

Metro | Agenda

Meeting: Metro Technical Advisory Committee
Date: Wednesday, July 15, 2015
Time: 10:00 a.m. to Noon
Place: Council Chamber

Time	Agenda Item	Action Requested	Presenter(s)	Materials
10:00 a.m.	CALL TO ORDER Updates from the Chair		John Williams, Chair	
	Citizen Communications to MTAC		All	
10:15 a.m.	Urban Growth Management Decision <i>Purpose: Provide MTAC with an update on Metro Council direction to staff on the Council's urban growth management decision</i>	Information	Ted Reid, Metro	
10:45 a.m.	Provide an Overview of the Powell-Division Transit Action Plan and Action Plans for the Cities of Gresham and Portland <i>Purpose: Provide MTAC with an update on the Powell Division Transit and Development project and next steps for moving forward with the transit and land use action plans.</i>	Information / Discussion	Malu Wilkinson, Metro; Alexandra Howard, Portland; Katherine Kelly, Gresham	
Noon	Adjourn			

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2015 MTAC Tentative Agendas

July 1 Cancelled	July 15 <ul style="list-style-type: none"> • Powell-Division Transit Action Plan and Action Plans for the Cities of Gresham and Portland • Urban Growth Management decision
August 5 <ul style="list-style-type: none"> • Clackamas and Washington County Industrial Land Readiness Project • Urban Growth Management decision – Chief Operating Officer Recommendation • Commercial Cannabis Facilities 	August 19 Cancelled
September 2 <ul style="list-style-type: none"> • Urban Growth Management decision 	September 16 <ul style="list-style-type: none"> • Draft RTP update work plan, including MTAC role and priorities to address, and 2018 RTP /2019-21 MTIP Transportation Equity Assessment • Regional Transit Plan: Review draft Regional Transit Vision • Community Planning & Development Grant Recommendations • <i>Metro Equity Strategy*</i>
October 7	October 21 <ul style="list-style-type: none"> • Recommendation to MPAC on 2018 RTP update work plan, update on Regional Transit Strategy • Industrial lands infrastructure – ODOT • Financing programs
November 4	November 18
December 2	December 16

Parking Lot:

- Legislative Update
- Travel Options topic plan
- Tigard Tree Grove presentation
- Willamette Falls tour

**May be moved due to volume of items on agenda.*



Date: June 23, 2015
To: Metro Council
From: Council President Tom Hughes
Re: Direction to COO on the 2015 urban growth management decision

Metro has a long history of successful urban growth management decision-making. I am particularly pleased that in the current growth management cycle this agency has sought the broad participation of our local jurisdiction partners, key stakeholders, and an array of technical experts in developing the methodology and assumptions that would ground this urban growth management decision, in addition to analyzing the forecast and its implications for our region. It's been a long process, we've heard from many perspectives, and it is now time for the Metro Council to move towards making a decision. Following are my suggestions, on which I'd like your feedback at our June 25 work session.

Current urban growth management decision cycle

In December 2014, the Council accepted the draft Urban Growth Report (UGR). On the advice of MPAC and others, the Metro Council identified a number of topics that would benefit from additional discussion during 2015. At the February 17, 2015, Council work session, we directed staff to proceed with a revised work program that focused discussions this spring on the following three topics:

- How much residential development should be assumed as likely in the region's centers and corridors, including those in Portland?
- How much residential development should be assumed as 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?

That revised work program was intended to lead to a Metro Council process decision in fall 2015. We discussed two options for that process:

Option 1: Conclude the urban growth management decision in 2015, prior to resolution of the urban reserves in Clackamas and Multnomah counties (this option included the possibility of starting and concluding the next UGM cycle sooner than the 6 year requirement)

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

Having participated in Council discussions this spring, and having heard about the general tenor of MPAC's discussions, I believe that the Council should proceed with Option 1 and aim for the conclusion of this cycle's urban growth management process in early fall of 2015. To prepare for that decision, I

suggest that we ask the Chief Operating Officer to prepare a recommendation for the Council by July 22, 2015. As anticipated in the existing work program, MPAC would be asked to respond to this recommendation and make a recommendation of its own in September.

I suggest that we choose the option of concluding the urban growth management decision this year for a number of reasons. The first two are practical considerations:

- Urban reserves are not yet acknowledged. The region needs to finalize urban and rural reserves before devoting more time to discussing whether there is a need for a UGB expansion into urban reserves.
- Asking for an extension from the state creates a situation in which the data and analysis contained in the draft UGR may become stale by the time the extended deadline arrives.

My other reasons for suggesting that the Council conclude its urban growth management decision this year are based on the policy discussions that we engaged in this spring. I believe we have the input and direction we need to now work towards a conclusion:

- This spring, the Metro Council and MPAC both devoted several meetings to the topic of development in urban centers. In those meetings, I was particularly struck by the data suggesting that 60 percent of newly formed households will be single or two-person households. We also heard about challenges in creating enough housing in many locations around the region, particularly for households with lower incomes, and we heard a great deal of concern raised about assuming that an historically significant amount of growth will occur in the city of Portland. In light of these circumstances, the COO Recommendation should propose a way to support the plans our local government partners – including Portland – have put in place to accommodate growth, while proposing options to guard against reliance on what might be overly optimistic growth projections. The COO Recommendation should also detail how growth-related policy issues, such as infrastructure, governance, and affordability, can be incorporated into the final urban growth report.
- At the Metro Council's joint work session with the Damascus City Council, city councilors told us that they believe Damascus residents are likely to vote for disincorporation in 2016. They also told us that, as a consequence, the western area of the city is more likely to develop as parcels annex to Happy Valley and other areas develop as unincorporated Clackamas County. In addition, they said that the eastern portion of Damascus is unlikely to develop in the near future given the difficulty of providing water and sewer infrastructure to that area. These realities should be incorporated into the COO Recommendation.
- This spring, we discussed the range forecast, which allows us to acknowledge uncertainty when looking out 20 years. From a statistical standpoint, the midpoint of the forecast range has the highest probability. However, we've spent much of the last year hearing about the various challenges of producing housing in many locations, whether it's our downtowns or our urban growth boundary expansion areas. On the other hand, we've heard that many sectors of our regional economy have had a good recovery from the Great Recession. The COO Recommendation should explore the implications of picking a point in the range forecast that is at or very close to the middle of the range. The recommendation should also provide the Council with options and analysis because I know, based on our discussions, that there are a variety of views on the Council about the most appropriate point in the range forecast.

