, including Mount Tabor.



THE PORTLAND BASIN (PRE 1843)

This distinctive landscape at the gateway to the Columbia River Gorge was home to many groups of Chinookan-speaking peoples for thousands of years prior to Euro-American settlement in the nineteenth century. Abundant food including salmon, large and small game and a variety of plant foods, such as wapato, was found in rich river and forest habitats. A relatively mild climate and plentiful natural resources supported one of the densest populations of Native Americans with numerous villages of large, multi-family plank houses.



Early 1850s Sketch of Chinook Plankhouse and Canoes

A 19TH CENTURY WESTERN CITY (1843-1880)

Portland was founded in 1843 on the Donation Land Claim owned by William Overton and Asa Lovejoy, on a spot known as "The Clearing," where Native Americans and traders rested along the Willamette River en route between Oregon City and Fort Vancouver. Portland grew rapidly to almost 20,000 residents by 1880 and was the largest city in the Pacific Northwest, driven by a maritime trade economy that supplied a large hinterland and linked the region's agricultural and natural resources to markets around the globe. Portland was anchored by a dense central business district with multi-story cast-iron commercial buildings and an active waterfront, closely surrounded by low-scale, wood frame residences.

THE STREETCAR ERA (LATE 1800S - 1930)

Portland expanded with the development of a tight grid of streets and small single-family lots laid out along streetcar lines that extended from downtown. Mixed use, multi-story buildings with ground floor storefronts and housing or offices above lined streetcar streets. Portland's first city plans (Olmstead 1903, Bennett 1912, and Cheney 1921) imposed a more formal order on the organically growing cityscape. Civic spaces and parks, lush parkways and grand boulevards, and land use regulations became standard.

POST WORLD WAR II (1945-1973)

Like the rest of the nation, Portland experienced the euphoria of transportation independence enabled by the private automobile. Residential suburbs grew and demand for space in the central city declined. Numerous historic buildings in the city's core were demolished, in part to create parking lots. Freeway and arterial street construction served suburban growth. Thousands of Portlanders were displaced by urban renewal programs aimed at revitalizing the central city.

PORTLAND'S 1ST COMPREHENSIVE PLAN (1973-1980)

In 1973 Oregon Senate Bill 100 was passed, requiring all jurisdictions in Oregon to develop comprehensive plans to guide growth. Portland's first Comprehensive Plan in 1980 was developed around a concept of "Nodes and Noodles". Nodes are places of concentrated urban activity, including higher density housing and employment. Noodles are the primary corridors or streets that connect the nodes.

In 1980, Portland's geography was roughly 25% smaller than it is today. During the 1980s and 1990s Portland grew through annexation of lands in East and Southwest Portland. Development of these areas followed a typically suburban pattern, characterized by expressways and state highways, larger blocks, fewer local street connections and single-use commercial buildings with large surface parking lots.



Streetcar System Map, 1918



"Nodes and Noodles" Concept

CURRENT DESIGN ISSUES (1980-2014)

Portland's history offers many lessons that can inform future planning, design and development priorities. Portland is a national leader in land use, transportation planning, urban design and sustainable city development. But change is inevitable and continued success requires proactive and thoughtful action to respond to new challenges and emerging opportunities.

Portland is growing, and will continue to grow. This is both a challenge and an opportunity. Over 200,000 new people are expected to arrive in the next 25 years, and more will likely follow. But today Portland is still less than half as dense than sprawling Los Angeles, California, and there is great potential for new buildings and development. Ensuring that new structures complement existing districts and neighborhoods will help Portland meet goals around complete communities, transit, employment lands and green space. More specifically, the current design issues are to:

■ PLAN FOR COMPLETE NEIGHBORHOODS

The parts of Portland developed in the streetcar era (roughly 1915 – 1930) already have many features of walkable complete neighborhoods, such as multi-story buildings, well scaled streets and businesses and shops and restaurants that meet the everyday needs of residents. In these areas, new development can build on existing strengths, while recognizing important neighborhood differences.

East Portland and some parts of Southwest Portland grew later (roughly 1946 – 1965) and were much less walkable, with fewer intersections, sidewalks and mixed use multi-story buildings. Retail shops and services were spread out on busy arterial roads, making it difficult for people to walk or bike to stores, amenities or housing options suited to them at different times of their lives. In these parts of Portland, new place-specific plans for complete neighborhoods are needed as investments in streets, sidewalks and other infrastructure did not always happen as the areas developed. New neighborhood plans must take into account the different physical qualities of these unique parts of the city.



■ DESIGN A SAFER SYSTEM OF CONNECTIONS AND PATHWAYS

Portland has been a national leader in working with regional partners to develop networks of corridors for buses, light rail (MAX), walking and bicycling. These systems have been effective in growing numbers of transit riders, walkers and bicyclists - roughly 50% of work trips and 35% of all trips today - especially into and around downtown. Citywide, however, the numbers are lower and an approach that is attractive to more riders – offering more safety, diversity and clarity – is needed to encourage more walking, bicycling and transit trips into the future.

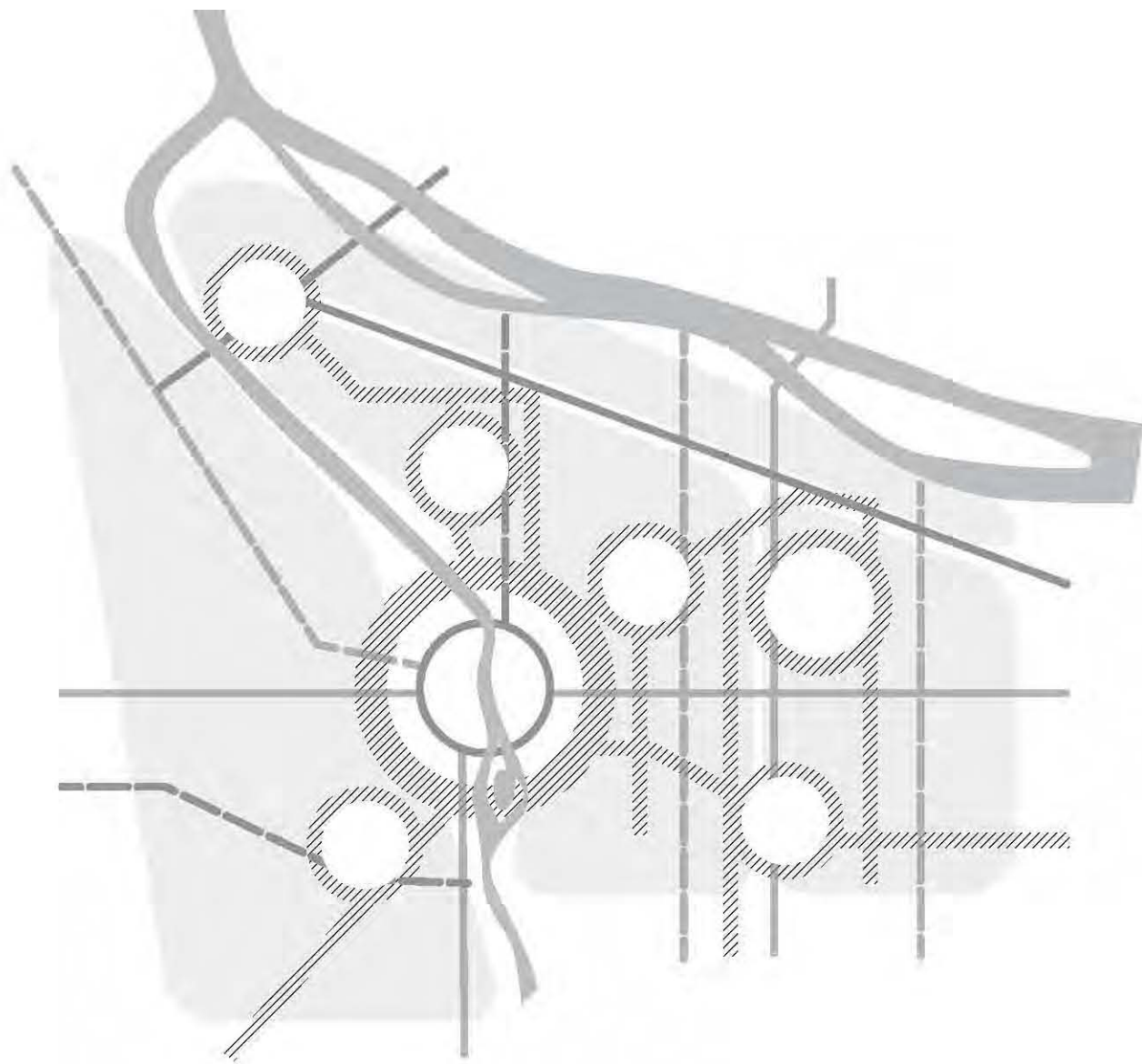
■ MAKE SPACE FOR EMPLOYMENT LANDS

Portland has many successful and growing business sectors, ranging from office clusters in the Central City to medical or college centers to industrial lands and districts. These sectors and employment areas have special physical space and infrastructure needs, and are frequently in competition with more lucrative mixed use or residential development. Ensuring that the city can provide enough space for these vital businesses and districts will be critical to accommodate business and job growth.

■ IMPROVE AND EXPAND GREEN SPACE

Most of the city's larger parks, open spaces and natural resource areas are at its edges, with few incursions into the heart of the city and few connections between green spaces. These areas, and potential future links between them, provide not only critical green spaces offering relief for Portland residents, workers and visitors, but also vital habitat for native species of fish, birds, pollinators and other wildlife.





The **URBAN DESIGN OBJECTIVES** describe the city's primary design intentions over the next 25 years. These objectives are similar to the seven Key Directions of the Comprehensive Plan, but focus only on those aspects that relate to the physical form of Portland.

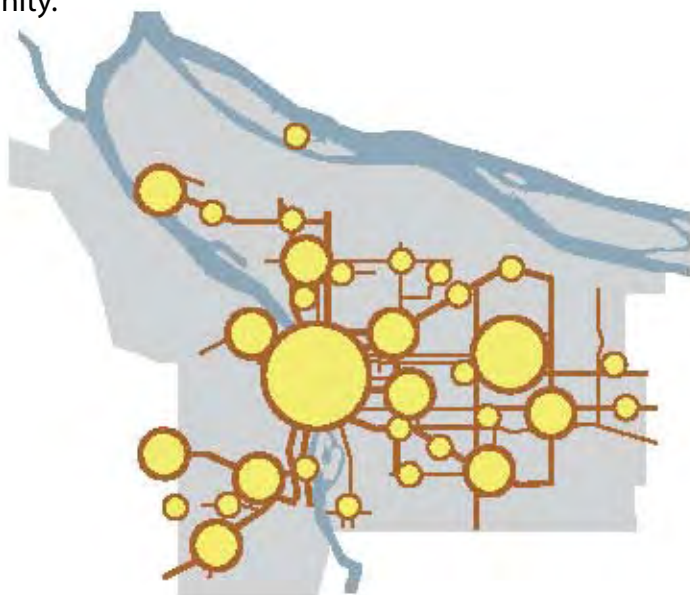
The Urban Design Objectives are informed by Portland's history and its existing physical assets – its people, places and distinctive features – and help to set direction for the future. Implementing the urban design objectives will ensure more equitable outcomes for all Portlanders, help to lower carbon emissions, promote job creation, enhance natural areas, improve mobility and strengthen the city's resilience.

The diagrams that accompany each objective include both existing and aspirational information. They should not be interpreted as maps and do not illustrate every place, connection or feature. More detailed information is available on the Framework maps that follow this section.



A. CREATE COMPLETE NEIGHBORHOODS

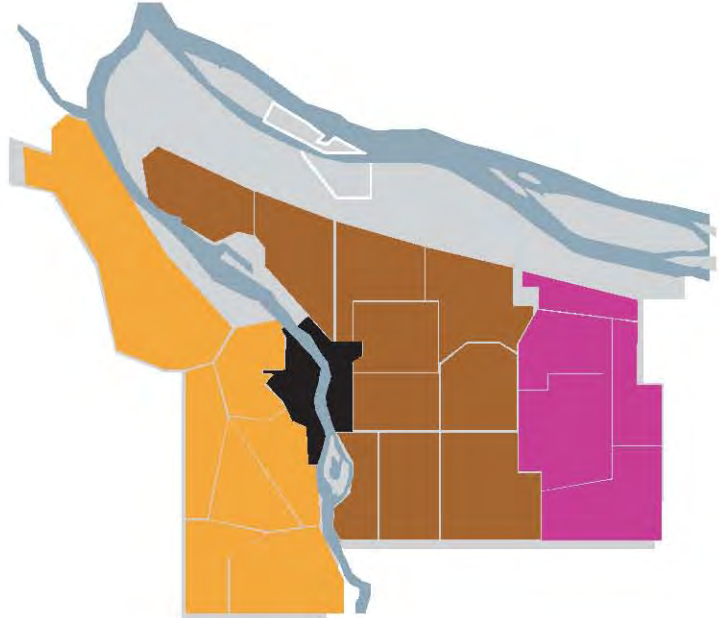
The city's preferred growth scenario creates complete neighborhoods by locating new households and jobs in centers and corridors, maximizing investments in infrastructure, reducing redevelopment pressures on open spaces, employment districts and lower density residential areas and adding new people, businesses and activities to the community.



URBAN DESIGN OBJECTIVES

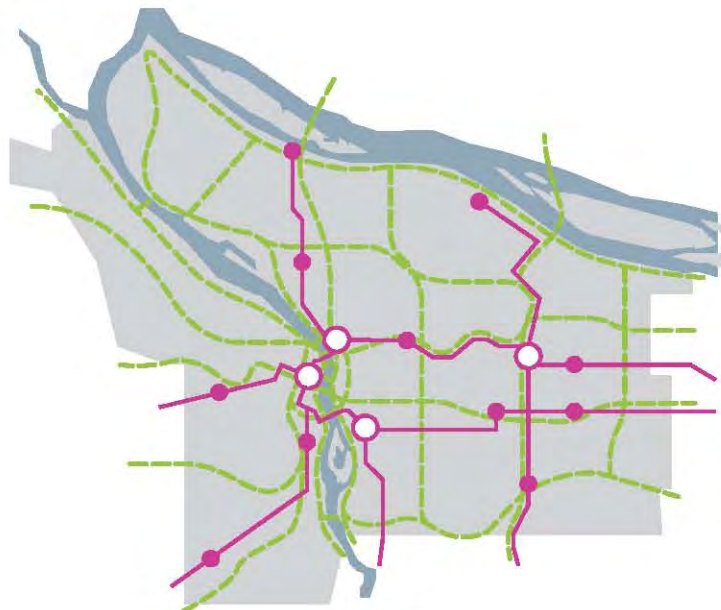
B. PLAN AND DESIGN TO FIT LOCAL CONDITIONS

While all parts of the city will see redevelopment and change as the city continues to grow, the form and character of the new buildings, open spaces and connections will vary by pattern area, responding to local characteristics and building on them in new innovative ways.



C. CONNECT PEOPLE AND NEIGHBORHOODS

Developing a series of different types of connections, such as transit lines and city greenways will support more Portlanders by strengthening sense of place, reducing reliance on cars, and encouraging active healthy lifestyles.



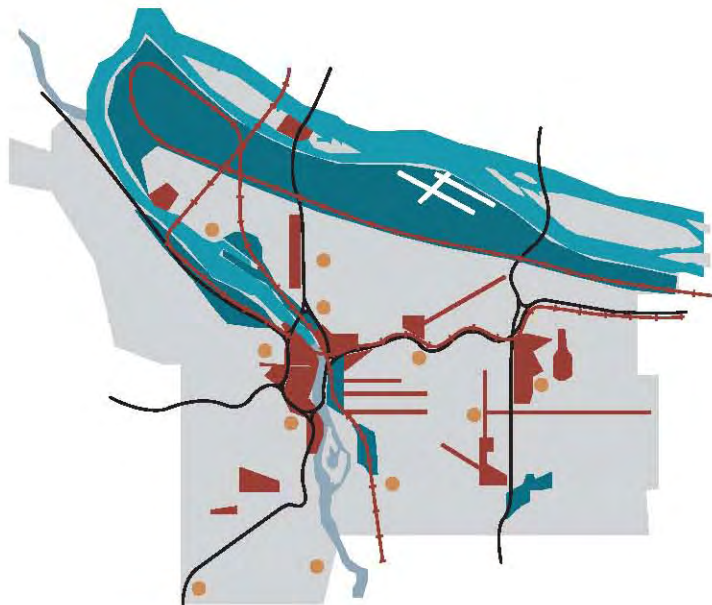
D. IMPROVE NATURAL AREAS AND OPEN SPACES

Improving and expanding natural areas and open spaces, and linking them with urban habitat corridors and other connections, will ensure that Portland will continue to be a healthy place to live and a resilient urban landscape as the climate changes.



E. ENCOURAGE JOB GROWTH

Industrial and employment districts have specialized building needs and system connections such as river ports, the airport, freeways, and heavy rail lines. These must be improved to maintain Portland's role as a diverse job center, key northwest port to Asia and home to several growing campuses, institutions and other business sectors.



PRIORITIZE INVESTMENTS

INVESTMENT STRATEGIES TAILORED TO NEIGHBORHOOD NEEDS

Since Portland’s neighborhoods vary in size and local conditions, the Comprehensive Plan supports four investment strategies that tailor the type of investment to local needs and context.

1. Invest to reduce infrastructure disparities and improve livability.

This strategy is appropriate for places that are not expected to grow significantly, but have existing infrastructure deficiencies. Investments could improve the safety of streets, bicycle and pedestrian routes, and local parks. Economic development programs could support existing and new businesses, and improve neighborhood prosperity and vitality.

2. Invest to enhance and improve neighborhoods, increase affordability and accommodate growth.

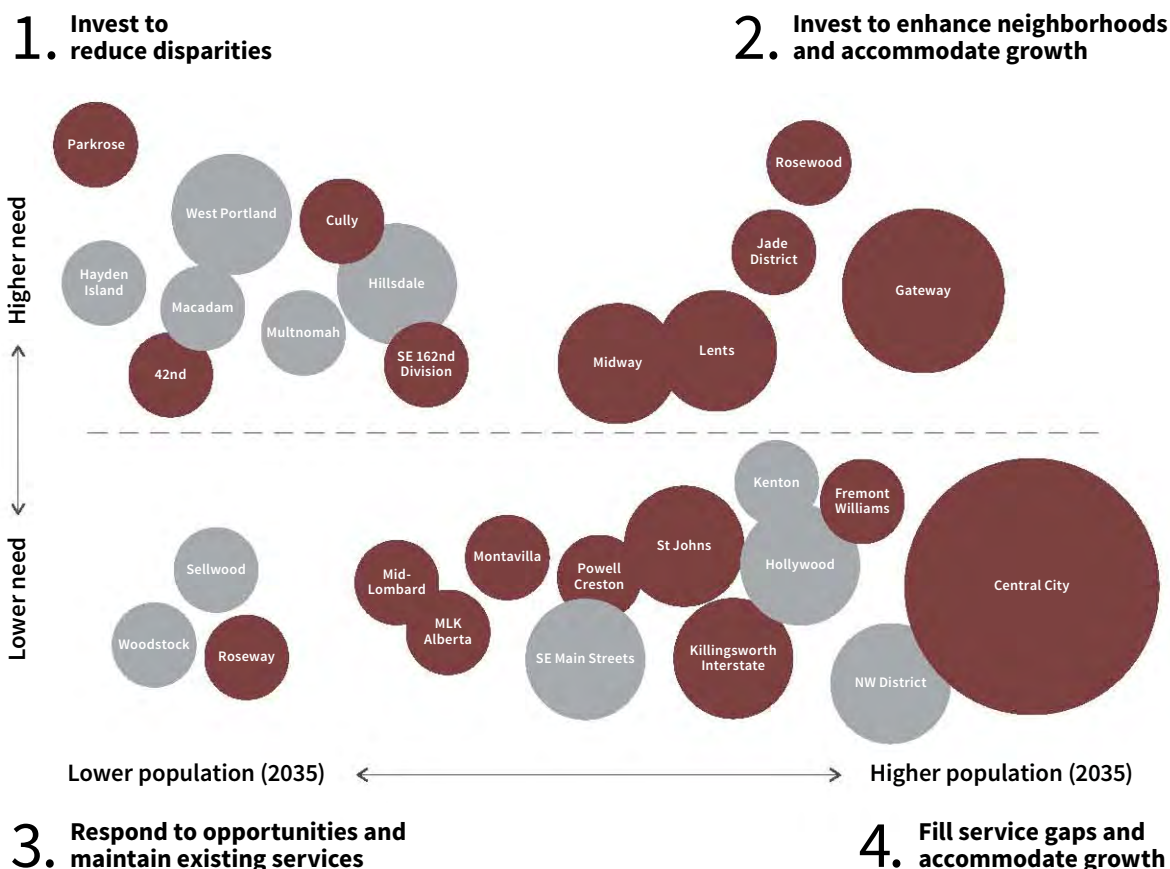
This strategy is aimed at places that lack basic infrastructure or services and either have many residents now, or will in the future. Investments could include improving streets, creating new parks and addressing other deficiencies. Economic development programs could help increase jobs and community services and preserve businesses in the area.

3. Invest to maintain existing services and respond to opportunities.

In these places, investments focus on maintaining existing infrastructure, increasing safety, as well as responding to opportunities.

4. Invest to enhance affordability and accommodate growth.

Some places have already benefited from public and private investments in services like light rail, complete streets and neighborhood business districts. Future investments should focus on making sure infrastructure can serve new residents, increase safety, fill remaining service gaps and expand affordable housing choices.

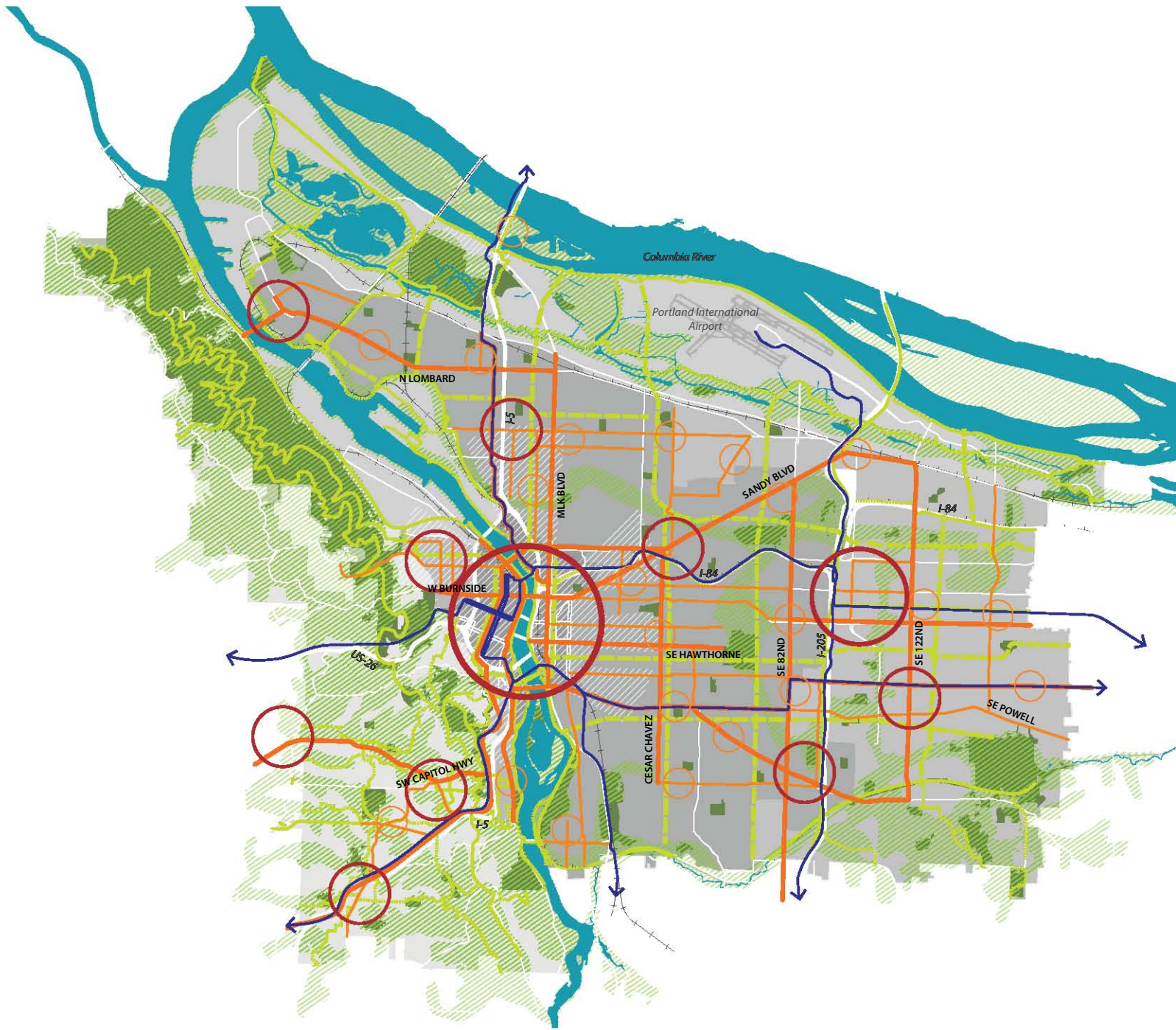


Portland's growth strategy of targeting new growth in centers and corridors is on the right track, but the city has a long way to go to accommodate increases in population and employment. The pace of change will vary in different parts of the city based on changing market conditions.

Generally, centers and corridors throughout the city are likely to see improvements to the public spaces in parks, open areas, streetscapes and enhancements to local transit and transportation options. These places are also likely to see new mixed use and multi-story buildings on sites with the most redevelopment potential, such as surface parking lots, underutilized parcels and vacant lands.



URBAN DESIGN FRAMEWORK



- CENTERS**
- Central City
 - Gateway
 - Regional Center
 - Town Centers
 - Neighborhood Centers
- *dashed lines indicate centers without adopted boundaries*

- CORRIDORS**
- Civic Corridors
 - Neighborhood Corridors
 - High Capacity Transit
 - Rail

- CITY GREENWAYS**
- Enhanced Greenway Corridors
 - Existing Trails
 - Proposed Trails

- URBAN HABITAT CORRIDORS**
- Parks & Open Spaces
 - Enhanced & Potential Habitat Corridor
 - Waterbodies

- PATTERN AREAS**
- Central City
 - Inner Neighborhoods
 - Western Neighborhoods
 - Eastern Neighborhoods
 - Rivers
 - Inner Ring Districts

The **URBAN DESIGN FRAMEWORK** brings the urban design objectives to the ground and details how the city will achieve them. It locates centers and corridors – areas expected to grow and change – within the context of the City’s distinctive natural and topographic features. It is intended to help shape conversations about existing and future places, connections and experiences, and the public infrastructure investments needed to support them.



CENTERS

Compact and growing mixed use urban areas of varying size provide access to jobs, commercial services, transit connections and housing options.



CORRIDORS

Major city streets with new growth offer critical connections to centers, links to transit, commercial services, jobs and housing options.



TRANSIT STATION AREAS

Station areas along high capacity transit lines connect people to important areas of residential, employment and urban development.



CITY GREENWAYS

A citywide network of trails, greenways and heritage parkways connect people to nature, parks and major destinations or centers.



URBAN HABITAT CORRIDORS

A system of enhanced urban habitat corridors connect fish, wildlife and people to key natural features throughout the city.



EMPLOYMENT AREAS

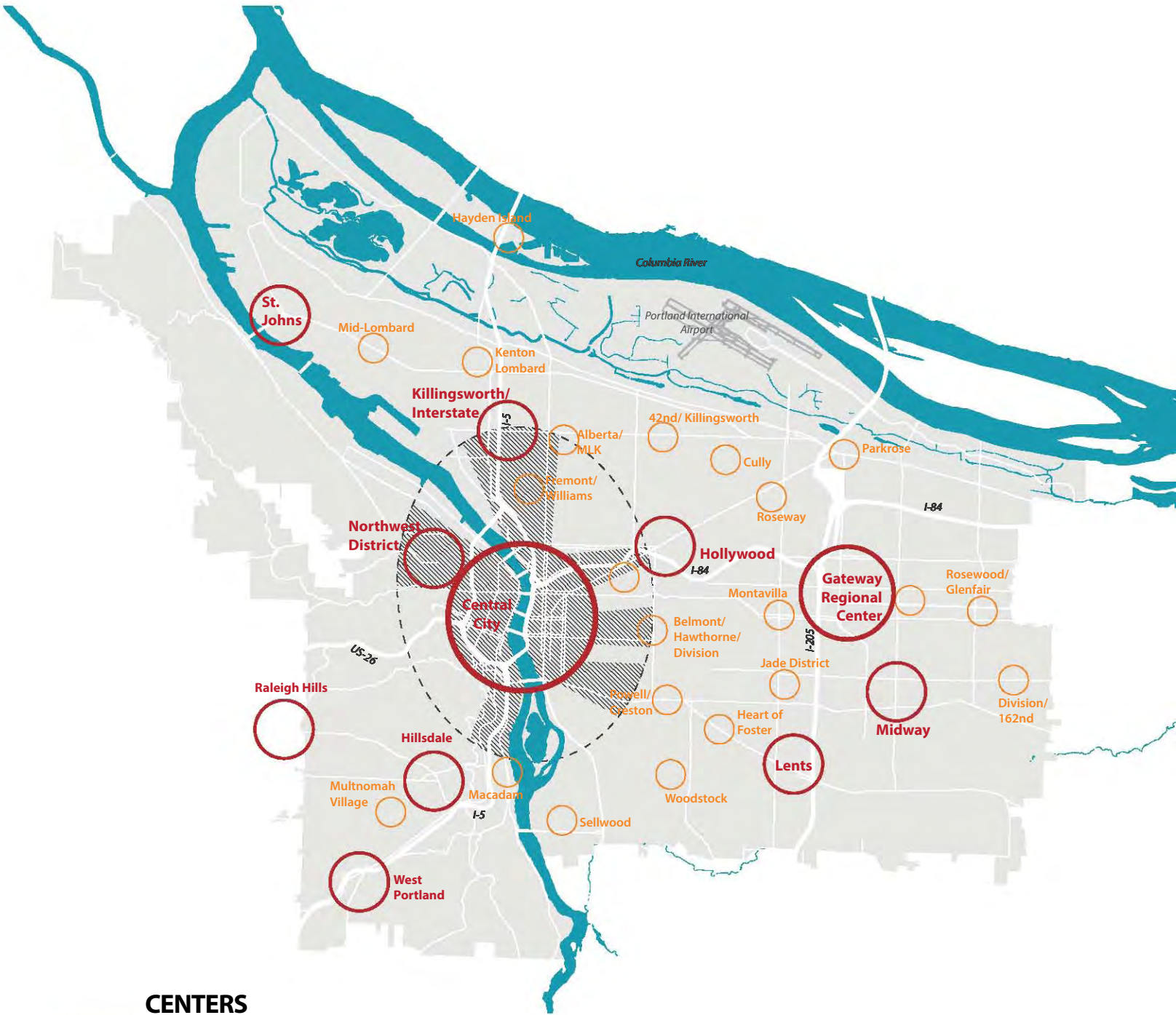
Diverse and growing areas of employment host a variety of business sectors in different parts of the city.



PATTERN AREAS

Portland’s broad geographies are defined by existing patterns of natural and built features.

CENTERS



CENTERS

- Central City
- Gateway Regional Center
- Town Centers
- Neighborhood Centers
- Inner Ring Districts

Part of the preferred growth scenario, **CENTERS** provide the primary areas for growth and change in Portland over the next 25 years. They are compact urban places that anchor complete neighborhoods, featuring retail stores and businesses (grocery stores, restaurants, markets, shops, etc.), civic amenities (libraries, schools, community centers, churches, temples, etc.) housing options, health clinics, employment centers and parks or other public gathering places. Targeting new growth in centers and the inner ring districts helps achieve goals of having more Portlanders live in complete neighborhoods, use more mass transit and active transportation, reduce their energy use and mitigate climate change.



CENTRAL CITY

The Central City is the region's premier center with jobs, services, and civic and cultural institutions that support the entire city and region. It includes major attractions, amenities and institutions not found anywhere else in the region, such as Portland State University, Tom McCall Waterfront Park, the Oregon Convention Center, the Portland Art Museum and the region's Transit Mall.



GATEWAY REGIONAL CENTER

Gateway Regional Center is East Portland's major center, providing the area and region with civic, employment and community services. It includes the City's second largest transit hub outside of downtown and good freeway access to regional destinations, such as Portland International Airport.



TOWN CENTERS

Town Centers, such as Hollywood or St. Johns, serve broad areas of the City. They are typically anchored by employment centers or institutions and feature a wide range of commercial and community services and have a wide range of housing options.



NEIGHBORHOOD CENTERS

Neighborhood Centers are smaller centers – frequently areas of focused activities along streets – that include a mixture of higher density commercial and residential buildings. Because these centers are smaller, there are many more of these citywide, meaning that many Portlanders are likely to live close to a neighborhood center.

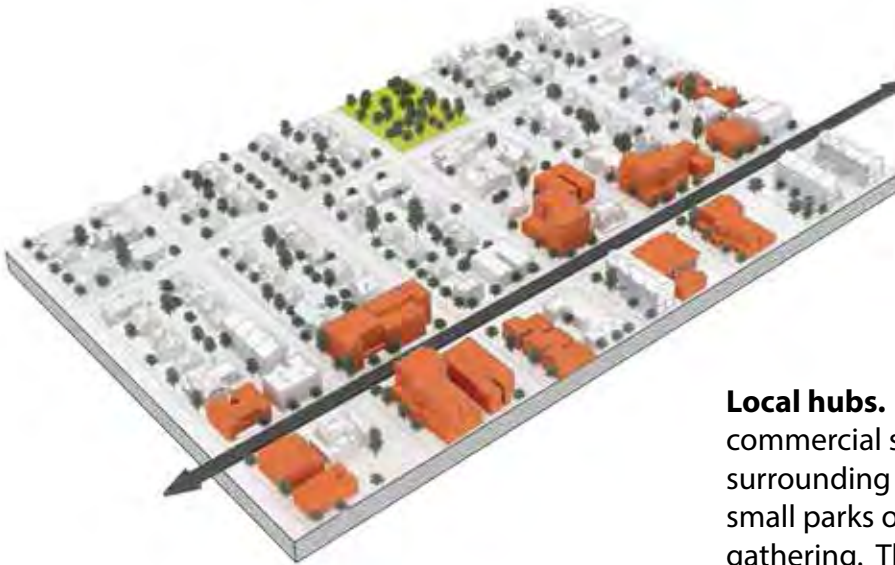


INNER RING DISTRICTS

The Inner Ring Districts include some of Portland's oldest neighborhoods with several historic districts and a broad diversity of housing types. These areas feature multiple mixed-use transportation corridors, allowing most residents to live within a short, quarter-mile distance of frequent-service transit and neighborhood businesses. The districts are also served by a highly interconnected system of streets and sidewalks, and are within an easy, three-mile biking distance of the Central City's array of services, jobs, and amenities.

CENTERS: A COMPARISON

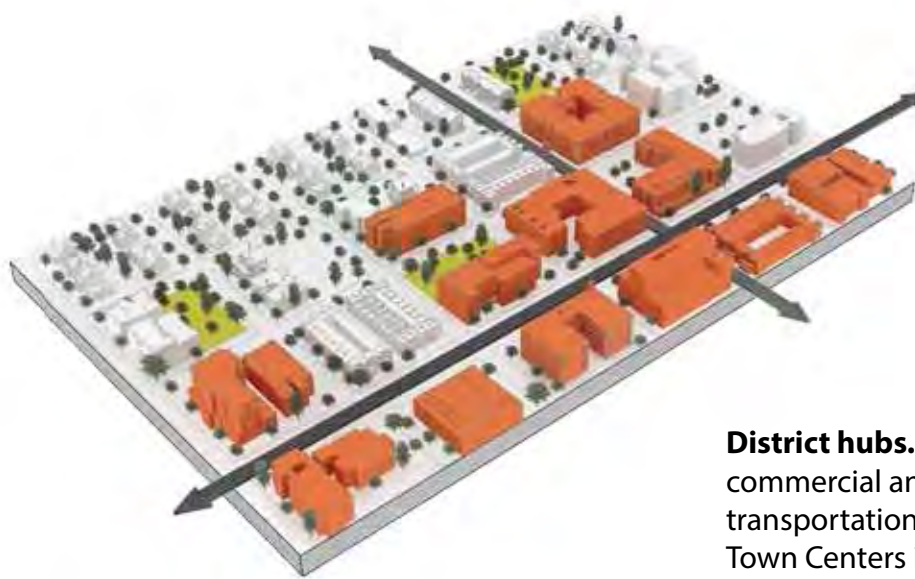
NEIGHBORHOOD CENTER



HOUSING	3,500 units
JOBS	Primarily retail/ service
BUILDING SCALE	Up to 4 stories

Local hubs. Neighborhood centers are hubs of commercial services, activity, and transportation for surrounding neighborhoods. They typically include small parks or plazas that support local activity and gathering. These smaller centers provide housing capacity within a half-mile radius for about half the population needed to support a full-service neighborhood business district (surrounding neighborhoods provide the rest of this population base).

TOWN CENTER

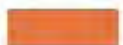


HOUSING	7,000 units
JOBS	Diverse employment/ institutions
BUILDING SCALE	Up to 5-7 stories

District hubs. Each Town Center is a hub of commercial and public services, activity, and transportation for the broad area of the city it serves. Town Centers include parks or public squares to support their roles as places of focused activity and population. They provide housing capacity within a half-mile radius for enough population to support a full-service neighborhood business district.

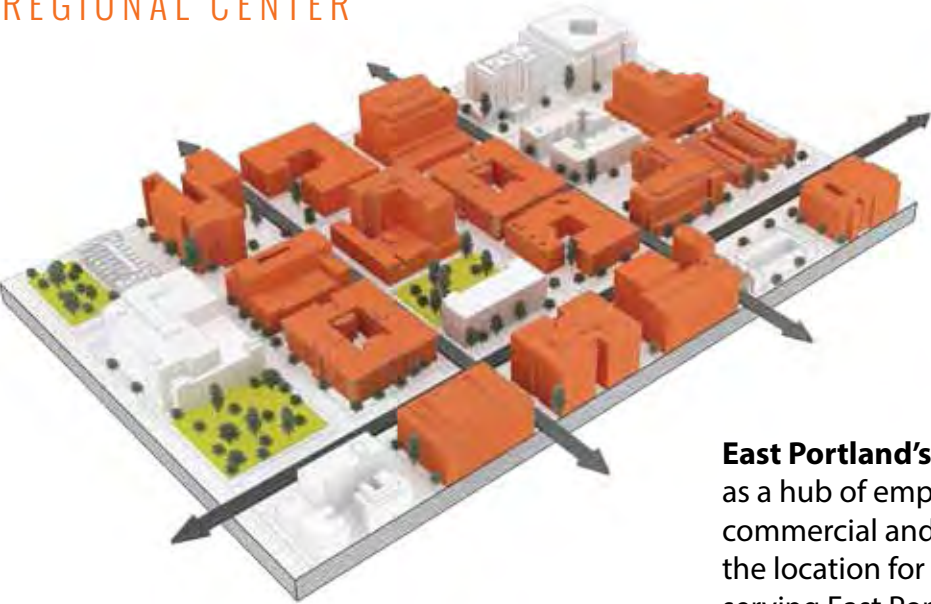


Corridor



New Development

REGIONAL CENTER



HOUSING	15,000 units
JOBS	Employment hub for East Portland (capacity for 15,000 jobs)
BUILDING SCALE	Up to 5-12 stories

East Portland’s hub. Gateway anchors East Portland as a hub of employment, transportation, and commercial and public services. Gateway will be the location for public services and gathering places serving East Portland and the broader region. It has an important regional role in accommodating employment and housing growth.