Completion of the next UGR

During this growth management decision cycle, it's become clear that our region, like other metro areas, may be at an important inflection point. The scale, speed, locations, costs, and types of development that we are seeing are different than the past. With so much change happening, we need to monitor economic, demographic, and development trends and adjust with the times, which is why we need to report on and discuss these trends on an ongoing basis. This should be one of the purposes of Metro's forthcoming Regional Snapshots program.

That rapid pace of change is also why I suggest that staff should produce a new draft UGR in the next three years – sooner than required under the law – but not until urban and rural reserves are acknowledged. I propose that the Metro Council include in our urban growth management decision this fall a commitment to an accelerated UGR analysis following the current cycle.

Completion of Urban/Rural Reserves

After many years of discussion and litigation, the region now needs to finalize urban and rural reserve designations in Multnomah and Clackamas Counties. In fact, the discussions we have had over the UGR and this growth management decision has taken place within the context of the remand of the reserves in these two counties. In many ways, the pending remand has hamstrung our conversations about the best ways to manage the region's growth. While I understand that these designations require the collaboration and agreement of many parties, I would like the COO Recommendation to suggest a timeline and process for acknowledgement of reserves, and I recommend that we as a Council commit to completing our work on the remand before the end of 2015.

While all of that work is happening, I also expect that cities that are interested in UGB expansion will do their part to complete concept plans for urban reserve areas. Metro remains committed to being a partner on those efforts, most tangibly in the Community Planning and Development Grant program that we administer.

I look forward to discussing these suggestions with you at our work session on Thursday June 25.

Portland **ACTION PLAN**

Powell-Division Transit & Development Project

Steering Committee Review Draft
May 2015



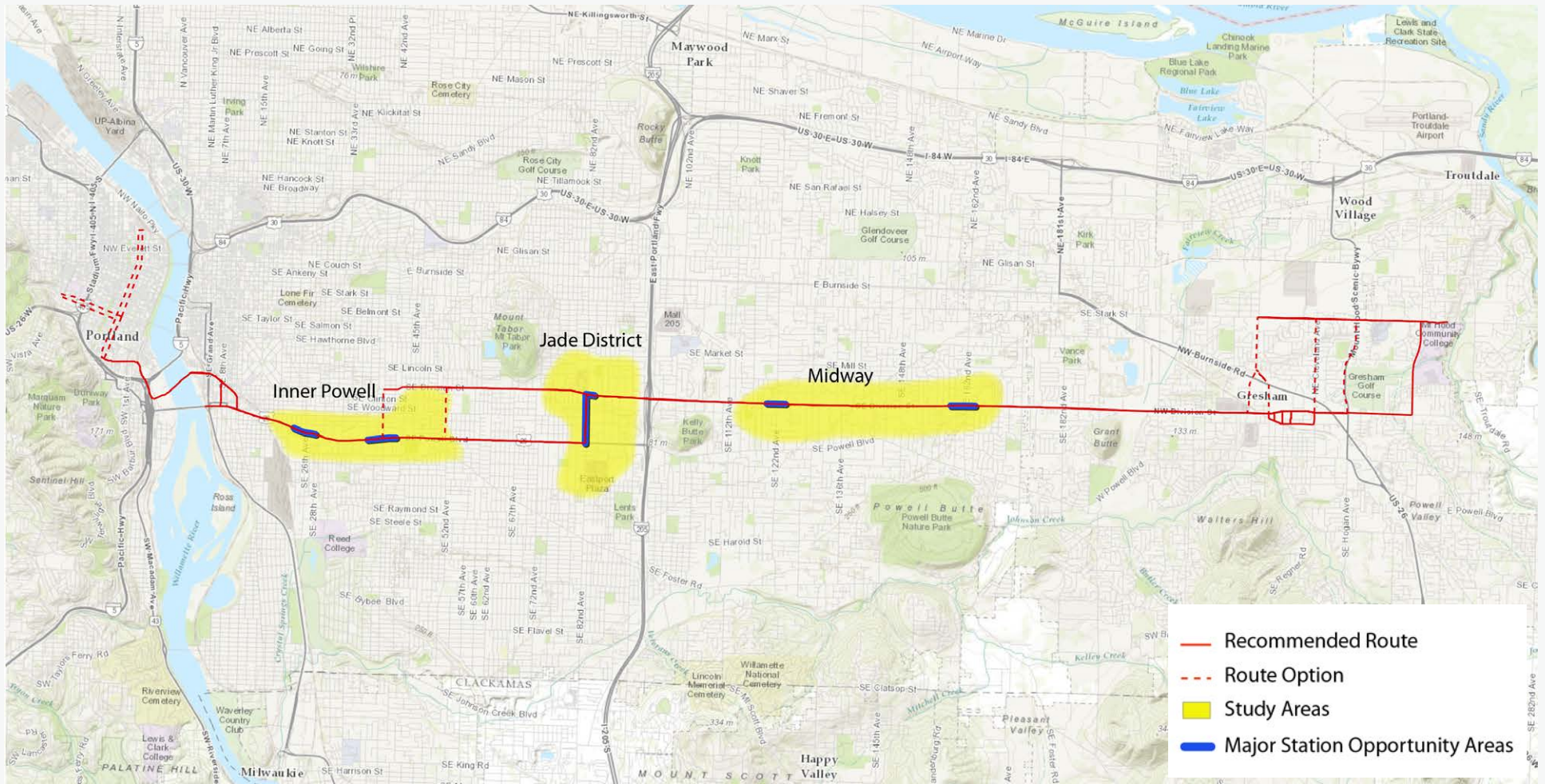
POWELL-DIVISION TRANSIT AND DEVELOPMENT PROJECT

The Powell-Division Transit and Development Project is a collaborative regional effort to enhance the quality, convenience, safety and efficiency of transit service in the Powell-Division corridor, while simultaneously working to improve equity and promoting desired development at key station areas.