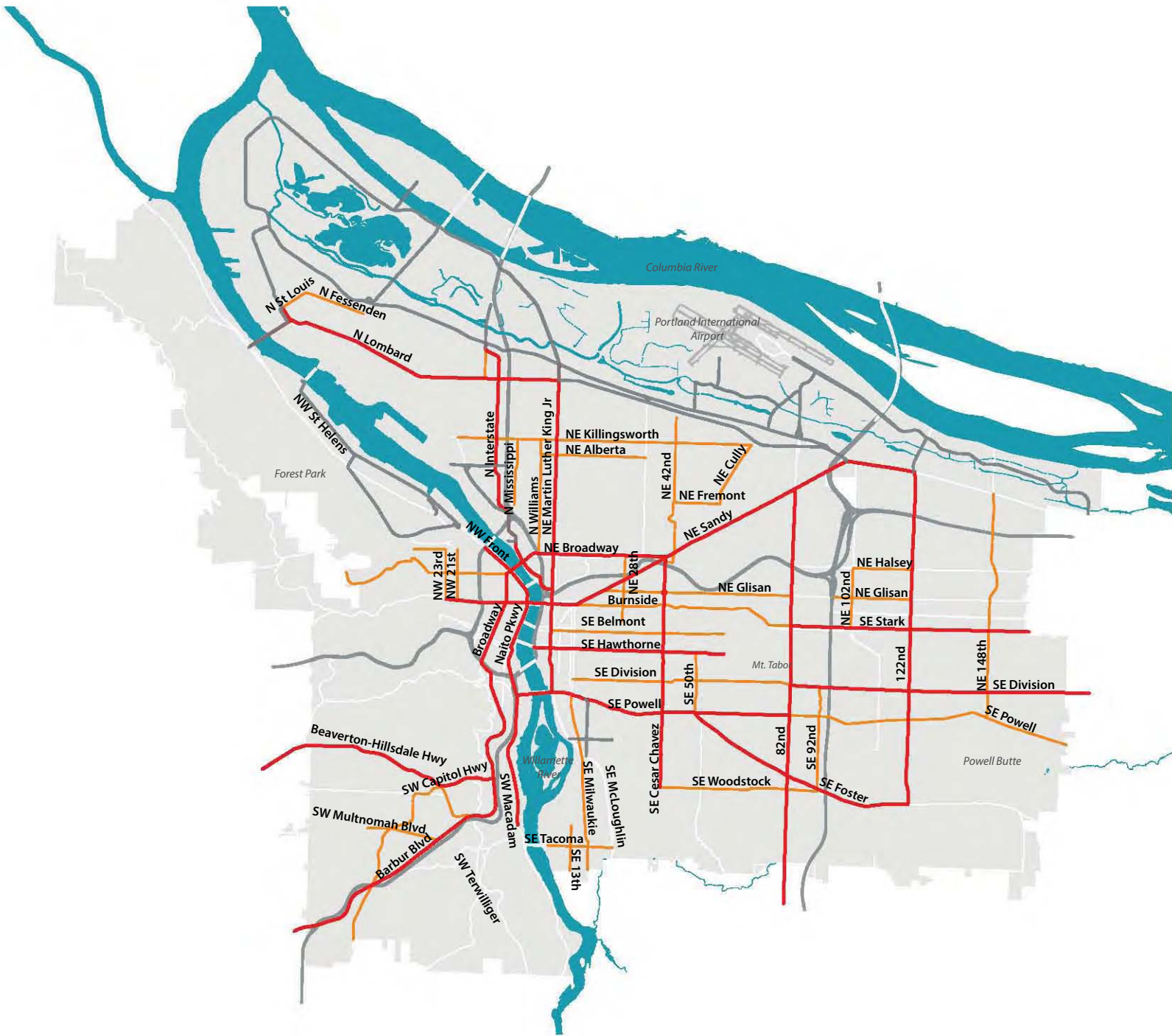
CENTRAL CITY



HOUSING	67,000 units
JOBS	Regional employment hub (capacity for 248,000 jobs)
BUILDING SCALE	Up to 30+

The region’s central hub. The Central City anchors Portland and the entire region with concentrations of jobs, services, and civic and cultural institutions, and is the region’s central transportation hub. Its mixed-use districts are the location of Portland’s largest concentrations of high-density housing, and its public places and the Willamette River waterfront are places of activity and gathering for the city and region.

CORRIDORS



CORRIDORS

- Civic Corridors
- Neighborhood Corridors
- Regional Truck Corridors

CORRIDORS, like centers, are part of the preferred growth scenario and are targeted areas for growth and change over the next 25 years. These are the City's busiest and most visible streets, offering good connections between different centers within the city as well as those outside of the city boundary. Corridors offer a considerable amount of redevelopment potential, and are currently the places that are closest to most Portlanders, linking them to transit services, neighborhood stores and shops, and a mix of housing and employment options.



CIVIC CORRIDORS

Civic Corridors are the City's busiest, widest and most prominent streets. They connect centers, help unite the City and region, and have the potential to be distinctive civic places of community pride. Besides their key transportation functions for traffic, freight and transit, Civic Corridors offer unique opportunities for signature types of lights, signs and street trees, as well as new pedestrian spaces to improve safety, visibility and livability.



NEIGHBORHOOD CORRIDORS

Neighborhood Corridors are narrower main streets that connect neighborhoods with each other and to other parts of the city. They support the viability of neighborhood business districts and provide locations for additional housing opportunities close to local services, amenities and transit lines.



REGIONAL TRUCK CORRIDORS

Regional Truck Corridors are the primary routes into and through the city for trucks. They help form the network that supports Portland as an important West Coast hub and a gateway for international and domestic trade. While the forms of these corridors are not expected to change significantly over the next 25 years as the city grows, they are integral to the growth of traded sector businesses such as manufacturing, warehousing and distribution industries.

CORRIDORS: KEY CHARACTERISTICS

Civic and Neighborhood corridors are key parts of the city's growth strategy. The "corridor" is more than just the main street – it includes the adjacent building edges and in the case of some corridors, nearby parallel streets providing space for other functions.

Civic Corridors are the city's largest, busiest streets with good transit connections, safe sidewalks, distinctive trees and planted areas, and big buildings creating active places where people want to be.

Neighborhood Corridors are smaller and more common than civic corridors, featuring smaller buildings, good bus service and active intersections. While new development along neighborhood corridors is typically adjacent to the main street, along civic corridors it can be more dispersed, extending one or two blocks away.

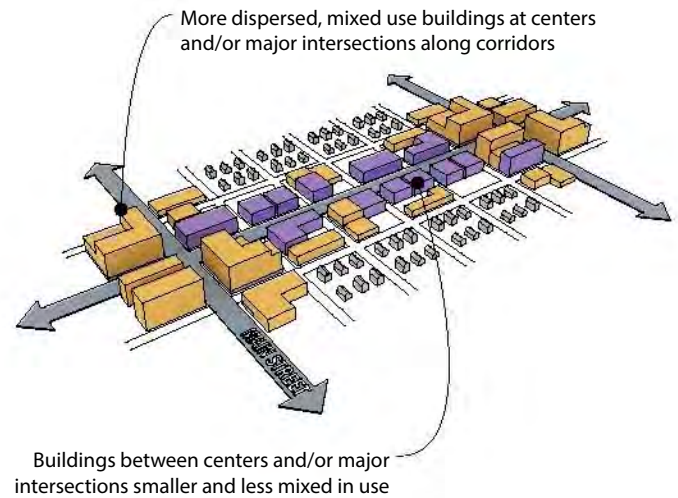
EDGES

Some active uses, such as retail shops or offices, work better closer to the noise, activity and bustling character of corridor sidewalks. Retail or commercial uses work well adjacent to the sidewalks of most corridors (A), especially when concentrated with other retail or commercial uses. Residential uses should be set back behind a landscaped buffer if proposed at grade (B) or elevated (C) if at or near the sidewalk edge, especially if located along a busy civic corridor.

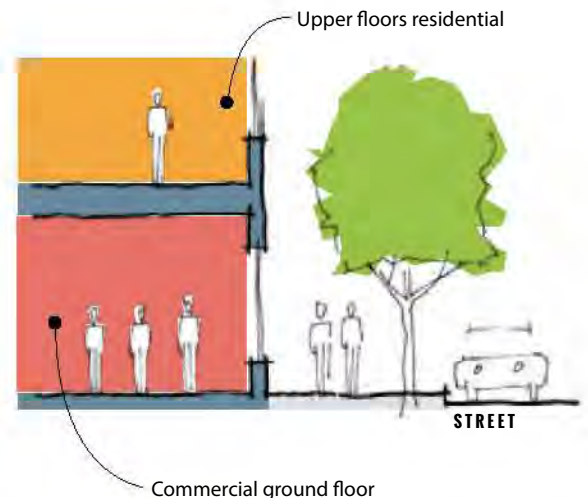
TRANSITIONS

New multistory buildings along corridors can transition to adjacent lower density sites and structures in a few ways. One way is to incorporate denser landscape materials, such as evergreen trees (A), for screening between existing and new residential units. Other ways include using step downs (B) or step backs (C) where larger building volumes "terrace" down toward adjacent lots, reducing the perceived mass of multi-story structures.

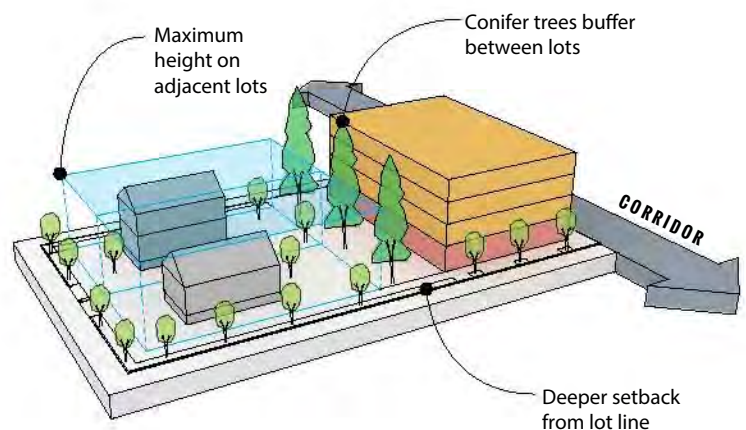
CORRIDOR SEGMENT DIAGRAM



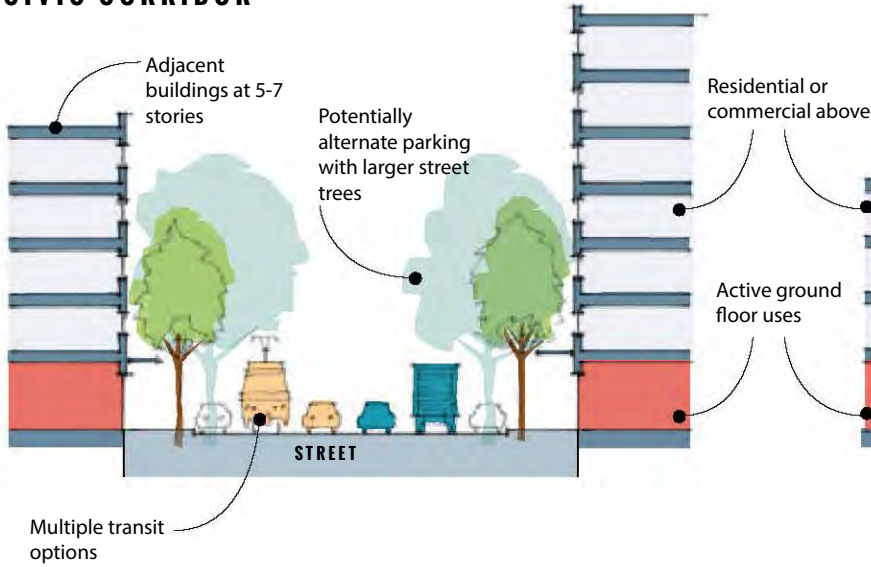
A. COMMERCIAL AT STREET LEVEL



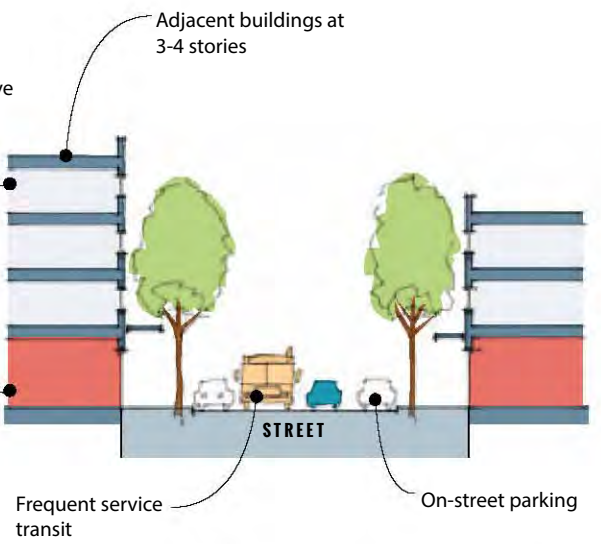
A. EVERGREEN



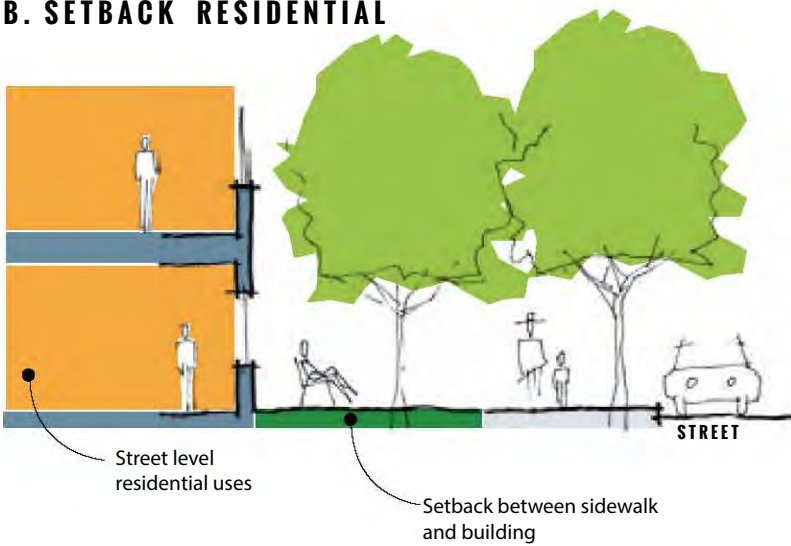
CIVIC CORRIDOR



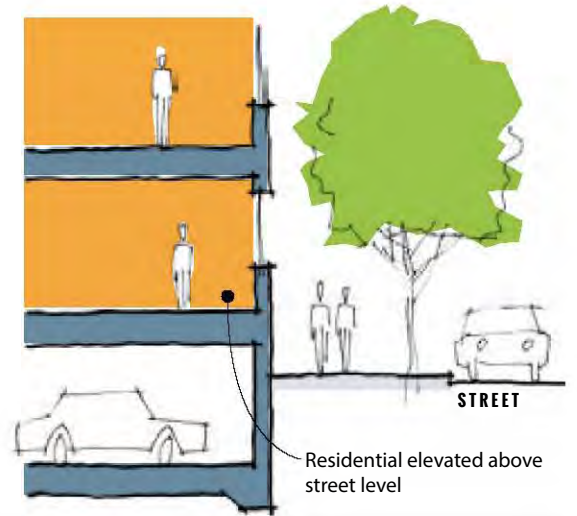
NEIGHBORHOOD CORRIDOR



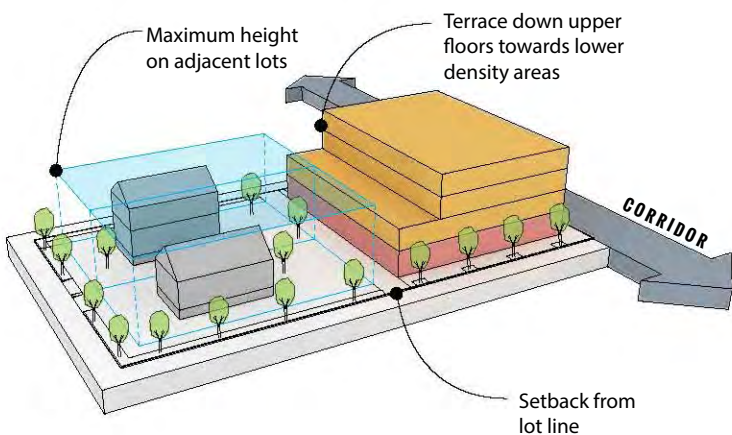
B. SETBACK RESIDENTIAL



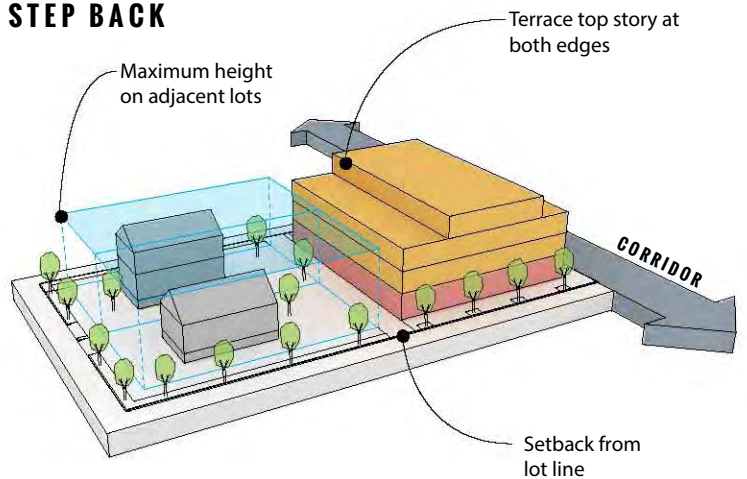
C. ELEVATED RESIDENTIAL



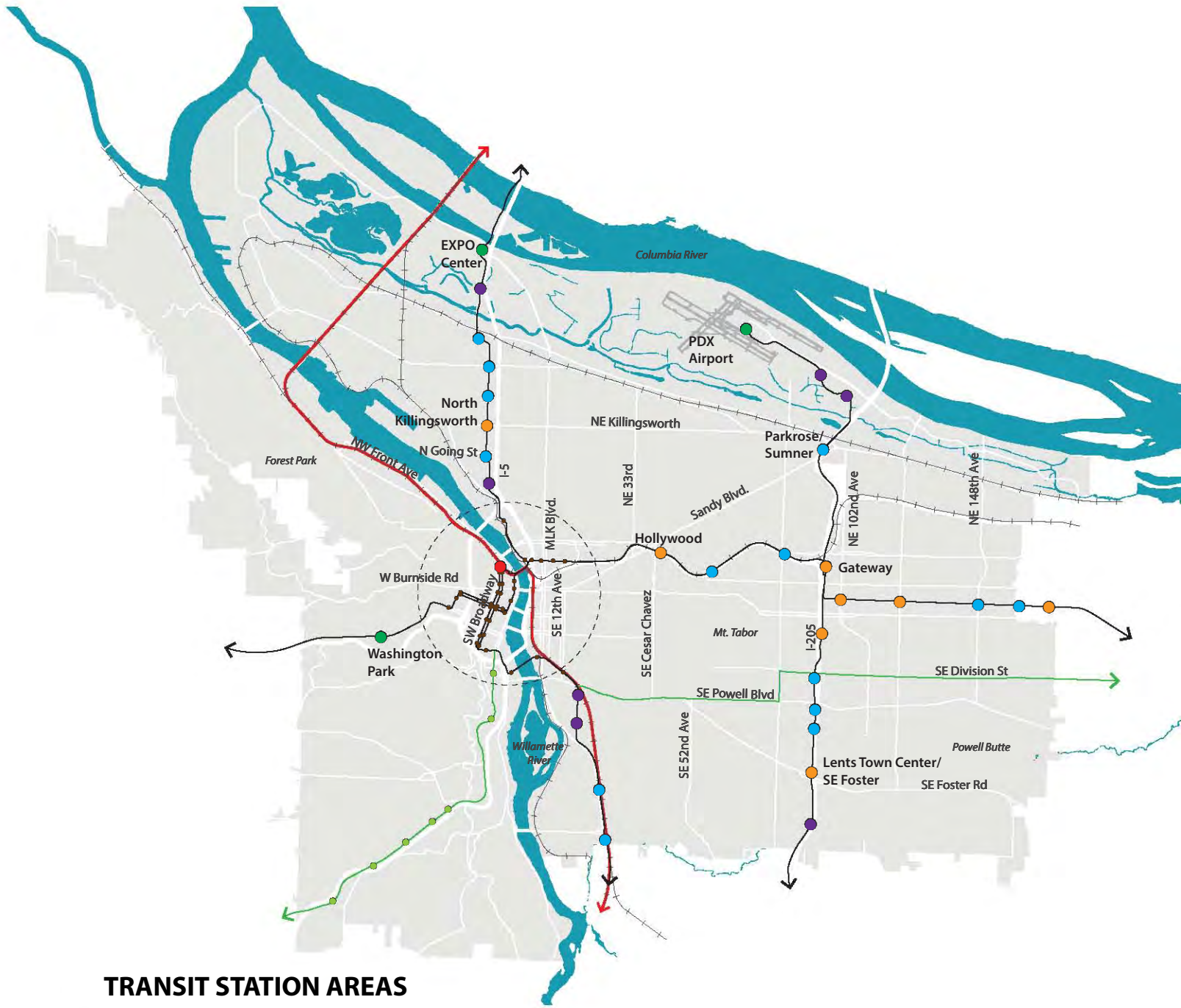
B. STEP DOWN



C. STEP BACK



TRANSIT STATION AREAS



TRANSIT STATION AREAS

- Center Stations
 - Employment Stations
 - Transit Neighborhood Stations
 - Destination Stations
 - Central City Stations
- Intercity passenger rail alignment
 - Future transit alignment & potential station areas
 - +++ Rail

Portland today has over 30 light rail **STATION AREAS**, many of which will be part of the City's centers and corridors growth strategy. Some station areas will be integrated into higher density environments that include a wide range of uses, development scales and connections to trails, paths or other transit lines. At other station locations, the surrounding development patterns may reflect a bias toward residential or employment uses and in some cases the station area may be at a regional destination or attraction without a lot of associated development.