Improved equity is supported by work that ensures that the enhanced transit service serves communities of color, low-income populations, and youth and elderly populations; and that those communities are not only engaged in the planning and development process but that they benefit from, and are not burdened by the changes that increased investment can bring to neighborhoods and communities.

This plan includes visions, concept maps, visualizations, and actions that set a course for the City of Portland to follow to promote equitable transit-oriented development along the new Powell-Division bus rapid transit line, in coordination with the transit project.

PROJECT MAP



Note: This document only addresses the portion of the alignment that is in the City of Portland.

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07	Inner Powell	25	Project Development
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16	Division Midway	33	Early Operations

The visions, which include concept maps and visualizations, show the desired land use and transportation outcomes expressed by communities during public engagement for the Powell-Division Transit and Development Project, and in other plans that address concerns of people who live and work in the Powell-Division corridor. Visions, concept maps and visualizations are provided for three segments of the Powell-Division corridor: Inner Powell, Jade District and Division Midway.

The action plan lists the near-term steps and investments that could be taken to help implement the community visions. Actions include investments in new programs, policy revisions and guidance for City staff to follow when working as part of the regional project team. The actions in this plan are organized to match the phases of the transit project: Project Development, Construction and Early Operations. Most of the actions in this plan are focused on Project Development. New actions will be added as the project nears construction, and again as the project nears operations.

LIST OF ACRONYMS & ABBREVIATIONS

APANO	Asian Pacific American Network of Oregon
BPS	Bureau of Planning and Sustainability
BDS	Bureau of Development Services
COG	City of Gresham
DMA	Division Midway Alliance
EPAP	East Portland Action Plan
ODOT	Oregon Department of Transportation
ONI	Office of Neighborhood Involvement
MHCC	Mt. Hood Community College
PCC	Portland Community College
PDC	Portland Development Commission
PHB	Portland Housing Bureau
PSU	Portland State University

VISIONS

1. INNER POWELL

2. JADE DISTRICT

3. DIVISION MIDWAY









Inner Powell Vision

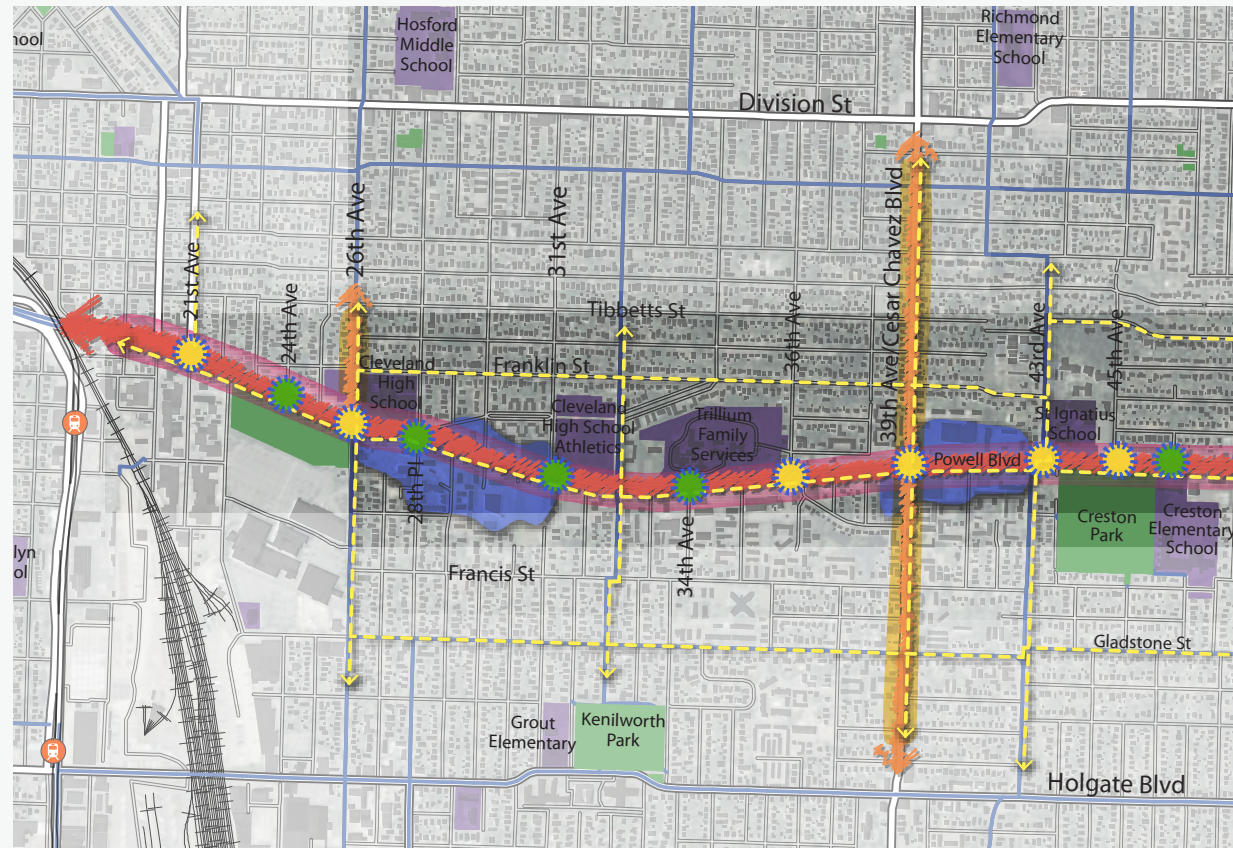
Inner Powell is a vibrant Civic Corridor, with main street hubs providing local services near Cleveland High School and Catholic Charities, and up at the intersection with Cesar Chavez Blvd. A vibrant Neighborhood Center at the crossroads intersection of Powell Blvd, Foster Rd and 50th and 52nd Ave, anchors many nearby neighborhoods with services and amenities, and marks the gateway to the Foster corridor. The street is a model of ecological design—with ample street trees and stormwater facilities. A quality streetscape welcomes riders of the Powell-Division transit line, and other bus lines that offer north-south service. Affordable housing is available in a range of buildings and building types along and near the corridor.