CENTER STATIONS

Center Stations are part of a mixed-use center or corridor. They have the highest potential for mixed use development because they are near local services and businesses and they typically offer connections to other transit routes.



EMPLOYMENT STATIONS

Employment Stations serve areas with employment centers, concentrations of businesses or clusters of commercial and/or industrial uses. Residential development may not be an important component at these station locations.



TRANSIT NEIGHBORHOOD STATIONS

Transit Neighborhood Stations serve high-density housing areas and districts. Sites around these station areas are targeted to expand housing opportunities and choices enabling more people to live close to transit.



DESTINATION STATIONS

Destination Stations provide access to important destinations or attractions such as large parks, regional trail systems, the airport or the EXPO Center. While they are well connected to the surrounding transportation network, they may not have significant new development around them.

CITY GREENWAYS



CITY GREENWAYS

- Existing Trails
- Proposed Trails
- Enhanced Greenway Corridors
- Heritage Parkways
- Parks & Open Spaces

CITY GREENWAYS are a citywide network of trails and green, park-like corridors linking major centers, destinations, the rivers and other large open spaces. Regularly spaced greenways help promote active living, both for recreation and transportation, for people of all ages and abilities. The City Greenways system is made up of trails, heritage parkways, enhanced greenway corridors and neighborhood greenways. Neighborhood greenways, not illustrated here, extend the system into all neighborhoods of the city.



HERITAGE PARKWAYS

Heritage Parkway are iconic streets or segments of streets such as NE Ainsworth, SE Ladd or SE Reed College Place, that include elements such as linear parks, views, planted median strips or other types of distinctive landscaping or street design. Some heritage parkways will become parts of enhanced greenway corridors.



CITYWIDE TRAILS

Citywide Trails such as Springwater Corridor, Leif Erikson or the I-205 Trail, typically provide off-street pedestrian and bicycle access, and are often located in natural areas, hillside areas, adjacent to freeways, and along rivers.



ENHANCED GREENWAY CORRIDORS

Enhanced Greenway Corridors are extensions of the trails and parkways system through the heart of the city. These corridors will offer distinctive park-like connections that prioritize pedestrians and bicycles, and incorporate broader spreading trees and planted areas to help filter stormwater and improve air quality. The proposed “Green Loop” in the Central City will become a hub for this network of pathways, parkways and open spaces, linking singular attractions, creating new opportunities for gathering and encouraging active transportation choices that lead to healthier lives.

URBAN HABITAT CORRIDORS



URBAN HABITAT CORRIDORS

-  Enhanced Habitat Corridor
-  Potential Habitat Corridor
-  Parks & Open Space
-  Waterbodies
-  Elevation over 300'

Today's **URBAN HABITAT CORRIDORS** will be enhanced by protecting, restoring and improving connectivity between existing large anchor habitats such as Forest Park, Smith/Bybee Lakes or the Willamette or Columbia Rivers, and along corridors that support fish, wildlife and people. Potential habitat corridors will eventually connect existing habitats, parks and tree canopy by "greening up" neighborhoods and business areas. Landscaping with native plants, tree plantings, vegetated stormwater facilities, and ecological development, such as ecoroofs, are approaches that support urban habitat corridors and will help the City remain resilient to climate change and natural hazards.



FISH, WILDLIFE AND PEOPLE

Urban habitats provide safe, healthy places for a myriad of resident and migratory fish and wildlife species to live and move through the city. Maintaining diverse, connected habitat corridors will help fish and wildlife adapt to continued human population growth and development, and to climate change. Urban habitats also benefit Portlanders by keeping the air and water clean and cool, reducing the risks from landslides and flooding, and providing places for people to play, learn and experience nature.



KEY HABITAT FEATURES

Urban habitats encompass the City's most valuable and distinctive natural features -- the Willamette and Columbia rivers, streams and sloughs, wetlands, large forested areas such as Tryon Creek State Park, and topographic features including the West Hills, Willamette Bluff, Mount Tabor, Kelly Butte and Powell Butte. Some urban habitats are rare or declining, such as remnant native oak, bottomland hardwood forest or river islands. Urban habitats can also include street and yard trees, backyard plantings, parks, and built features like bridges that provide opportunities for Peregrine Falcon nesting.



HABITAT CORRIDORS IN NEIGHBORHOODS AND BUSINESS DISTRICTS

Urban habitats exist today within Portland's developed areas. Rivers, streams and sloughs flow through many neighborhoods and business districts, and the city is known for abundant trees and vegetation. Enhancing urban habitats means preserving and restoring existing natural features, creating connections between tree canopy and greenspaces, and incorporating nature into the design of buildings and landscaping, streetscapes, parking lots and infrastructure.

EMPLOYMENT AREAS



EMPLOYMENT AREAS

- Central City
- Industrial
- Commercial
- Institutional
- Heavy Rail

Portland's jobs are spread evenly across four types of **EMPLOYMENT AREAS** that thrive in different parts of the city. Each of these areas are growing and have different types of prosperity benefits. Traded sector (export) businesses bring income and jobs into the region and are mainly in the industrial and office sectors. Leading job growth opportunities are in the institutional sectors. Neighborhood business districts are a highly valued source of neighborhood prosperity. Middle-wage jobs that require less college education and improve equity are concentrated in the industrial sectors.



CENTRAL CITY

Central City is the region's high-density employment center. It is primarily an office district for professional and business services, finance, information and government. It is also a key location for retail, entertainment, small and craft industry and education sectors.



INDUSTRIAL

Industrial districts are in the low, flat areas along Portland Harbor and the Columbia Corridor, Oregon's freight infrastructure hub. The manufacturing and distribution sectors concentrate here. They typically want one-story buildings, medium to large sites, and locations buffered from housing.



COMMERCIAL

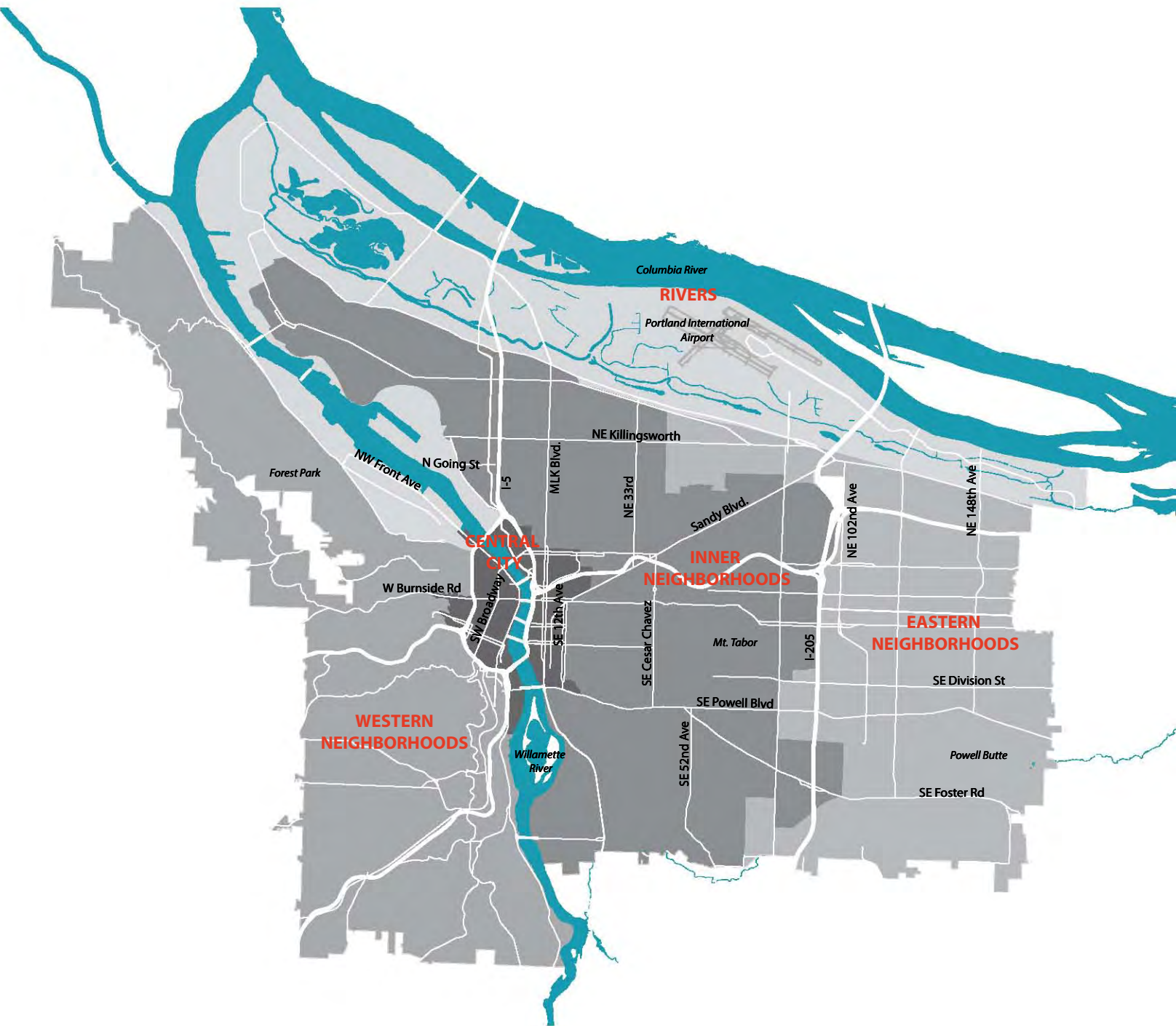
Commercial areas are mainly home to the retail, personal service, and related sectors that serve customers on-site. These businesses locate amid their market areas, lining corridors in neighborhoods across the city. They generally want ground-floor space along pedestrian or auto-oriented streets.



INSTITUTIONS

Institutions in the health care and education sectors are concentrated in large hospital and college campuses and dispersed smaller facilities. Major institutions are large employers with campuses that vary from somewhat pastoral expanses to more concentrated urban grounds.

PATTERN AREAS



Portland's natural and built patterns— its hills and streams, street and block types, buildings and open spaces – give the city's different geographies their distinct characters, or **PATTERN AREAS**. Acknowledging that “one size does not fit all” will help tailor more specific policies and regulations to better respond to each area's unique natural and built assets.



CENTRAL CITY

New development in the Central City should support its role as the region's center for innovation and exchange. New buildings and spaces should contribute to a highly urbanized and evolving built form with high density employment, cultural and institutional centers. It's network of tight streets and pedestrian pathways should be strengthened and expanded, recognizing that a healthy city must have a healthy core.



INNER NEIGHBORHOODS

New development in inner neighborhoods should enhance the fine-grain, pedestrian-scaled built environment of main streets, mixed-use districts and residential areas. In the inner-ring districts, new development should take advantage of the area's proximity to the Central City with increased densities while working to enhance and preserve identified historic and cultural resources.



WESTERN NEIGHBORHOODS

New development in western neighborhoods should respond to the area's prominent hilly topography, adapt construction to consider the many streams, ravines and forested slopes, and protect preeminent views of other parts of the city.



EASTERN NEIGHBORHOODS

New development in eastern neighborhoods should enhance the area's distinctive mix of built patterns, improve street and pathway connectivity, and integrate natural and landscape features such as buttes, streams and large native trees.



RIVERS

New development in the Rivers pattern area should support the diverse activities and physical patterns of its natural resource and wildlife habitat areas, prime industrial lands and connections to the rivers. New buildings, adaptively reused structures and public spaces should enhance human access to the water where it will not conflict with ecological functions for native fish and wildlife. These facilities should also enhance access and mobility for large industrial delivery vehicles, including trucks, trains and ships. Where practical, new development should strive to integrate nature and natural systems enhancements, with industrial development and activities.



SUMMARY

The Urban Design Direction provides a vision for the future of Portland's physical landscape. It focuses primarily on the goals and policies of the Comprehensive Plan that affect the different places of the city – its districts, neighborhoods, streets and parks. It describes a physical vision for Portland 25 years from now that is built on the city's existing assets: its people, places and experiences – and incorporates their aspirations into a future place that is equitable, healthy, prosperous and well-connected.

With guidance from the Comprehensive Plan and Urban Design Direction, Portland will continue to take positive steps toward achieving its growth objectives and enhancing its signature livability. The Urban Design Direction is key in identifying, illustrating and describing the distinctive places, forms and systems that make Portland, Portland.





Bureau of Planning and Sustainability

Innovation. Collaboration. Practical Solutions.

City of Portland, Oregon
Charlie Hales, Mayor • Susan Anderson, Director



Agenda Item No. 3.0

POWELL-DIVISION TRANSIT AND DEVELOPMENT PROJECT

Metro Council Work Session
Tuesday, March 31, 2015
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: March 31, 2015

LENGTH: 45 minutes

PRESENTATION TITLE: POWELL-DIVISION TRANSIT AND DEVELOPMENT PROJECT

DEPARTMENT: Planning and Development

PRESENTER(s): Brian Monberg, brian.monberg@oregonmetro.gov; x1621

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Provide council with an update on recent Steering Committee decisions for the Powell-Division investment area; highlight the investments moving forward in partnership with the cities of Gresham and Portland; and discuss decisions to be made prior to the Steering Committee decision on the proposed Action Plan.
- Outcomes: Council feedback on the transit project route decision and direction on related investments.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

The Powell-Division Transit and development project is defining a new regional transit line to connect Portland and Gresham and identifying related investments to support community and economic development. The project is currently refining the bus rapid transit route options for the corridor. As part of the development plan, Metro is partnering with Gresham, Portland and community partners for several investments that support community-based equitable development. The presentation will highlight some of the recent opportunities.

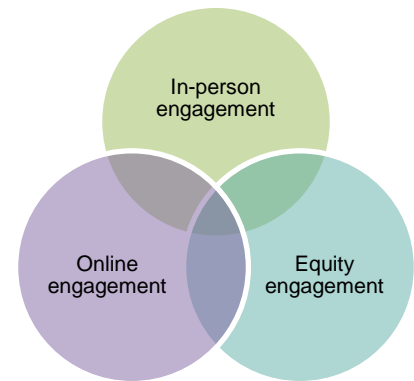
In January 2014, Metro Council adopted Resolution No. 14-4496, creating and appointing members of a Steering Committee for the Powell-Division Transit and Development Project. Metro Councilors Shirley Craddick and Bob Stacey co-chair and represent Metro on the Steering Committee. The Steering Committee has been meeting to decide key milestones, including the establishment of goals and outcomes for the project; identify a wide range of transit alternatives; narrow the transit alternatives; inform a development strategy; and discuss tools to support community-based equitable development. In September 2014, the committee advanced bus options for further study in the corridor along a general alignment. In March 2015, the committee narrowed route options in Portland and Gresham.

Project partners are currently refining the bus rapid transit route options for the corridor. Route options currently under consideration include a transition from Powell Boulevard to Division Street on either SE 50th, SE 52nd, or SE 82nd Avenues in Portland, and three route options to connect downtown Gresham to Mount Hood Community College.

Engagement Approach

A successful outcome for the development of the community-supported vision for new transit is dependent on engaging people who live or use services in the area. The project approach includes in-person opportunities, online and mobile opportunities and targeted outreach to low-income and minority populations. The following principles guide engagement strategies, activities and materials.

- Use a person-first lens: Relate to people the way they relate to the world, not through a project lens.
- Make it easy for people to participate: Meet people where they are and capitalize on opportunities for coordinated engagement.
- Be clear: Be clear about decisions, how input is a part of decision-making, who is making the decisions and when/what to expect as a result.



The project team strives to meet four engagement goals, which were shaped by public comment at the outset of the project:

- Goal 1: Communicate complete, accurate, understandable and timely information
- Goal 2: Gather input by providing meaningful opportunities to participate
- Goal 3: Provide timely public notice of opportunities to participate
- Goal 4: Facilitate the involvement of low income populations, communities of color and people with limited English proficiency

Broad and inclusive engagement is essential to developing a community-supported transit solution. Metro and project partners work with residents and community organizations that serve communities of color, low income populations, youth, people with disabilities, and people who do not speak English well to provide early, regular and meaningful opportunities to influence decision-making and engagement efforts. More detail is available in the most recent public engagement report, which describes activities between September 2014 and March 16, 2015.

Shared Investment Approach

The Powell-Division Transit and Development Project is a collaborative partnership based on the opportunity to implement a catalytic regional transit project. Complimentary investments allow communities and the region to leverage public investments along the new bus rapid transit line. These investments are guided by the six desired outcomes for the region. Work underway in the corridor involves Metro programs, city-led efforts in Portland and Gresham involving equitable development, and efforts led by community partners in developing vibrant communities and economic competitiveness and prosperity.

Metro-led efforts include:

- Community Planning and Development Grants: This program funded Portland and Gresham to consider actions for development at eight locations in the corridor. As part of the project goals, particular focus on equitable development and community stabilization strategies have emerged that are closely partnered with distinct cultural communities.
- Natural Areas bond acquisition: Metro partnered with the City of Gresham and the East Multnomah Soil and Water Conservation District to acquire the 33-acre Grant Butte wetlands, which has frontage on Division Street and borders the Gresham-Fairview trail.
- Regional Travel Options: Metro has an active marketing campaign at Portland Community College southeast to encourage driving less and biking, walking, and transit options for the campus community.

- **Transit Oriented Development:** The transit oriented development program has acquired a property at 82nd and Division across the street from the Portland Community College campus. There is an opportunity to achieve a project that responds to community interest in affordable housing, and the program is working with the Jade District to make the building available for community activities on an interim basis.
- **Active Transportation:** The project is identifying a vision for active transportation improvements in the corridor, based on policies established in the Active Transportation Plan.

This project also offers opportunities to implement outcomes identified in the Climate Smart Communities Scenarios Project, the Regional Transportation Safety Plan, the Regional Transportation Plan and the Diversity Action Plan. The project also has active and regular coordination with the Equitable Housing Strategy, and is working with a new grant for transportation system management.

Next Steps

At the final Steering Committee of the planning phase of the project, partners will discuss and consider advancing the Powell-Division Action Plan. The Powell-Division Transit and Development Project will result in an actionable plan for key places (future station areas) and improved mobility to address long-standing infrastructure and investment issues along the Powell-Division corridor.

The action plan will strive to:

- 1) Create a vision and development strategy for key places that promotes community-driven and supported economic development and identifies tools and strategies that mitigate the impacts of market pressures that cause involuntary displacement.
- 2) Identify a preferred near-term high capacity transit solution for the corridor that safely and efficiently serves high ridership demand, improves access to transit, is coordinated with related transportation investments, and recognizes limited capital and operational funding. The solution will include mode, alignment and station locations with supporting transportation improvements.

Project partners are currently finalizing budget commitments for the next phase of the project. The project anticipates beginning project development in the summer of 2015, which will initiate preliminary engineering, environmental approvals, and the finance plan. This anticipated two-year phase will finalize the necessary agreements for a federal grant application, and position the project for final design and construction. As part of the proposed budget for the next phase, partners propose to reallocate transit project development funds. The reallocation of funds will be part of a separate Metro Council action this spring.

After the final Action Plan is accepted, it will be presented to local councils and the Metro Council, which is anticipated for late summer 2015.

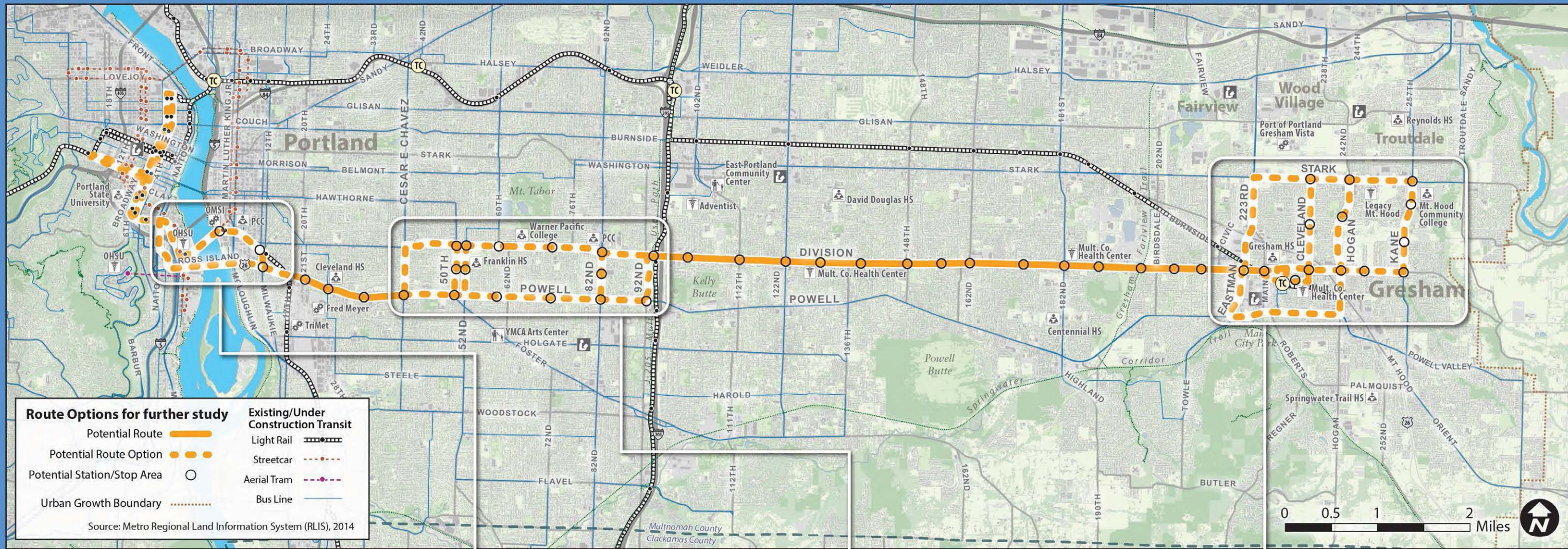
QUESTIONS FOR COUNCIL CONSIDERATION

- What questions does council have regarding route decisions for the new transit line?
- Do the related investments effectively reflect the six desired outcomes?
- Are there other considerations in planning future investments in this investment area?
- Do you have any concerns to be addressed as project partners define the Action Plan?

PACKET MATERIALS

- Would legislation be required for Council action Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today?

- 1) Project Map
- 2) Public Engagement Report



The Powell-Division Transit and Development project will bring improvements that save riders time and provide a higher quality service beyond today's Frequent Service. We are studying a range of bus options, routes that connect Gresham and Portland, and ways to improve walking and biking access along the route.

River Crossing
The new line could use the Tilikum Crossing or the Ross Island Bridge. The Tilikum Crossing, with more than a mile of existing dedicated busway and a quicker trip, is the more promising option.

Portland North/South Crossover Options
The new line could transition between Powell and Division in Southeast Portland using one of the following:

- Cesar E Chavez Blvd. is the least promising option because of unreliable travel times.
- 50th or 52nd avenues are similar to each other, connecting destinations along Division but missing the burgeoning Jade District along 82nd Ave.
- 82nd Ave. would connect the busy transit stops on both Powell and Division and connect to PCC and the Jade District.
- 92nd Ave. is the quickest route, but misses destinations on Division including PCC and the Jade District on 82nd Ave.

Gresham North/South Options
The new line could connect Downtown Gresham, the Transit Center and Mt Hood Community College using one of the following:

- Eastman Pkwy to Stark St. is a less promising option because of out of direction travel from the Transit Center.
- Cleveland Ave. is residential and would connect to destinations on Stark St.
- Hogan Rd. also connects to destinations on Stark St.
- A route on Division and Kane Dr. would miss destinations on Stark St.
- A route south of Downtown Gresham on Powell is a least promising option because of out of direction travel from the Transit Center.

- Key Features of Bus Rapid Transit**
- Larger buses that carry more passengers
 - Larger stations with amenities like real-time travel information, ticket machines, security features, ADA accessible platforms and art
 - Buses and stations designed for faster boarding
 - Service at least every 15 minutes, with more frequent service during the peak commute hours

River Crossing Options



Tilikum Crossing

- Most Promising*
- Dedicated transitway and faster travel time
 - Connects to high planned population growth and key destinations

Ross Island Bridge

- Less Promising*
- Poor travel time reliability based on existing and future traffic
 - Does not serve current or future employment or key destinations

Portland North/South Crossover Options



Cesar Chavez

- Less Promising*
- Least travel time reliability of the options
 - Expected future traffic volumes and congestion could delay buses in traffic
 - Does not connect to the Jade District on 82nd



50th Ave

- Pros**
- Connects to:
 - future employment growth
 - key destinations including PCC and the Jade District on Division
 - community resources
 - more commercial and multifamily zoning than 52nd

- Cons**
- Does not serve as well:
 - communities of concern (low income and people of color)
 - affordable housing
 - central Jade District on 82nd
 - areas with high development potential, commercial and multifamily zoning



52nd Ave

- Pros**
- Connects to:
 - future employment growth
 - key destinations including PCC and the Jade District on Division
 - existing transit on 52nd

- Cons**
- Does not serve as well:
 - communities of concern
 - affordable housing
 - central Jade District on 82nd
 - areas with high development potential
 - businesses and commercial zoning



82nd Ave

- Pros**
- Connects to:
 - future population growth
 - communities of concern
 - affordable housing
 - highest existing transit ridership
 - central Jade District and PCC
 - areas with highest development potential

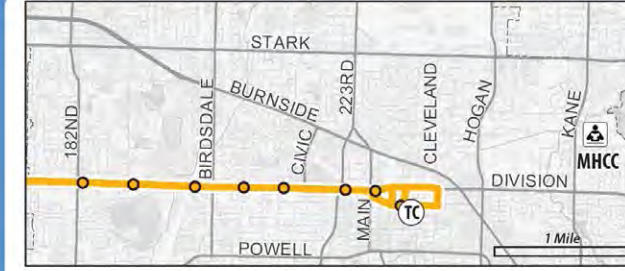
- Cons**
- Day to day traffic variation could reduce transit reliability if the bus travels in mixed traffic
 - Expected future traffic volumes and congestion could delay buses in traffic



92nd Ave

- Less Promising*
- Does not serve as many people as other Portland options
 - Does not serve current riders of 4-Division and 9-Powell as well as other Portland options
 - Does not connect to PCC and the central Jade District on 82nd

Gresham North/South Options



Gresham Transit Center

- Pros**
- Transit center is where 4 - Division and 9 - Powell finish
 - Lower cost than other Gresham options

- Cons**
- Does not serve as well:
 - as many people as other Gresham options
 - communities of concern
 - affordable housing
 - Mt Hood Community College and other key destinations
 - areas with development potential and developable commercial properties



223rd/Eastman

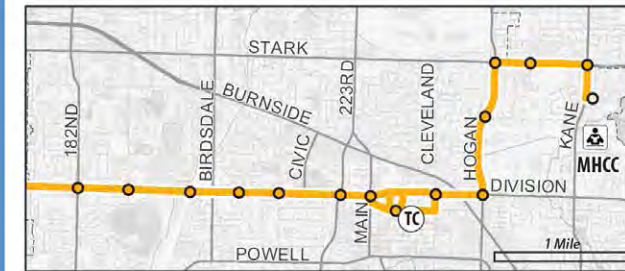
- Less Promising*
- Requires out-of-direction travel from the Gresham Transit Center to connect to other destinations
 - Longer travel times than the other Gresham options



Cleveland

- Pros**
- Connects to:
 - future employment growth at Gresham Vista Business Park and Legacy Mount Hood Medical Center.
 - more than 10,000 households

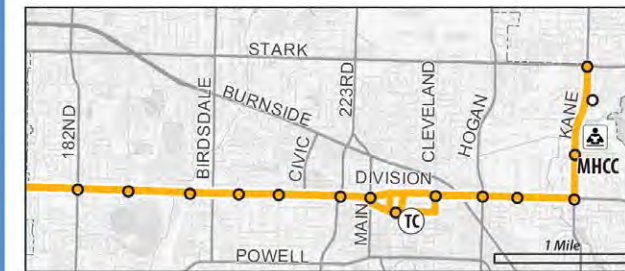
- Cons**
- Does not serve as many community resources
 - More limited right-of-way than Hogan and Kane
 - Half-mile longer route than Kane
 - City policy and plans do not identify it as a transit route



Hogan

- Pros**
- Connects to:
 - future employment growth at Gresham Vista Business Park and Legacy Mount Hood Medical Center
 - commercial business district
 - areas with highest development potential
 - more than 10,000 households
 - Provides transit service to Hogan, which does not currently have transit

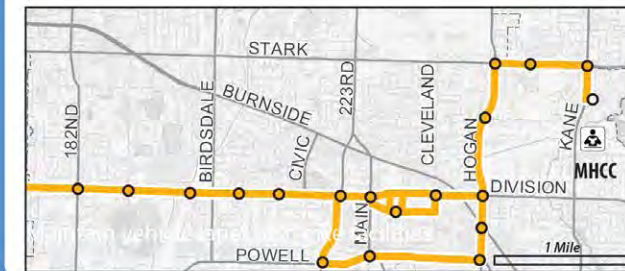
- Cons**
- Half-mile longer route than Kane
 - Expected future traffic volumes and congestion could delay buses in traffic



Kane

- Pros**
- Connects to more than 10,200 households
 - Shortest route to Mt Hood Community College

- Cons**
- Does not serve as well:
 - communities of concern
 - fewer jobs than Hogan
 - key destinations including Gresham Vista Business Park and Legacy Mt Hood Medical Center
 - areas with high development potential



Powell

- Less Promising*
- Requires out-of-direction travel from the Gresham Transit Center to connect to other destinations
 - Longer travel times than the other Gresham options



POWELL-DIVISION TRANSIT AND DEVELOPMENT PROJECT
PUBLIC ENGAGEMENT REPORT

MARCH 16, 2015

About Metro

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.

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www.oregonmetro.gov/connect

Metro Council President

Tom Hughes

Metro Councilors

Shirley Craddick, District 1

Carlotta Collette, District 2

Craig Dirksen, District 3

Kathryn Harrington, District 4

Sam Chase, District 5

Bob Stacey, District 6

Auditor

Suzanne Flynn

¿Le gustaría recibir información acerca de este proyecto?

Хотите получать информацию об этом проекте?

您是否希望收到關於本工程項目的資訊？

Quyù vò còu muoán nhaän thoâng tin veà döi àn naøy hay không?

503-813-7535

Engagement summary for September through March 2015	5
▪ Engagement purpose.....	5
▪ Input opportunities.....	5
▪ Findings.....	5
Engagement approach.....	7
▪ Engagement principles and methods.....	7
▪ Engagement goals.....	7
Engagement methods and activities.....	7
▪ In-person engagement	7
▪ Equity engagement	10
▪ Online engagement.....	12
Public engagement findings.....	13
▪ Route options.....	13
○ Willamette River crossing options.....	13
○ Portland north/south crossover options.....	14
○ Gresham north/south options.....	16
▪ Station opportunity areas.....	17
▪ Overview of engagement opportunities.....	19
○ Hands on workshops	19
○ Transportation work group.....	20
○ Safety and security work group.....	20
○ Equity work group	21
○ Developers roundtable.....	22
○ Culturally specific community-based discussions	23
○ Youth led business engagement	24
○ Other business engagement	25
○ Gresham community forum.....	25
○ Bus rider engagement.....	26
○ Educational institutions engagement.....	26
○ Talk with staff sessions.....	27
○ Metro newsfeeds.....	27
○ External media	28
Closing the loop: linking public input to decisions.....	28
▪ Input that informs decisions.....	28
▪ Delivery to decision-makers.....	28
▪ Feedback to participants.....	28
Evaluation of engagement to date.....	30
What's next?	32
Appendix: Survey results and public comments.....	33
▪ Hands on workshop summary: transit	35
▪ Online map tool summary.....	43
▪ Transportation work group summary.....	57

- Safety and security work group summary63
- Equity work group summary71
- Developer roundtable summary79
- Route options factsheet in Russian, Chinese and Vietnamese.....85
- Comments from online map tool.....89
- City of Gresham business and multicultural engagement report..... 125

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ENGAGEMENT SUMMARY FOR SEPTEMBER 2014 THROUGH MARCH 2015

Purpose - Public engagement efforts for the Powell-Division Transit and Development Project between October 2014 and March 2015 focused on soliciting input on route alignments and station opportunity areas.

Input opportunities - Engagement activities are outlined on page 7. A summary of findings from input opportunities begins on page 13, with the full record appearing in the appendix.

- informational briefings to committees, neighborhood associations, business and advocacy organizations
- youth engagement
- Latino, Chinese, Vietnamese, Russian, Tongan, Bhutanese and Native American engagement
- local business engagement
- talk with staff sessions
- work groups focused on transportation, development, equity, and safety and security
- participation at community events and related projects' engagement events
- online map comment tool

Findings - Engagement during this report period focused on determining preferences for route options for the new bus rapid transit line. People were also asked to weigh in on what they would like to see in the eight station opportunity areas. Many of the themes people stressed in earlier engagement periods were reaffirmed. More detailed findings begin on page 13 and the record of comments in the appendix.

RIVER CROSSING

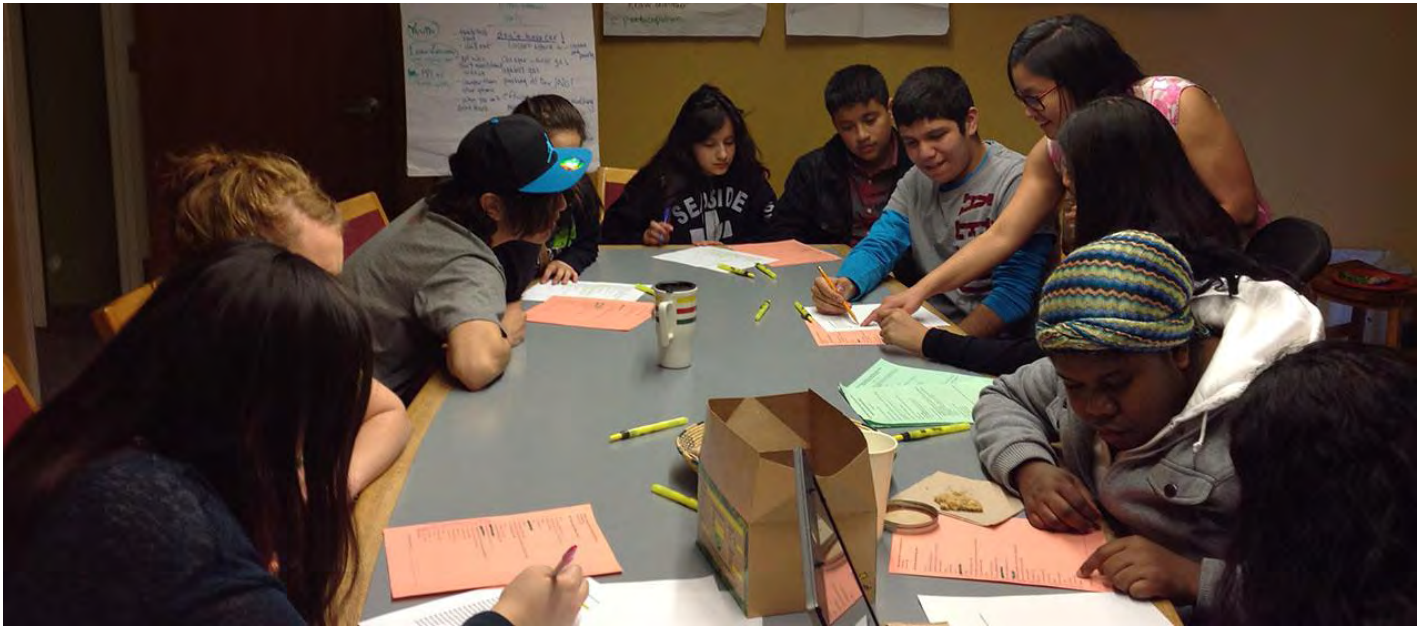
- People who weighed in overwhelmingly support using the Tilikum Crossing.

PORTLAND NORTH/SOUTH CROSSOVER OPTIONS

- People who weighed in overwhelmingly supported using 82nd Ave.
- People who weighed in thought the less promising options included Cesar E Chavez Blvd, 50th, 52nd and 92nd avenues.

GRESHAM NORTH/SOUTH OPTIONS

- People overwhelmingly support connecting to Mt Hood Community College.
- While fewer people weighed in on the Gresham options, those who did support Hogan Rd and, to a lesser extent, Kane Dr.
- People thought Powell Blvd south of downtown and Eastman Pkwy were less promising.



IMPORTANT THEMES

- People see the transit project as a means to advance **desired community outcomes**, including:
 - mixed income neighborhoods
 - intentional affordable housing
 - safer, more welcoming streets and community spaces
 - more jobs in the corridor
 - support communities of color
 - protecting existing small businesses especially ethnic businesses at the heart of communities
- People want **safer, more comfortable transportation** that includes:
 - safe sidewalks, crossings, bike facilities
 - continued or improved mobility for all road users
 - faster, more reliable transit
 - better access to transit
- There **are places that could be made safer, more welcoming, healthy and better connected**, which could present **opportunities for business development and community building**.

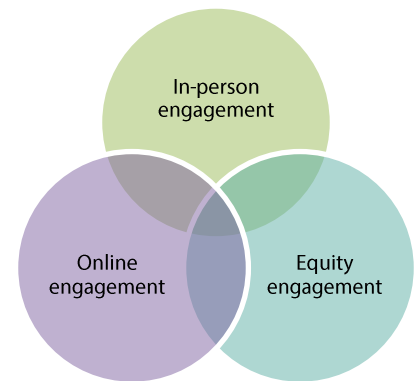
ENGAGEMENT APPROACH

A successful outcome is dependent upon engaging people who live or use services in the area in the development of the community-supported vision for new transit. The Powell-Division Transit and Development Project is a partnership of Metro, TriMet, the cities of Portland and Gresham, Multnomah County and the Oregon Department of Transportation.