INNER POWELL OPPORTUNITY AREA CONCEPT

Inner Powell Opportunity Area

Powell - Division
Transit and Development Project

-  Light rail station
-  Funded intersection improvement
-  Unfunded crossing improvements
-  Parks
-  Schools
-  Primary streetscape enhancements (pedestrian oriented community street)
-  Pedestrian safety and crossing enhancements
-  Existing bicycle routes
-  Improvements recommended for existing pedestrian and bicycle routes
-  Recommended focus areas for redevelopment



30TH & POWELL VISUALIZATION

Basic Investment Scenario



Today



Top Left: Sidewalk improvements, bike racks, street trees, storefront improvements

Bottom Left: Four story mixed use development (ground floor retail with residential above), sidewalk improvements, bike rack, street trees

Greater Investment Scenario

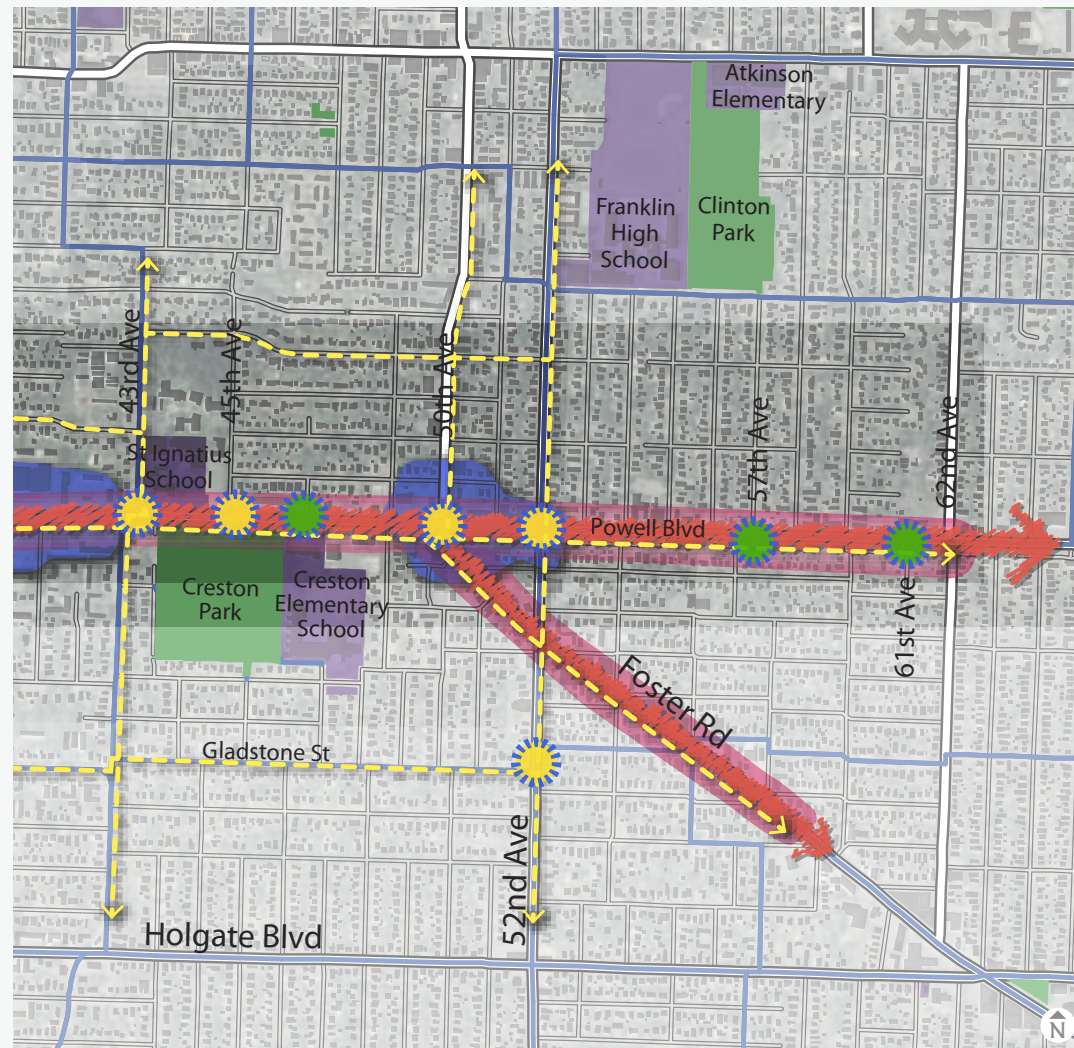


FOSTER/POWELL AND 50TH OPPORTUNITY AREA CONCEPT

Foster/Powell/50th Opportunity Area

Powell - Division
Transit and Development Project

-  Funded intersection improvement
-  Unfunded crossing improvements
-  Parks
-  Schools
-  Primary streetscape enhancements (pedestrian oriented community street)
-  Pedestrian safety and crossing enhancements
-  Existing bicycle routes
-  Improvements recommended for existing pedestrian and bicycle routes
-  Recommended focus areas for redevelopment