Engagement principles and methods

Engagement will consist of in-person opportunities, online and mobile opportunities and targeted outreach to low-income and minority populations. The following principles will guide engagement strategies, activities and materials.

- *Use a person-first lens:* Relate to people the way they relate to the world, not through a project lens.
- *Make it easy for people to participate:* Meet people where they are and capitalize on opportunities for coordinated engagement.
- *Be clear:* Be clear about decisions, how input is a part of decision-making, who is making the decisions and when/what to expect as a result.



Engagement goals

The project team will strive to meet the following engagement goals. People were invited to comment on these goals via survey through the Powell-Division website beginning March 2013. Their comments shaped strategies, activities and evaluation metrics, see page 30.

- Goal 1: Communicate complete, accurate, understandable and timely information
- Goal 2: Gather input by providing meaningful opportunities to participate
- Goal 3: Provide timely public notice of opportunities to participate
- Goal 4: Facilitate the involvement of low income populations, communities of color and people with limited English proficiency

ENGAGEMENT METHODS AND ACTIVITIES

In-person engagement

There was broad reaching public engagement between October 2014 and March 16, 2015. Informational briefings were provided to:

- standing committees, such as the Gresham Public Safety Committee
- neighborhood associations
- business organizations, such as the Historic Downtown Gresham Business Association and the Portland Business Alliance

- advocacy organizations, such as Elders in Action
- city councils

Project-sponsored events and opportunities included:

- talk with staff sessions
- transportation work group meetings
- safety and security work group meeting
- developers roundtable
- equity work group meeting
- bus rapid transit 101 session
- youth engagement
- Latino, Chinese, Vietnamese, Russian, Tongan, Bhutanese and Native American engagement
- business canvassing by youth leaders
- hands on workshops and open houses



The project participated in other events, including:

- community events, such as the Division Midway Harvest Festival and Jade District roll out
- related projects' engagement events, such as the Outer Powell transportation safety project open house and the Portland SE quadrant open house

September 29 - Powell-Division Steering Committee meeting and open house

September 29 - Gresham Northwest Neighborhood Association meeting

October 8 - East Portland Action Plan technical advisory committee

October 12 - Division Midway Alliance harvest festival

October 14 - Powell-Division talk with staff session

October 14 - Gresham Coalition of Neighborhood Associations

October 16 - Mt. Hood Community College Community Forum

October 23 - Gresham Northeast Neighborhood Association

October 27 - Powell-Division corridor tour

October 28 - Powell-Division talk with staff session

October 28 - Powell-Division Rockwood meeting

October 28 - Gresham Public Safety Committee

October 30 - Gresham Central City Neighborhood Association

November 4 - Historic Downtown Gresham Business Association

November 4 - Elders in Action Transportation Committee

November 5 - Fairview City Council

November 7 - Wood Village City Council

November 18 - TriMet Service Enhancement Plan outreach at Reynolds High School
 November 18 - Powell-Division Project workshop, urban design panel
 November 19 - Powell-Division community forum at Rosemary Anderson High School
 November 19 - Improvements on SE 82nd Ave, ODOT open house
 November 20 - Transportation work group at Metro
 November 20 - Transportation work group at Gresham
 November 25 - Powell-Division talk with staff session
 December 1 - Bus rapid transit 101
 December 9 - Powell-Division talk with staff session
 December 9 - US 26: Outer Powell Transportation Safety Project open house
 January 12 - Safety and security work group
 January 13 - Powell-Division talk with staff session
 January 13 - TriMet Transit on Tap in Southeast Portland, sidewalks and walkability
 January 14 - East Portland Action Plan technical advisory committee
 January 20 - Jade District community vision event
 January 27 - Powell-Division talk with staff session
 February 5 - Powell-Division developer roundtable
 February 5 - Gresham Transportation Subcommittee
 February 7 - Creative community engagement arts grant workshop
 February 10 - Powell-Division talk with staff session
 February 10 - Gresham Coalition of Neighborhood Associations
 February 11 - Gresham Centennial Neighborhood Association
 February 11 - Powell-Division discussion group at Latino Family Night
 February 12 - Powell-Division workshop, Gresham
 February 12 - Powell-Division discussion group with Tongan community
 February 16 - TriMet Transit on Tap, Southeast Portland
 February 17 - Powell-Division workshop, East Portland
 February 19 - City of Portland Southeast Quadrant open house
 February 19 - Powell-Division discussion group with Latino Network
 February 20 - Port of Portland and ON Semiconductor briefing
 February 21 - Powell-Division discussion group with Bhutanese community
 February 21 - Powell-Division discussion group with Russian community
 February 23 - Powell-Division discussion group with Chuuk community
 February 23 - Gresham Planning Commission
 February 24 - Gresham Public Safety Committee
 February 24 - Powell-Division talk with staff session
 February 28 - Powell-Division workshop, Jade District
 March 3 - Elders in Action Transportation Committee
 March 4 - Powell-Division equity work group
 March 9 - East Multnomah County Transportation Committee
 March 10 - Powell-Division talk with staff session
 March 10 - Powell-Division Southeast Portland open house
 March 10 - Portland Business Alliance
 March 10 - Women in Transportation Seminar - bus rapid transit learning session

Equity engagement

Broad and inclusive engagement is essential to developing a community-supported transit solution. Metro and project partners work with residents and community organizations that serve communities of color, low income populations, youth, people with disabilities, and people who do not speak English well to provide early, regular and meaningful opportunities to influence decision-making and engagement efforts.

- Youth leader engagement of local businesses and community members
- Latino, Chinese, Vietnamese, Russian, Tongan and Bhutanese community discussions
- Powell-Division route alignment survey (Spanish)
- Route findings map (Russian, Chinese, Vietnamese)
- Jade District and East Portland hands on workshops (Spanish, Vietnamese, Chinese)
- Latino Family Night through TriMet Service Enhancement Plan at Reynolds High School (Spanish)
- Facebook campaign targeting youth
- Elders in Action Transportation Committee
- Division Midway Alliance Fall Festival
- Input board to improve bus experience (Spanish, Russian, Chinese, Vietnamese)
- PLACE Program interviews along Powell Blvd (Spanish, Chinese)
- Business engagement materials (Spanish, Russian, Chinese, Vietnamese)
- Powell-Division equity work group
- Youth engagement through TriMet Service Enhancement Plan at Reynolds High School (Spanish, Somali, Farsi, Hmong)
- Email updates to riders of the 4-Division and 9-Powell
- East Portland concert and East Portland Action Plan picnic
- Jade District community meetings and Night Market
- Native American Youth and Family Center Neerchokikoo Powwow
- Coordination with Portland African American Leadership Forum's People's Plan
- Targeted email outreach ask to distribute transit alternatives survey to constituents
- Spanish factsheet
- Multilingual factsheet (Spanish, Russian, Chinese, Vietnamese)

It is the policy of the Metro Council to assure full compliance with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice and related statutes and regulations in all programs and activities. Title VI requires that no person in the United States of America shall, on the grounds of race, color, or national origin, be excluded from the participation in, be denied the benefits of, or be otherwise

subjected to discrimination under any program or activity for which Metro receives federal financial assistance. Environmental justice principles considered in transportation planning and project development include:

- To avoid, minimize or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income persons.
- To ensure the full and fair participation by all potentially affected communities in the transportation decision-making process.
- To prevent the denial of, reduction in or significant delay in the receipt of benefits by minority and low-income persons.

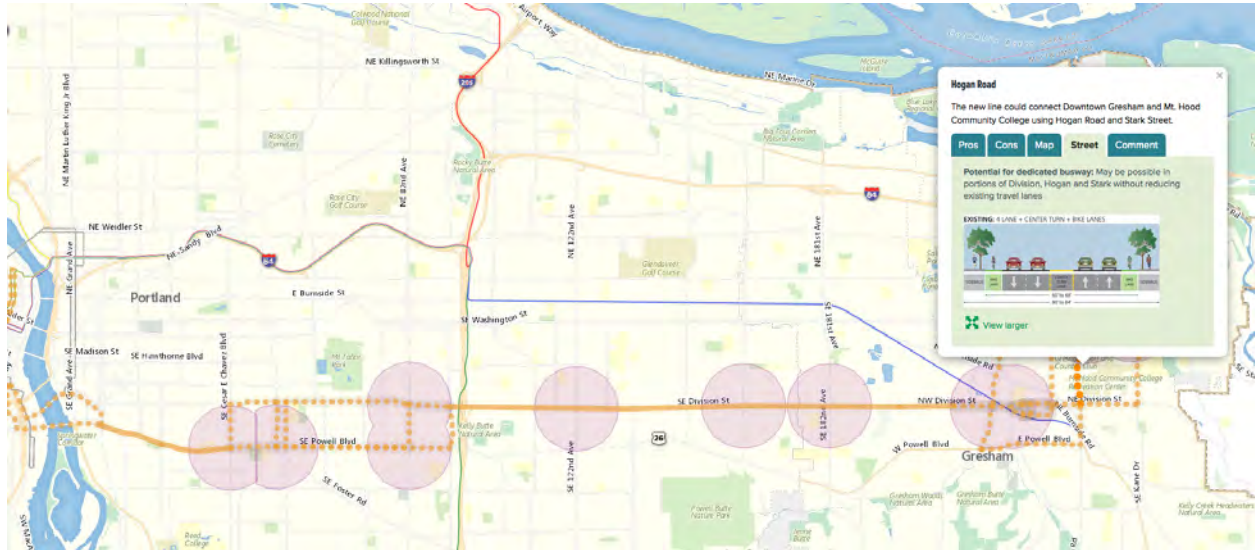
Metro respects civil rights. Metro fully complies with Title VI of the Civil Rights Act of 1964, which bans discrimination on the basis of race, color or national origin. For more information on Metro's civil rights program, or to obtain a Title VI complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536.

Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. All Metro meetings are wheelchair accessible. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1536 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days in advance of the meeting to accommodate your request. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.



Online engagement

An online map comment tool invited people to weigh in on route options and station opportunity areas. Between February 13 and March 4, 2634 people explored the map tool. It received 1,541 comments.



Project information and input opportunities were shared broadly through a variety of communication channels, including:

- Powell-Division email updates
- Powell-Division web pages (www.oregonmetro.gov/powelldivision)
- Metro transportation and planning and policy email updates
- Metro news digest
- Metro Twitter
- Gresham Neighborhood Connections email updates
- Gresham Facebook page
- Gresham Powell-Division web pages
- Gresham Area Chamber of Commerce email updates
- City of Portland email updates
- City of Portland Powell-Division web page
- City of Portland Facebook page
- City of Portland pedestrian and bicycle committee email updates
- Multnomah County pedestrian and bicycle committee email updates
- Multnomah County health service centers email update
- TriMet Riders Club email updates
- TriMet lines 4-Division and 9-Powell service alert email updates
- TriMet Service Enhancement Plan web pages
- Mount Hood Community College student government email update

- Portland Community College Southeast campus reader boards
- East Portland Action Plan email updates
- East Metro Economic Alliance email updates

PUBLIC ENGAGEMENT FINDINGS

The following summarizes what we heard during engagement activities between October 2014 and March 2015. A full account of comments received is found in the appendix.

ROUTE OPTIONS

The Steering Committee will be asked to advance route options they determine to be most promising. Engagement activities were designed to understand people's level of support for the following options.

Willamette River crossing options	Portland north/south crossover options	Gresham north/south options
<ul style="list-style-type: none"> ▪ Tilikum Crossing ▪ Ross Island Bridge 	<ul style="list-style-type: none"> ▪ Cesar E Chavez Blvd ▪ 50th Ave ▪ 52nd Ave ▪ 82nd Ave ▪ 92 Ave 	<ul style="list-style-type: none"> ▪ Gresham Transit Center ▪ Eastman Pkwy ▪ Cleveland Ave ▪ Hogan Rd ▪ Kane Dr ▪ Powell Blvd south of Downtown Gresham

People were asked to weigh in on route options for the new bus rapid transit line in a variety of formats, including:

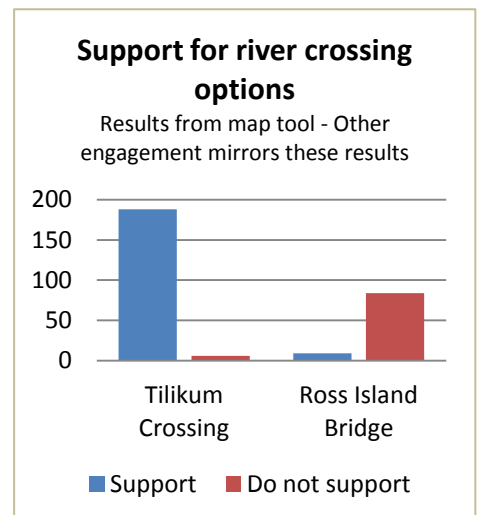
- online map comment tool, open between February 13 and March 4, 2015
- hands on workshops in Gresham, East and Southeast Portland
- equity work group
- Latino, Chinese, Vietnamese, Russian, Tongan and Bhutanese community discussions
- Spanish online survey

Willamette River crossing options

People who weighed in strongly support using the **Tilikum Crossing** for the new bus rapid transit route across the Willamette River, siting primarily:

- Speed and reliability from the dedicated transitway
- Leveraging investment in the new transit bridge

While support for this crossing option was nearly unanimous among comments received, a few people felt the impact of



routing buses over the Tilikum Crossing would create air quality concerns for bicyclists and pedestrians. People participating in the equity work group felt both river crossing options would have similar neighborhood impacts, but the benefit to transit riders with the Tilikum Crossing was more favorable.

People described the following reasons for not supporting the Ross Island Bridge option:

- Limited space for travel on the bridge
- Existing traffic and congested conditions
- New transit being neither fast nor reliable using this route

Some people expressed concern that bus stops and service on the west side of the Ross Island Bridge would be eliminated entirely, limiting access to the National College of Natural Medicine.

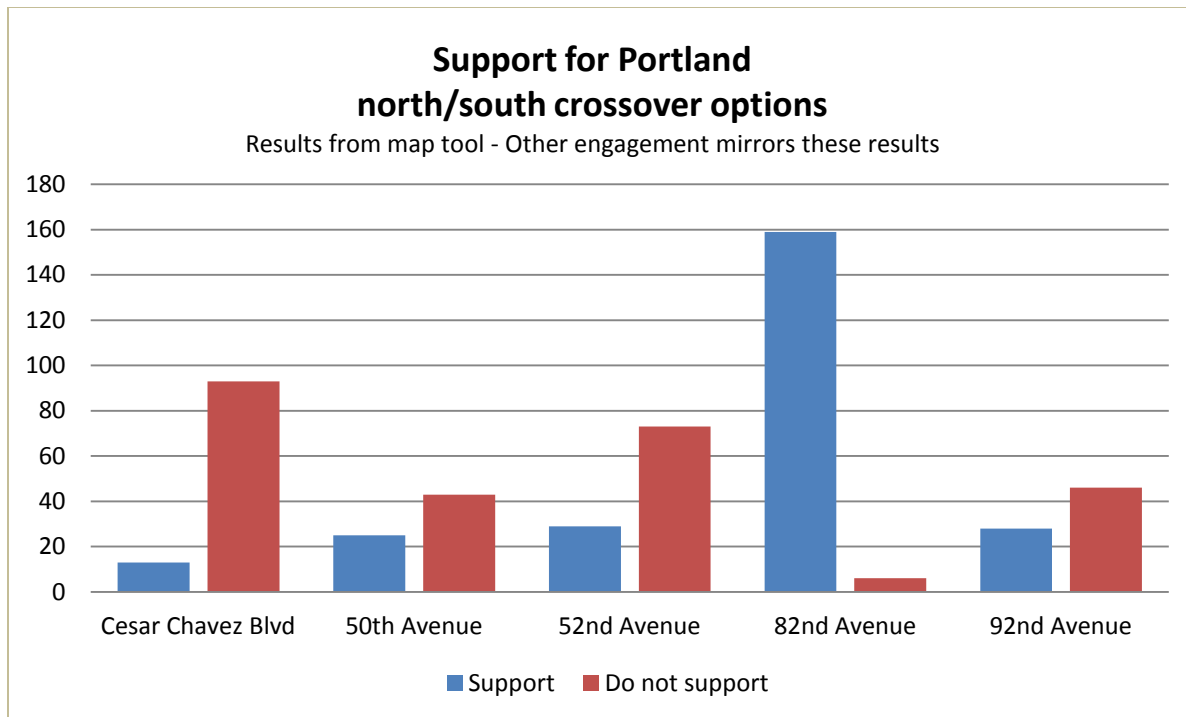
Portland north/south crossover options

Most people who weighed in support using **82nd Ave** as the transition between Powell Blvd and Division St in Southeast Portland. They gave the following reasons:

- Access to Portland Community College Southeast and the center of the Jade District
- Access to transit for communities of color and people with lower income
- Opportunity for needed roadway and pedestrian safety along Powell Blvd and 82nd Ave
- Development opportunities
- Access to transit transfer points
- Potential for dedicated busway

A concern shared by those that support the 82nd Ave option is the risk of displacement of businesses and residents that could be prompted by the public and potentially private investments that accompany new transit. The equity work group, participants at the Jade District workshop and members of the culturally specific community discussions stressed the importance of ensuring that current residents and businesses benefit from the transit project and that strategies that prevent displacement are pursued. Another predominant theme expressed by supporters of this option was the need to improve the pedestrian environment on 82nd Ave, which some described as hostile.

A few people did not support the 82nd Ave option expressing concern about traffic congestion on 82nd Ave and what that would mean to transit reliability.



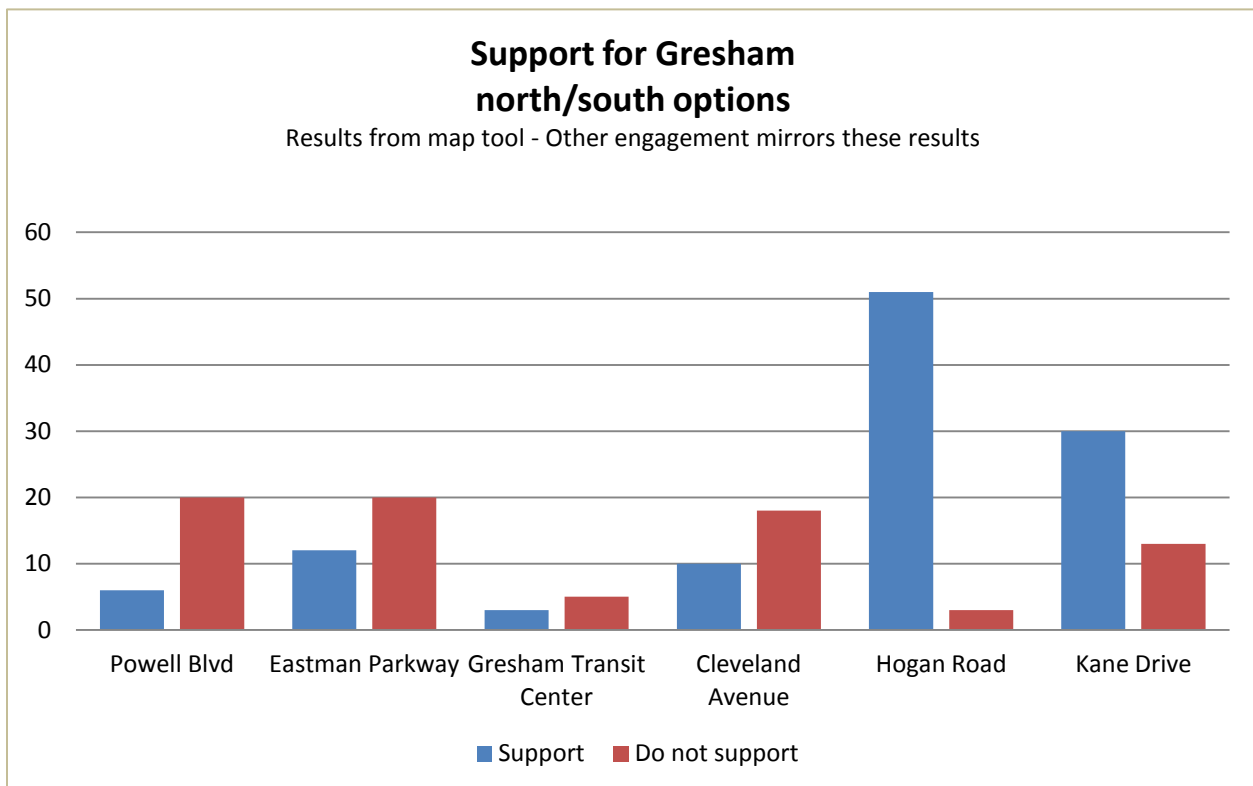
- **The other Portland north/south crossover options were less supported by people who weighed in.**
- **Cesar E Chavez Blvd** - There was no discernible support for this option. People who weighed in cited existing traffic and congestion and the relative absence of important community destinations.
- **50th Ave** - Of the people who weighed in, more did not support this option. They cited constrained road space, traffic, challenging transition with Division St, and the lack of serving communities of color and people with lower income. Those who did support this option cited access to educational institutions, such as Warner Pacific College.
- **52nd Ave** - Of the people who weighed in, more did not support this option. They cited conflicts with bike routes, lack of diversity, constrained road space and traffic on Division St west of 60th and 52nd avenues. Those who did support this option cited access to educational institutions, such as Franklin High School and Warner Pacific College, and the opportunity to improve access to and frequency of transit.
- **92nd Ave** - Of the people who weighed in, more did not support this option. They cited lack of convenient access to Portland Community College and other community destinations, less ridership than other options and bikeway conflicts. Those who did support this option cited improved travel time over 82nd Ave, and serving communities of color and people with lower income.