50TH & FOSTER-POWELL VISUALIZATION

Basic Investment Scenario



Today



Greater Investment Scenario



Top Left: Street trees, outdoor seating, sidewalk improvements

Bottom Left: Four story mixed used development (ground floor retail with residential above), plaza on turn lane, street trees, outdoor seating, sidewalk improvements, bike racks





Jade District Vision

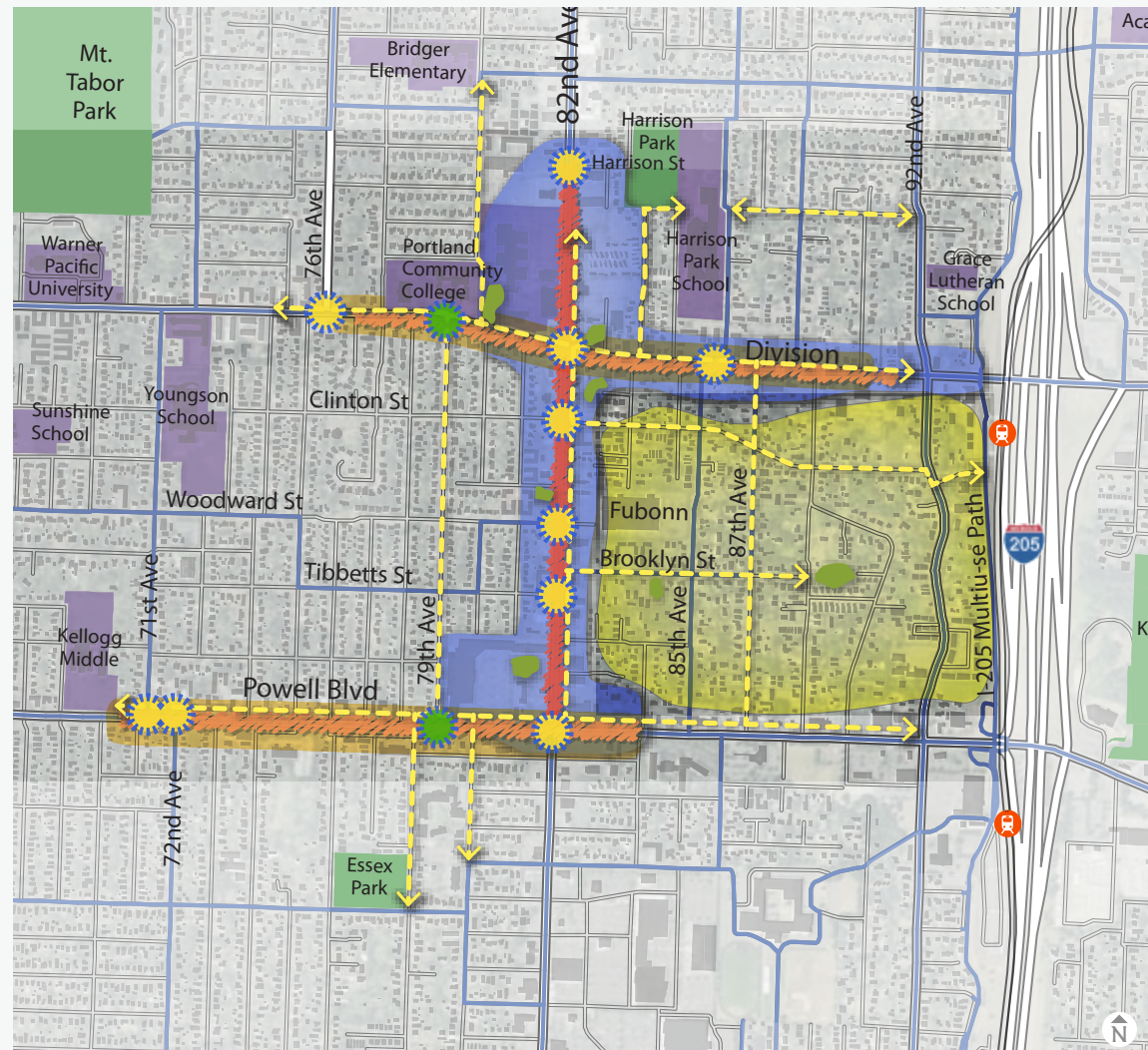
The Jade District is a bustling Neighborhood Center that is a hub for diverse residents and businesses. A welcoming pedestrian environment on 82nd Ave and throughout the neighborhoods to the east provides excellent access to homes and businesses, supporting a vibrant main street between Division St. and Powell Blvd. — the commercial heart of the Jade District. Places for community gatherings provide opportunities for people to relax and recreate inside and out. Continued growth and investment at the Portland Community College Southeast Campus provide options for learning and business development. The Jade District maintains its unique community character, and racial and ethnic diversity; and provides affordable living options in a service-rich environment for people of all ages, backgrounds and incomes.

82ND AVE/JADE DISTRICT OPPORTUNITY AREA CONCEPT

82nd Ave/Jade District Opportunity Area

Powell - Division
Transit and Development Project












-  Light rail station
-  Funded intersection improvement
-  Unfunded crossing improvements
-  Schools
-  Recommended potential redevelopment sites
-  Primary streetscape enhancements (pedestrian oriented community street)
-  Pedestrian safety and crossing enhancements
-  Existing bicycle routes
-  Improvements recommended for existing pedestrian and bicycle routes
-  Potential Parks
-  Area of community concern for lack of sidewalk connectivity, safety, and lighting
-  Recommended focus areas for redevelopment



82ND AVE/JADE DISTRICT OPPORTUNITY AREA CONCEPT

82nd Ave/Jade District Opportunity Area

Powell - Division
Transit and Development Project

-  Funded intersection improvement
-  Unfunded crossing improvements
-  Schools
-  Recommended potential redevelopment sites
-  Primary streetscape enhancements (pedestrian oriented community street)
-  Pedestrian safety and crossing enhancements
-  Existing bicycle routes
-  Improvements recommended for existing pedestrian and bicycle routes
-  Potential Parks
-  Area of community concern for lack of sidewalk connectivity, safety, and lighting
-  Recommended focus areas for redevelopment



82ND & DIVISION VISUALIZATION

Basic Investment Scenario



Today



Greater Investment Scenario



Top Left: Street trees, outdoor seating, bike racks, sidewalk improvements, crosswalk improvements

Bottom Left: Two story mixed used development (ground floor retail with office above), street trees, outdoor seating, bike racks, sidewalk improvements, crosswalk improvements

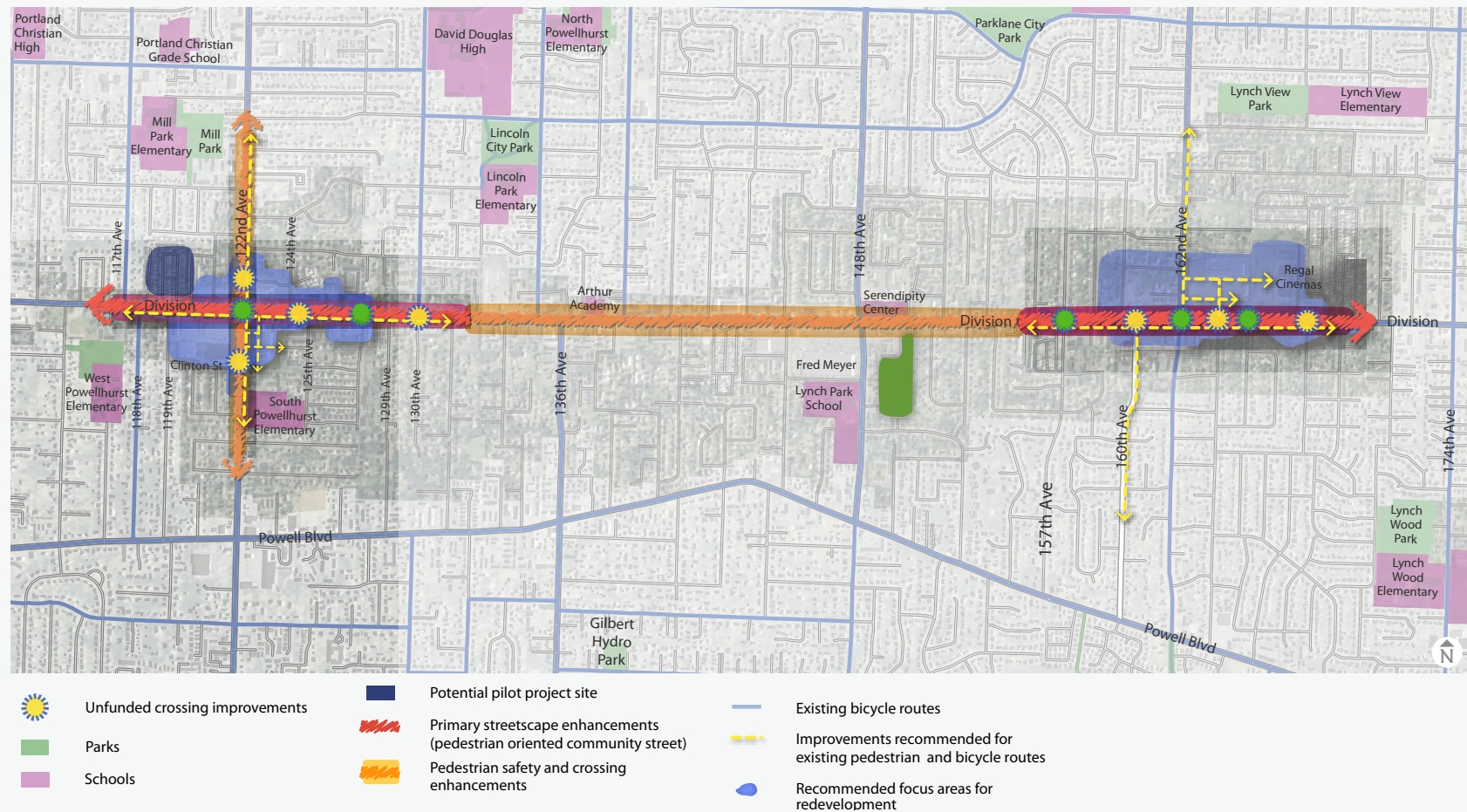
Division Midway Vision

Division Midway is an active Town Center, with safe walking environments and bike connections to and from residential neighborhoods. There are ample employment opportunities in and around the station areas and within an easy transit ride from Division Midway. Specialty food markets offering goods from around the world draw people from around the region and highlight the diversity and vibrancy of East Portland. Storefront improvements and landscaping create a pleasant walking, shopping and working environment, and temporary events like market and fairs enliven the area. Buildings and sites are developed in a way that recognizes that pedestrians need safe buffers from busy streets. Street crossings are well marked and signalized, allowing people to safely and confidently cross Division, 122nd, 148th and 162nd to get to their homes, work, school and services. In the neighborhoods, there are good connections to and from current and future parks and schools. Stations reflect the local community and add to the sense of place in East Portland.