Gresham north/south options

Connecting to Mt Hood Community College was supported by nearly everyone who weighed in. The equity work group and people at the Gresham workshop stressed the importance of connecting to Gresham Vista Business Park, Legacy Mt. Hood Medical Center and serving Gresham’s needs for better connections to jobs, education and job training.

Hogan Rd was the most supported route to make that connection. People who supported this option cited the following:

- Connections to important destinations such as Mt. Hood Community College, Gresham Vista Business Park, Legacy Mt. Hood Medical Center, and other community destinations and employment areas
- Provides transit where there is none and connections to transit transfer areas
- Potential for dedicated transitway
- Greatest number of people served, especially those living in apartments and with lower incomes
- Development opportunities



Those who did not support Hogan Rd cite the consideration of its function as the north-south arterial between I-84 and US 26.

People who weighed in also supported the **Kane Dr** option. They cited the following reasons:

- Quickest, most direct route to Mt. Hood Community College
- Potential for dedicated busway
- Development potential
- Division more able to absorb traffic than Stark
- The number of people served, especially those living in apartments and with low incomes

People who did not support Kane Dr found other routes more promising. They cited the lack of connecting people living with low incomes to services, such as the hospital and its missing connections to the major employment areas on Stark.

The other **Gresham north/south options were less supported** by people who weighed in.

- **Powell Blvd south of Downtown** - Of the people who weighed in, more people did not support this option. They cited out of direction travel and increased travel times.
- **Eastman Pkwy** - Of the people who weighed in, more people did not support this option. They cited out of direction travel and increased travel times. The equity work group participants did support this option's potential to connect to many employment areas and Gresham High School.
- **Gresham Transit Center terminus** - Of the people who weighed in, more people did not support this option. They cited the lack of access to Mt. Hood Community College, employment areas and important community destinations.
- **Cleveland Ave** - Of the people who weighed in, more people did not support this option. They cited the potential for transit to disrupt the residential character of the street.

STATION OPPORTUNITY AREAS

On March 16, 2015 the project's Steering Committee will discuss emerging strategies for the project's station opportunity areas. These areas include:



- Powell Blvd and Cesar E Chavez Blvd
- Powell Blvd and Foster Rd
- Jade District (82nd Ave between Division St and Powell Blvd)
- Division St and 122nd Ave
- Division St and 162nd Ave
- Division St and 182nd Ave
- Division Ave and Eastman Pkwy/Main Ave
- Stark St and Hogan Rd/Kane Dr

People were asked to weigh in on what they want to see around the station opportunity areas through a variety of formats, including:

- online map comment tool, open between February 13 and March 4, 2015
- hands on workshops in Gresham, East and Southeast Portland
- Latino, Chinese, Vietnamese, Russian, Tongan and Bhutanese community discussions
- Spanish online survey

Key themes

Some themes were shared across all station opportunity areas. These include the following.

- People want **safer, more comfortable transportation** that includes:
 - safe sidewalks, crossings, bike facilities
 - more comfortable and convenient places to wait for transit
 - better access to transit
- People would also welcome **more inviting social spaces around stations**, including:
 - Gathering places for neighbors and families to meet and socialize
 - More businesses to shop or get services
 - Activities and temporary uses, such as markets, fairs, or food carts to enliven the neighborhood
 - More places to work
- **Powell Blvd and Cesar E Chavez Blvd** - The greatest expressed changes people would welcome relate to improved environments for walking and biking that feel safe and encourage a vibrant and social street environment.
- **Powell Blvd and Foster Rd** - The most welcome changes include support of, and additions to, the growing and eclectic business community. Hand-in-hand with this welcome change are improved places for walking and biking that provide connections to these businesses and that encourage a safe, welcoming environment for social activity.
- **Jade District (82nd Ave between Division St and Powell Blvd)** - An improved walking environment is the most important change that people would welcome in this area. Other changes people welcome are additional improvements that facilitate biking, street crossings, and active social gathering outdoors.
- **Division St and 122nd Ave** - The most important change people would welcome are improved, more comfortable and convenient places to wait for transit. Other changes that support comfortable access to transit include the addition of sidewalks, improved street crossings and a more people-oriented street environment.
- **Division St and 162nd Ave** - The most welcome changes would improve the transportation environment, improving the human scale, safety and comfort in the area.

The most important change would be for more comfortable and convenient places to wait for transit supported by infrastructure, such as sidewalks, to help people access these transit waiting areas.

- **Division St and 182nd Ave** - The most important changes for the area would improve the transportation environment for people to walk and ride bicycles. Safe and convenient access to neighborhood destinations are the first step toward larger neighborhood improvements, and adding sidewalks would be a tangible outcome of a first-wave effort.
- **Division Ave and Eastman Pkwy/Main Ave** - People consider the addition of places to work the most welcome change to the area surrounding Downtown Gresham and Gresham City Hall. Supportive social spaces for this station area make for an attractive work environment, and other changes that are welcome include safe places to ride a bike and the addition of outdoor gathering places, temporary uses and social activities.
- **Stark St and Hogan Rd/Kane Dr** - The most welcome changes would be to improve the comfort and convenience of transit stops. Outdoor, temporary, and neighborhood uses would contribute to improved transit waiting areas for employees, students, and people seeking services by providing interesting and engaging activities nearby transit stops.

OVERVIEW OF ENGAGEMENT OPPORTUNITIES

A full record of notes and comments appear in the appendix of this report.

Hands on workshops - More than 165 people contributed to discussions about the route options and eight station opportunity areas during hands on workshops in Gresham, East Portland and Southeast Portland. Participants came from diverse backgrounds. Youth leaders and Bhutanese and Tongan community leaders attended the Gresham workshop. Elders from the Asian Pacific Islander community participated in their native languages at the East/Southeast workshop. The workshops were a collaboration among the Division Midway Alliance, the Asian Pacific American Network of Oregon, the cities of Gresham and Portland, TriMet and Metro, Multnomah County and the Oregon Department of Transportation. This summary focuses on the discussion of transit and potential route options for the new bus rapid transit line.

- **Willamette River crossing options** - Participants overwhelmingly supported using the Tilikum Crossing.
- **Portland north/south crossover options** - Participants overwhelmingly supported using 82nd Ave.
- **Gresham north/south options** - Participants stressed the importance of connecting to Mount Hood Community College and employment centers along Stark St and supported the elimination of the Gresham Transit Center as the easternmost point of the new line, as well as the route option on Powell Blvd south of Downtown Gresham.

Transportation work group - Project staff met with interested parties at Metro and in Gresham to discuss transportation elements in the corridor that work well, that do not work well, and that could be improved with enhanced transit. In addition to public input gathered during this work group meeting, input from earlier project surveys (sign up for email updates, survey 1, and survey 2) relevant to the work group theme was summarized and analyzed to support work group findings. Key themes that emerged from the work group meeting include the following.

- Many places along the corridor have sufficient road space without constraints where traffic moves efficiently.
- Biking-specific infrastructure on streets with slower traffic speeds and fewer numbers of motor-vehicles feels safe and efficient.
- Areas of the corridor are congested, dangerous, or feel unsafe for all transportation modes.
- Considerations for enhanced transit should include safety improvements, improved connections, accommodation for bikes on transit, and express-type service.

Safety and security work group - This meeting explored participants' hopes and concerns for the new line related to safety and security. In addition to public input gathered during this work group meeting, input from earlier project surveys (sign up for email updates, survey 1, and survey 2) relevant to the work group theme was summarized and analyzed to support work group findings. Key themes that emerged from the work group meeting include the following.

- There is strong interest in using Crime Prevention through Environmental Design strategies to improve the feeling of safety on transit and in neighborhoods along the corridor. Among these design strategies, the most important are lighting, visibility, and clear sightlines. Also important are design features that delineate different spaces (i.e. platform, public space, private property).
- People also have very strong interest in street safety improvements: crosswalks (that may include signals, lights, flashing beacons, walk on demand, and light delay), bike facilities, and separation of modes.
- People want to see partnership and data sharing with neighboring entities and jurisdictions to improve response and anticipate issues.
- People are interested in improved security technologies.
- Participants recognize that public education will help raise awareness of safety behaviors, inform people of occurring safety and security measures, and teach people how to ride transit respectfully.

Equity work group - Community members, advocacy organizations, professionals working on issues related to equity, staff from TriMet, Portland, Gresham, Multnomah County, the Oregon Department of Transportation, Metro and members of the Powell-Division Steering Committee convened for a second work group meeting on March 4, 2015. The group was charged with applying an equity lens to the route choices that will go before the Steering Committee on March 16, and to continue the spirit of learning together and exploring opportunities to fully integrate community stabilization, equitable access, and anti-displacement ideals into decisions and implementation of the transit project and development project.

The equity work group meeting was publicized at community meetings and through the project website, targeted email invitations, the project's email update list and partner updates. More than 50 people participated.

Route options

- **Willamette River crossing options** - Participants recommend the Steering Committee strongly consider Tilikum for the benefits of speed, reliability, and direct connections to jobs and local transit service; but caution the committee pay attention to potential negative impacts and displacement pressures on the diverse business community in inner eastside. West and east side residential neighborhoods are perceived to have similar impacts with either crossing.
- **Portland north/south crossover options** - 82nd Ave. was predominantly viewed as the best crossing option to support the diverse business community, need to connect residents to jobs and training opportunities, and to serve the greatest number of vulnerable populations. Participants also said the benefits of 82nd Ave. would best be achieved with careful planning to mitigate displacement pressures on the small businesses, increase pedestrian safety investments, and improve and stabilize affordable housing, while balancing speed and reliability of the bus rapid transit. 50th and 52nd Ave. crossings were widely perceived to pose negative impacts on surrounding neighborhoods, without much positive return.
- **Gresham north/south options** - Participants stressed the primary importance of connecting to Mt. Hood Community College, Legacy Mt. Hood Medical Center, and Gresham Vista Business Park in order to expand access to jobs and educational opportunities. Eastman has the potential to connect to many employment areas and Gresham High School, while Kane and Hogan are perceived as having the ability to serve the highest number of residents and vulnerable populations. Participants noted concerns that service on Cleveland would not maximize ridership, given the lower-density neighborhoods in the area.

Potential actions and tools

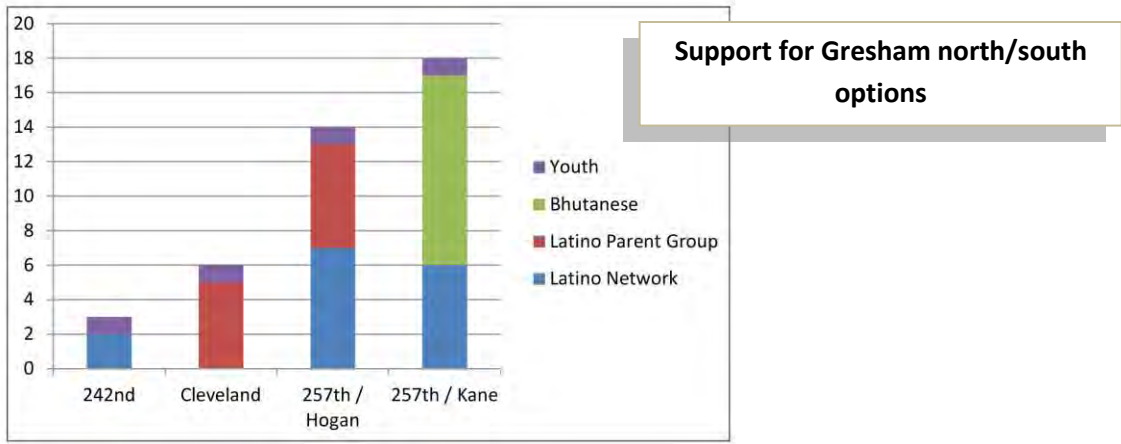
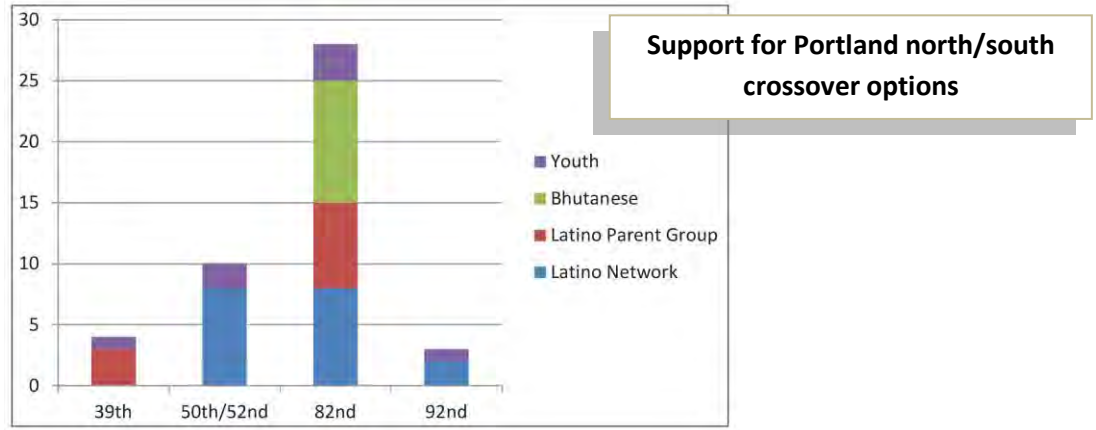
- Participants advise the project team and Steering Committee continue to track the studies underway in Gresham and Portland and be mindful of their findings and recommendations when available (late spring).
- There is excitement about the 'Community Stabilization Tools and Actions' (included in the appendix with the equity work group meeting summary) emerging from eastside communities and a willingness to continue exploring options and defining priorities that can be aligned with the transit project's needs and implementation schedule.
- Participants encouraged one another and the project team to continue researching best practices and others' experiences with tools in order to identify actions and methods that have been most promising in communities around the country.
- Participants expressed that now is the time to have these conversations and recommend continuing the equity dialogue specific to the Powell-Division corridor.

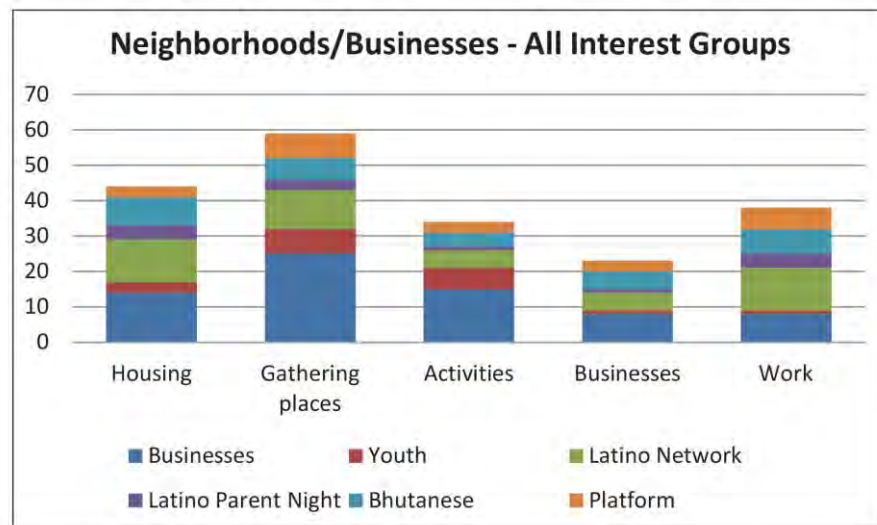
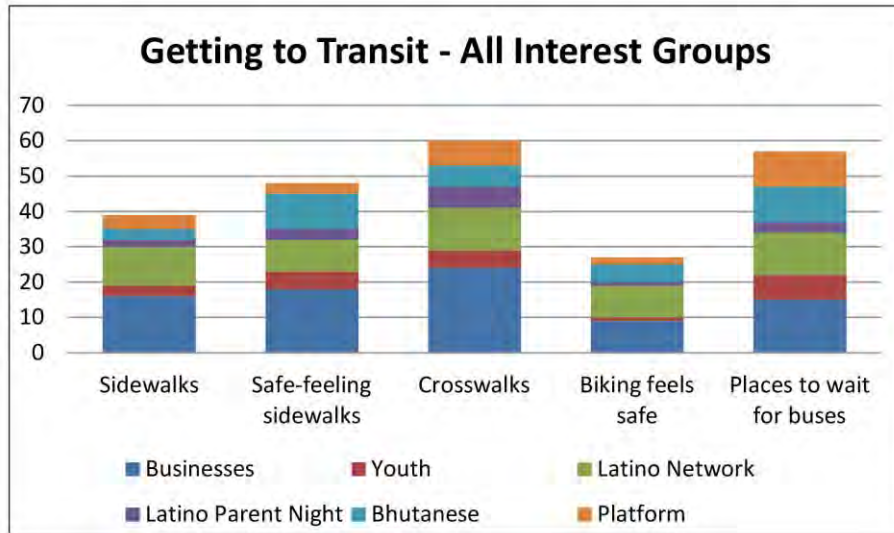
Developer roundtable - Real estate developers, redevelopment staff from the Portland Development Commission and the City of Gresham, and real estate staff from Portland Community College participated in a facilitated 1 ½ hour discussion surrounding development opportunities and challenges along the Powell-Division corridor. The discussion was organized around five themes including: building and streetscape design on high volume arterials, revitalizing underutilized shopping centers, preserving income diversity, serving campuses (including Gresham Vista Business Park, Legacy Mt. Hood Medical Center, and Mt. Hood Community College), and strengthening downtown Gresham.

Participants were invited based on their experience with the issues being discussed on the corridor and included large and small property owners, redevelopment agency staff, and developers with expertise in affordable housing, commercial office development, industrial development, shopping centers, apartments, and single family and innovative housing types. Input from this meeting, along with findings from public outreach and other analysis will help policy and investment strategies for the alignment and station areas being developed by the cities of Portland and Gresham. Major recommendations were focused on the following themes. The full account is found in the appendix.

- Design approaches on high volume urban arterials (focus on 82nd Avenue)
- Revitalization of underutilized shopping centers (focus on Division between 122nd and 182nd avenues)
- Preservation of income diversity
- Serving campuses
- Downtown Gresham

Culturally specific community-based discussions - Cogan Owens Greene, on behalf of the City of Gresham, held in depth community-based discussions with members of the Spanish speaking community (Latino Network and Latino Parent Night at Gresham High), the Tongan, Bhutanese and Russian speaking community as well as the Gresham Youth Commission. The tables below capture the groups' input on route options and important improvements near station opportunity areas. The full account of comments can be found in the appendix.