DIVISION MIDWAY OPPORTUNITY AREAS CONCEPT

Division Midway Opportunity Areas

Powell - Division
Transit and Development Project

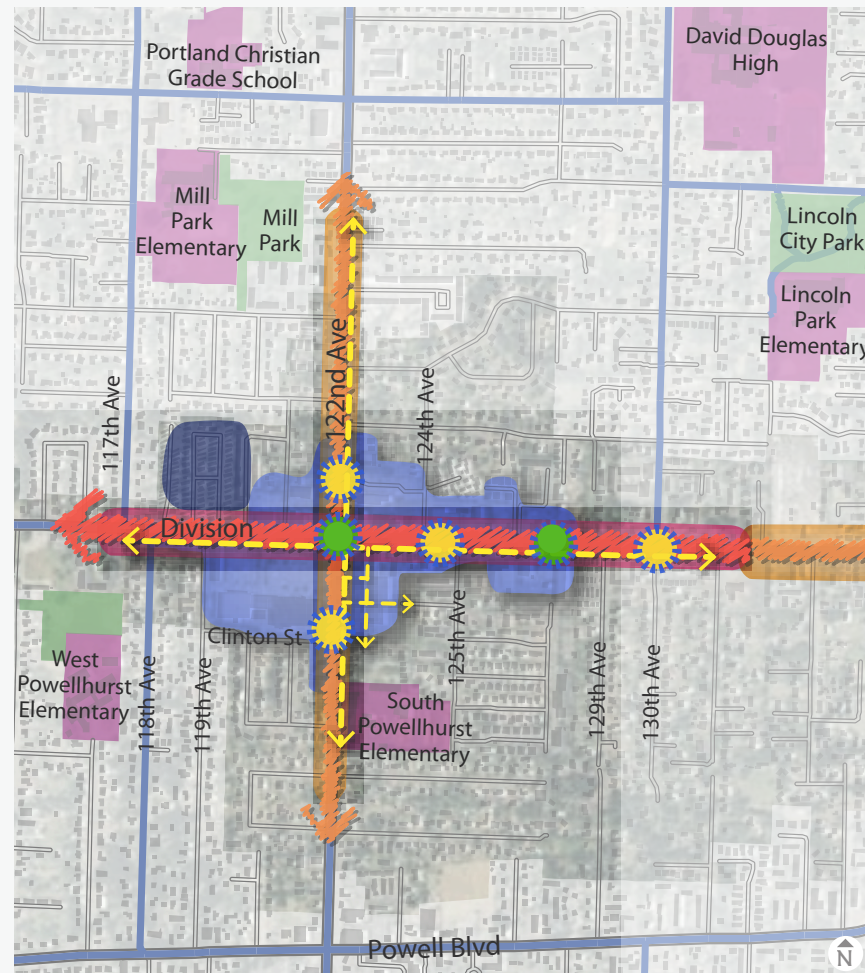


DIVISION MIDWAY OPPORTUNITY AREAS CONCEPT

Division Midway Opportunity Areas

Powell - Division
Transit and Development Project

-  Funded intersection improvement
-  Unfunded crossing improvements
-  Parks
-  Schools
-  Potential pilot project site
-  Primary streetscape enhancements (pedestrian oriented community street)
-  Pedestrian safety and crossing enhancements
-  Existing bicycle routes
-  Improvements recommended for existing pedestrian and bicycle routes
-  Recommended focus areas for redevelopment



122ND & DIVISION VISUALIZATION

Basic Investment Scenario



Today



Top Left: Adaptive reuse of existing building, street trees, sidewalk improvements, crosswalk improvements

Bottom Left: Food carts, seating and pedestrian activity, adaptive reuse of existing building, street trees, sidewalk improvements, crosswalk improvements, bike racks, landscaping