Youth led business engagement - Cogan Owens Greene, on behalf of the City of Gresham, engaged youth organizers to canvass local businesses. In total, 65 surveys in Spanish and English soliciting input about transit and land use choices were collected through interviews, conducted by the youth canvassers.

- *How can transit better serve your business?* Top responses included:
 - Frequency of service
 - Access (better access to transit)
 - Convenience
 - Destinations (places to go)
 - Maintain or increase bus service
- *How could transit service be improved?* Top responses included:

- Maintain/increase bus service
- Safety and security
- More amenities (art, places to sit, trash cans, etc.)
- More destinations (places to go)
- Increased reliability (the bus usually gets you to your destination in the same amount of time each day)
- Increased service hours
- *Would it be helpful if more people came by transit?*
 - Yes, more transit would help their business according to 70% of respondents.
- *Which are the most important changes you would welcome near the new bus stations?*
 - Access to transit, most said that more crosswalks would be helpful.
 - Neighborhood/businesses, most responded with more gathering places.

Other business engagement - Project staff briefed businesses at the Portland Business Alliance, the Historic Downtown Gresham Business Association about the project. Project information was also shared through the Gresham Area Chamber of Commerce email updates, East Metro Economic Alliance and by local business champions.

Gresham community forum - This forum brought people together to discuss transit-supported opportunities at Division and 182nd, downtown Gresham, and at Stark and Hogan. Participants responded to locations they would like to see change or stay the same for housing, jobs, stores, or services; better connections; and transportation changes to make travel easier and safer. Key themes that emerged from the meeting include the following:

- Participants expressed interest in developing destinations, access, and recreation for families and youth.
- Improve transit with north/south connections; expanded service on nights and weekends; safety, comfort and weather protection at transit stops; and easy connections to important destinations.
- Improve biking and walking with safe crossings and sidewalks, especially at key destinations and multi-family residential areas; create easy access to trails; add comfortable, safe biking and walking facilities from Powell to Division; and safe routes to schools.
- Division and 182nd Ave has great amenities in parks and natural areas and important destinations. This area could benefit by adding commercial uses, developing a community center at the station area; adding active uses in the industrial land area that creates living wage jobs; and minimizing potential negative effects of parking in neighborhoods.

- Division and Eastman/Main has shopping amenities. The area could benefit from strengthened connections between Civic and the historic downtown; should consider redeveloping unused and under-used space; and family-friendly destinations are desired.
- Stark and Hogan will need access to food to serve development at Gresham Vista Business Park; and family-friendly activities are also desired at this location.

Bus rider engagement -TriMet staff facilitated a large group discussion in Spanish for 40 minutes with approximately 25 Reynolds High School parents and staff and 5 children. The purpose of the discussion was to understand students’ and families’ needs and identify transit improvements. Many parents indicated their families wait long periods of time for TriMet buses. In some cases, they walk to their destination because the bus comes so infrequently.

Parents expressed the importance of access to good transportation. TriMet service is a good option for Latino students if they can’t take the school bus. However, due to TriMet transit service limitations, many students have to wait until their parents get off work to be picked up from school. Additionally, many students cannot participate in sports or after school activities as the bus service is not convenient and their families cannot provide transportation for them either because they have to work or the parents also depend on public transportation. The school has activities year round, including on weekends.

Parents and staff made the following suggestions for improvements:

- Add more service on Line 81 (Kane/257th) is a priority to walk from Cascade Station to their place of work.
- Add more weekend service on Line 20 (Burnside/Stark)
- Add more service on Line 87 (Airport Way/181st)
- Add service closer to the school
- Add service on weekends
- Improve service to the hotels along Airport Way so employees don’t have
- Extend service on Line 25 (Glisan/Rockwood) to 257th
- Provide more reliable service on line 21 (Sandy/223rd)
- Offer more affordable transit fares
- Extend ticket transfer time

Educational institution engagement - Project staff met with Mt. Hood Community College administrators and civic leaders to discuss “What would make Mt. Hood Community College the best community college in the country in 2020?” Forum participants discussed:

- Curriculum, student achievement and integration with high schools
- Workforce training and job placement
- Facility update
- Inspiring learning environment
- Open door to the community – events and programming draw parents, residents, and community to campus

Talk with staff sessions - These unstructured, drop in sessions take place the second and fourth Tuesday of every month at the Division Midway Alliance office, mid-corridor on 122nd Avenue and Division Street. The sessions provide an opportunity for interested community members or businesses to talk with staff about the project and provide input. The sessions were publicized through email updates to the interested parties list, on flyers distributed at the Division Midway Alliance office, through East Portland Action Plan's email updates, and on flyers distributed during open houses and with business engagement.

Metro newsfeeds - Articles about the project were published on Metro News. People can receive this information by subscribing to an email digest or RSS feed or may visit www.oregonmetro.gov/news.

- [Powell-Division project explores equity impacts, potential strategies at East Portland meeting](#), March 6, 2015
- [Shape the future of Powell-Division transit with this interactive map](#), February 13, 2015
- [Perspective: Chime in on better transit and great places in the Powell-Division corridor](#), February 6, 2015
- [Portland's Warner Pacific College seeks greater reach and better transit](#), January 12, 2015
- [Powell-Division transit project starts conversation on safety and security](#), December 22, 2014
- [Event highlights spectrum of choices for future Powell-Division bus rapid transit](#), December 3, 2014
- [Connecting opportunity: PCC's new Southeast Campus hopes for better transit](#), November 17, 2014
- [Powell-Division project plans Gresham forum, transportation work group meetings](#), November 12, 2014
- [Finding Midway: diverse district makes its place on Division Street](#), October 22, 2014
- [Regional funds will connect trail to downtown Gresham](#), October 17, 2014
- [Steering committee drops rail, sets course for Powell-Division study's future](#), September 30, 2014

External media - Media organizations outside of Metro created stories featuring the project.

- Portland Transport, "Map your way down Powell/Division," February 18, 2015
- Gresham Outlook, "Transportation forum to focus on Gresham-Portland bus routes," February 10, 2015
- Southeast Uplift "[Trends in Land Use – The Year Ahead](#)," January 3, 2015
- Portland Tribune, "BRT means BetteR Transit," December 9, 2014
- BikePortland.org "[Metro and TriMet introduce bus rapid transit for Powell-Division corridor](#)," December 2, 2014

- Portland Tribune, "Free bus rapid transit forum set for noon Monday," November 28, 2014
- KOIN, "[Metro working on a new transit project](#)," September 29, 2014
- Portland Transport "[Decision Time for Powell-Division](#)," September 29, 2014
- OPB, "[Rail Or Fast Buses? Decision Looms On Powell-Division Transit](#)," September 28, 2014

CLOSING THE LOOP: LINKING PUBLIC INPUT TO DECISION-MAKING

Input that informs decisions

The decision-making body for the Powell-Division Transit and Development Project is a Steering Committee made up of residents, transit riders, community organization leaders, business representatives, elected officials and agency directors. The committee is charged with weighing public input and technical information to develop a community supported action plan. That action plan will contain recommendations on transit type, route, station locations and development strategies that will then go to elected councils for consideration and endorsement.

The Steering Committee, during their March 16 meeting, will advance the more promising route options for further study. Their decision will be informed by the technical analysis and the public input reported herein.

Delivery to decision-makers

The more than 1,500 public comments made through the map tool were available to Steering Committee members beginning on February 13. This report is the primary mechanism for delivering public input to the Steering Committee in advance of their decision on project outcomes and goals. This report has been made available to the committee and the general public at least one week prior to their March 16, 2015 meeting. In advance of this meeting, each committee member will be offered an opportunity to discuss the public input and/or technical findings with project staff. The findings contained in this report will be presented and discussed during the meeting before the committee provides seeks consensus on advancing some alternatives for further study.

Feedback to participants

Every person who provided an email address will receive notice of the availability of this report. This report contains all comments received during this phase of the Powell-Division Transit and Development Project. It links the input received with the decisions the Steering Committee will consider. Project staff strives to make this link clear and welcomes feedback that could improve the process. See page 4 for contact information.



EVALUATION OF ENGAGEMENT TO DATE

The following reflects an earnest evaluation by project staff of engagement efforts for this reporting phase. Note: Following publication of this report, community members will be invited to provide an external assessment of these efforts. If you are interested in participating this assessment, please contact Dana Lucero at dana.lucero@oregonmetro.gov or at 503-797-1755.

● - Achieved | • - Efforts made, room for improvement | ○ - Must improve

	WINTER 2014 Establish goals	SUMMER 2014 Identify alternatives	FALL 2014 Refine alternatives	WINTER 2015 Route options	SPRING 2015 Project agreement	Total efforts
Goal 1: Communicate complete, accurate, understandable and timely information						
A. Was the information tested for clarity by others not involved in the project?	●	●	●	●		
B. Was the information reviewed for accuracy?	●	●	●	●		
C. Was information deemed a vital document ¹ and therefore translated into other languages?	•	●	●	●		
D. Were people informed of the availability of this information (i.e., notification through email updates and other channels)?	●	●	●	●		
E. Was the information available at least one week in advance of any decisions based on that information?	●	●	●	●		
Goal 2: Gather input by providing meaningful opportunities to participate						
A. Were efforts made to engage riders of the 4- and 9-line buses?	•	●	●	●		
B. Were efforts made to engage residents and businesses in the corridor?	•	●	●	●		
C. Were efforts made to engage students and employees of the schools in the corridor?	•	•	•	●		
D. Were community groups and organizations in the corridor invited to share Powell-Division information with their stakeholders or members?	●	●	●	●		
E. Were people invited to provide input before each decision-making milestone?	●	●	●	●		
F. Was public input provided to decision-makers in advance of each decision-making milestone?	●	●	●	●		
G. Were people given the opportunity to provide comments directly to decision-makers at meetings?	●	●	●	●		
H. Were in-person opportunities to participate held at accessible locations?	●	●	●	●		

¹ Executive Order 13166 describes vital documents as those critical for obtaining the federal services and/or benefits, or is required by law. Federal partners stress the importance of assessing the needs of limited English proficiency populations to determine whether certain critical outreach materials should be translated into other languages, but recognizes it would be impossible, from a practical and cost-based perspective, to translate every piece of outreach material into every language. (Source: Commonly Asked Questions and Answers Regarding Executive Order 13166, www.lep.gov/13166/lepqa.htm)

● - Achieved | • - Efforts made, room for improvement | ○ - Must improve

	WINTER 2014 Establish goals	SUMMER 2014 Identify alternatives	FALL 2014 Refine alternatives	WINTER 2015 Route options	SPRING 2015 Project agreement	Total efforts
I. Were in-person opportunities to participate held at variable times?	•	●	●	●		
J. Were in-person opportunities to participate supplemented by online opportunities to participate?	●	●	●	●		
K. Were online opportunities to participate also available in other formats?	•	●	●	●		
L. Did public involvement activities help build the capacity of people to participate in future public processes?	•	•	•	●		
Goal 3: Provide timely public notice of opportunities to participate						
A. Were meetings, workshops, surveys and other opportunities to participate clearly advertised on the project website and emailed to the interested persons list?	●	●	●	●		
B. Were project-sponsored meetings advertised on the project website at least two weeks in advance?	●	●	●	●		
C. Were people made aware of project briefings in advance of community meetings, such as neighborhood associations?	•	●	●	●		
D. Were formal public comment periods advertised per federal requirements?	n/a	n/a	n/a	n/a		
Goal 4: Facilitate the involvement of low income populations, communities of color and people with limited English proficiency						
A. Were efforts made to engage Spanish language speakers?	•	●	●	●		
B. Were efforts made to engage Vietnamese language speakers?	○	•	•	●		
C. Were efforts made to engage Chinese language speakers?	○	•	•	●		
D. Were efforts made to engage Russian language speakers?	○	•	•	●		
E. Did meeting materials include Metro's ADA, non-discrimination and language assistance notice?	●	●	●	●		
F. Were translation services made available upon request?	•	●	●	●		
G. Was project information made available at accessible locations such as health care clinics, local and ethnic markets, community centers and schools?	•	•	•	●		

For planned engagement opportunities in the next phase of the project, see page 32.

WHAT'S NEXT?

Engagement between March and June 2015 will continue to focus on route options and what people would like to see at future station areas. Activities will include:

- Culturally specific engagement
- Bus rider engagement
- Youth and student engagement
- Business engagement
- Hands on workshops and open houses
- Online commenting tool
- Participation in related public and community events
- Powell-Division community briefings at existing meetings, such as neighborhood associations

Do you have ideas for other activities?

Let us know! Contact information is found on page 4.

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.

www.oregonmetro.gov/connect

Metro Council President

Tom Hughes

Metro Council

- Shirley Craddick, District 1
- Carlotta Collette, District 2
- Craig Dirksen, District 3
- Kathryn Harrington, District 4
- Sam Chase, District 5
- Bob Stacey, District 6

Auditor

Suzanne Flynn

MAKING A GREAT PLACE



Materials following this page were distributed at the meeting.

Urban Growth Management Decision
Tentative schedule for Council and MPAC

3-31-15

Date	Meeting	Topic
2-17-15	Council	Work program
2-25-15	MPAC	Work program
3-31-15	Council	Portland's comprehensive plan update
4-8-15	MPAC	Portland's comprehensive plan update
4-22-15	MPAC	Likelihood of development in urban centers such as Portland
5-5-15	Council	Likelihood of development in urban centers such as Portland
5-12-15	Council	Development trends in past UGB expansion areas and the likelihood of development in Damascus
5-13-15 or 5-27-15	MPAC	Development trends in past UGB expansion areas and the likelihood of development in Damascus
6-10-15	MPAC with Council invited	Tour of recent developments in the City of Portland
6-16-15	Council	Planning within a range forecast
6-23-15	Council	Recap of spring 2015 growth management discussions; opportunity to request additional discussion at MPAC
6-24-15	MPAC	Planning within a range forecast
7-8-15	MPAC	Recap of spring 2015 growth management discussions
9-15-15	Council	Discuss COO recommendation Request recommendations from MPAC
9-23-15	MPAC	Discuss COO recommendation Action: MPAC recommendation to Council
Fall 2015 (TBD)	Council	Action: decision on how to proceed (conclude decision in 2015 or ask for extension)

PROPOSED \$100 MILLION FOR FAMILY AFFORDABLE HOUSING

THE PROBLEM

Across Oregon, too many families with children are experiencing or are at risk of homelessness, because there is a severe and growing lack of affordable housing. Last year, Oregon schools found over 18,000 school children experienced homelessness at some point during the year.

There is growing recognition that without stable housing, we cannot achieve our goals as a state for the future. Children will not be ready to learn, read at grade level, or graduate on time. Families will not succeed or thrive. And even though Oregon's economy is recovering in some communities, wages are not keeping pace with rents and too many of the lowest income families can't afford rent in the available apartments.

THE SOLUTION

Substantial new resources are urgently needed to spur the production of affordable apartments for low-income families. The 2015-17 Governor's Recommended Budget calls for \$100 million for Oregon Housing and Community Services (OHCS) to develop new affordable housing units for families at risk of or experiencing homelessness. This recommendation uses two sources of funds:

- \$85 Million in Article XI-Q Bonds, which are backed by the General Fund. While this source of funding has never been used for affordable housing development, it is routinely used to develop other public facilities and infrastructure, and can be used for housing.
- \$15 Million in Lottery-Backed Bonds. These funds have been used to preserve affordable housing since 2009 and can easily be used to develop new affordable housing.

Both of these sources of funds are required to be used for capital, rather than operating expenses or social support services. OHCS will work to ensure projects have the resources they need to help families succeed.

THE APPROACH

OHCS will take full advantage of available technical and legal advisors as it charts a path to utilize this new funding source in the most effective way possible. Anti-poverty and community action experts from the field, and national best practices will inform discussions about choices and priorities. The Oregon State Housing Council will serve as the central convener of technical and policy discussions as well as community engagement efforts. In addition, the Council will:

- Synthesize direction and guidance received through the legislative process;
- Balance social and geographic equity;
- Ensure access to needed services in order to help families succeed;
- Articulate desired long-term outcomes; and
- Develop a comprehensive investment strategy including considerations around leverage and use of other funds.

TIMING

Because the bonds are not anticipated to be sold until late in the 2015-17 biennium, OHCS and its many stakeholders will have time to develop policies, priorities and approaches for effective use of these scarce public resources. The agency will work to identify specific projects that are ready to proceed and fully compliant before any bonds are sold.

Agency Contact : Alison McIntosh | (503) 986-2079 | Alison.McIntosh@oregon.gov

Oregon Housing and Community Services | 725 Summer Street NE, Suite B | Salem, Oregon

FREQUENTLY ASKED QUESTIONS

This is a new use of bond capacity for the State of Oregon – why is it important?

The State of Oregon carefully manages how much general and lottery funds are dedicated to future bond debt service each biennium. As proposed, this funding for affordable housing fits within established prudent parameters. In general, long-term debt is considered appropriate when the asset provides a long-term benefit to the State. The housing that's created through this investment will serve families with children who are experiencing or are at-risk of homelessness who are also users of other services. Stable housing will help them transition off of safety net services more quickly and access pathways out of poverty. As a result, Oregon will stand a better chance of meeting its goals for improving economic security for all.

If the Article XI-Q bonds are used, will the State need to own the buildings?

The State will need to have an ownership stake in the housing that's built. OHCS will create the necessary leases, and operating and management agreements with experienced housing developers and owners that allow it to meet its obligations under Article XI-Q while also entering into partnerships with the affordable housing industry for day-to-day operations. More specifics about how such arrangements can be structured will be studied and vetted in the coming months through both experts in bond financing as well as discussions with partners and developers at the State Housing Council. OHCS does not intend to operate these buildings, or to become a housing authority or developer.

These bonds are supposed to address family homelessness. Will the State charge rent?

Yes, it will be necessary to charge some rent. Our goal in developing new properties will be to drive rents as low as possible to ensure they are affordable to the very lowest income families. Any expansion in the supply of deeply affordable rentals will help stabilize the lowest income families. Strong local partnerships and referral systems will help identify those families with the least stable housing situation and thus keep many from falling in to homelessness.

Can this money be used with other state and federal financing tools?

Yes, there may be ways to utilize OHCS funding streams and other public capital tools with these funds. Pairing the bond money with other resources may have operating, leverage, and compliance-related trade-offs, and those will need to be considered in the overall context of project structuring scenarios. Both experts in bond financing and discussions at the State Housing Council table will consider these questions.

Will projects have to comply with federal tax-exempt financing rules?

Not necessarily. If the bonds are sold on a taxable basis, the resulting capital can be deployed more flexibly. On the other hand, bonds sold on a tax-exempt basis – while much more technically complicated up front and over time – will need to be considered as the exemption would result in lower borrowing costs to the State over time.

Will there be resources to help support families succeed in this housing?

Yes. OHCS is committed to working closely with our state and local partners to ensure the families accessing this housing have the needed supports to succeed. Oregon Department of Human Services (DHS) has committed to working closely with OHCS and its partners to develop strong policy linkages, and to support its field offices in partnering at the local level to ensure target families living in the apartments also have access to state-funded supports. DHS will assist OHCS and its partners in helping to shape the eventual execution strategies. Oregon Health Authority (OHA) has similarly expressed interest in participating, both through the Coordinated Care Organizations where housing has been identified as a high priority, and through the Addictions and Mental Health Division.

How many units will be developed through this proposal for \$100 million in bonds?

The eventual number of units will depend on numerous variables and assumptions having to do with what level of rent should be charged, what degree of mixed income and family integration is determined to be most desirable, the ability to leverage other public and private capital, and the cost of development and construction. Discussions at the State Housing Council table will consider the appropriate level of regulatory compliance and oversight, which also impacts long-term costs. Estimates of the numbers of units possible have ranged from 1,000 to 10,000 depending on which assumptions are used. OHCS hopes to achieve 5,000 units, and will process the various options and scenarios with its industry partners in the coming months.

Agency Contact : Alison McIntosh | (503) 986-2079 | Alison.McIntosh@oregon.gov

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