Greater Investment Scenario

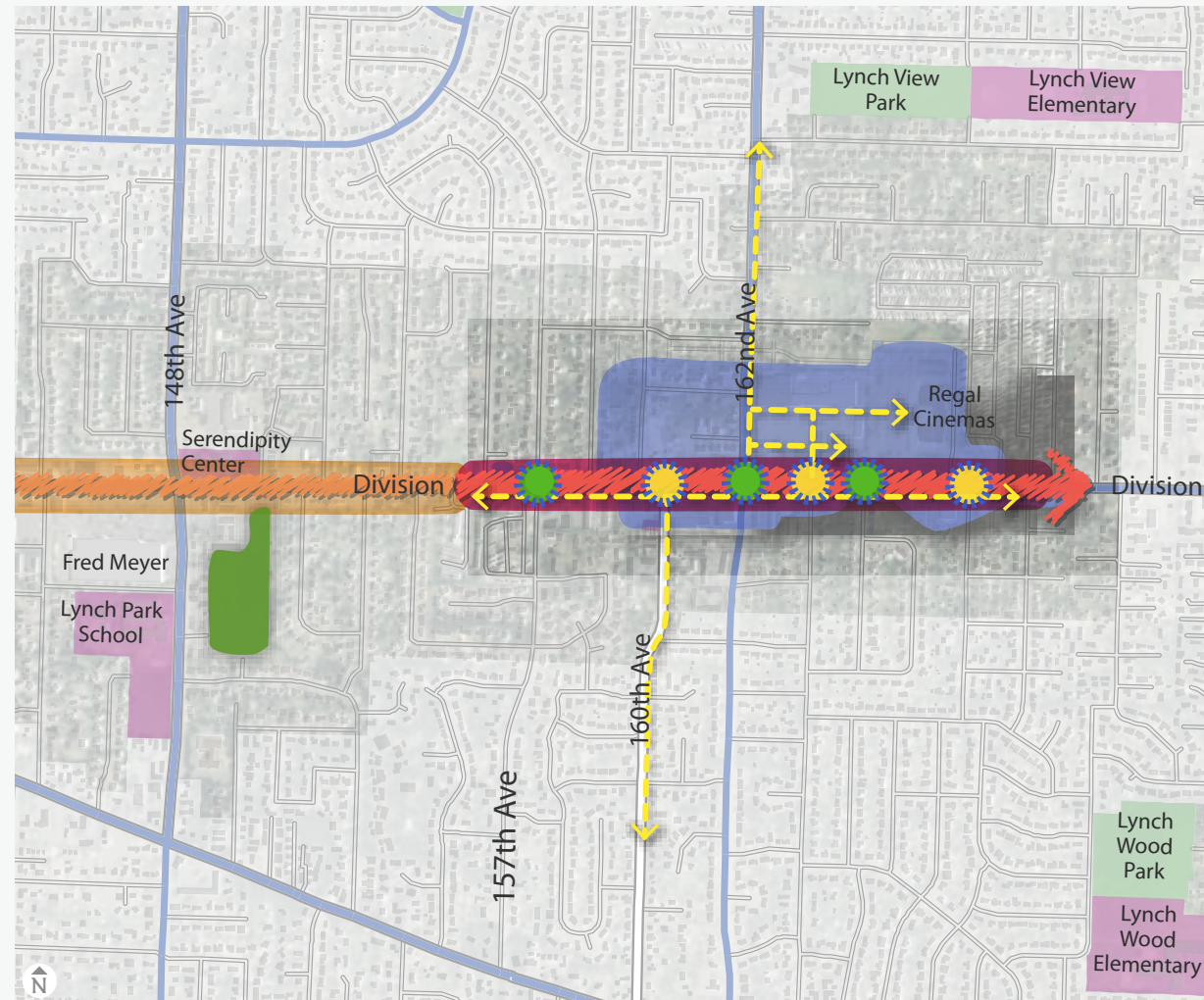


DIVISION MIDWAY OPPORTUNITY AREAS CONCEPT

Division Midway Opportunity Areas

Powell - Division
Transit and Development Project

-  Funded intersection improvement
-  Unfunded crossing improvements
-  Parks
-  Schools
-  Primary streetscape enhancements (pedestrian oriented community street)
-  Pedestrian safety and crossing enhancements
-  Existing bicycle routes
-  Improvements recommended for existing pedestrian and bicycle routes
-  Recommended focus areas for redevelopment



162ND & DIVISION VISUALIZATION

Today



Existing Building



Landscaping Only



Potential Food Cart Pod



New Street Network



New Development



WOODWARD & DIVISION VISUALIZATION

Basic Investment Scenario



Today



Top Left: Two story mixed used development (ground floor retail with office above), street trees, sidewalk improvements

Greater Investment Scenario



Bottom Left: Four story mixed used development (ground floor retail with office above), street trees, sidewalk improvements, crosswalk improvements, bike racks, street trees

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ACTIONS

1. PROJECT DEVELOPMENT

2. CONSTRUCTION

3. EARLY OPERATIONS

1. Project Development Actions

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
COMMUNITY DEVELOPMENT					
P1	Transit project decision-making body	Support the work and process of the transit project decision-making body during the Project Development phase.	Metro, TriMet	Regional Project Team	TBD
P2	Community collaboration	Continue to work with community based organizations to support the implementation of actions to support equitable development	BPS	Regional Project Team	TBD
P2	Community development program alignment	Convene City of Portland bureaus and agencies to coordinate and seek to expand community development activities related to the PDTDP. The community development team for Portland will work together to:	BPS	PHB, PDC, PBOT, TriMet, Metro	Community Planning and Development Grant
		a. Work with anchor institutions and major employers in the corridor to: 1. identify their core concerns, and 2. find ways to link these businesses and institutions to development and job growth in the corridor.	TBD	BPS, PHB, PDC, PBOT, TriMet, Metro and anchor institutions and businesses	Community Planning and Development Grant TBD
		b. Seek funding for affordable housing development and preservation in the corridor. Specifically, seek to capitalize a Housing Land Bank/Trust Fund fo investments in the corridor	PHB	BPS, Metro	Project Development General Fund (leadership staff)
		c. Identify public-private development projects that can be pursued through combing and/or coordinating action across agencies. Focus on projects that support affordable housing, business retention, and economic opportunity for area residents.	BPS	TriMet, Metro, PDC, PHB, non-profit housing providers and for-profit housing developers	Community Planning and Development Grant; Project Development: General Fund (leadership staff)
P3	Monitoring and learning from project over time	Engage PSU Center for Population Research to conduct a longitudinal study of neighborhood change before and after transit development and to evaluate the effectiveness of community development programs.	BPS	PSU, PDC, PHB, TriMet, PBOT, Metro	Community Planning and Development Grant

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
HOUSING					
P4	Multi-family housing preservation	Design a program to upgrade and preserve existing private multi-dwelling housing and affordability. Including the identification of start-up and operational costs, funding source recommendations and administrative structure proposals.	PHB	BPS, Metro	Community Planning and Development Grant
P5	Rental housing inspections	Develop an Enhanced Rental Housing Inspection Program, including the identification of start-up and operational costs, funding source recommendations and administrative structure proposals.	PHB	BPS, Metro	TBD
P6	Tenant rights in evictions	Explore the costs and benefits of establishing a Just Cause Eviction Policy (eliminating No Cause Evictions).	BPS	PHB	C40 Network
P7	Manufactured home communities	Work directly with mobile home park residents in the corridor to increase stability and work with them to meet their housing needs.	TBD	TBD	TBD
P8	Anti-displacement tax deferral	Explore the costs and benefits of establishing a local deferral for long-term qualifying residents who would like to remain in the corridor, but cannot manage increased tax burdens.	TBD	TBD	TBD
P9	Business retention technical assistance	Provide technical business assistance to businesses along the proposed route prior to construction to help them prepare for both construction and potential market changes.	BPS	PDC, Metro, TriMet, Jade District, DMA	Community Planning and Development Grant
P10	Pre-development assistance	Expand PDC's Development Opportunity Services grant program to the Jade District and Division Midway Alliance NPIs. Use, for a limited time, to assist qualifying and interested property owners with design and development.	BPS	PDC, Metro, Jade District, DMA	Community Planning and Development Grant; General Fund

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
PLACEMAKING, STATION AREA DESIGN AND ACCESS					
P11	Fulfill the concept visions	Work with the regional project team to design the new transit line and transit stations to incorporate the recommendations listed below and shown in the visions.	PBOT	ODOT, TriMet, BPS, COG	Community Planning and Development Grant; Project Development
P12	Supportive land use and zoning	Coordinate the implementation of the Mixed Use Zones Project zoning assignments with the PDTDP. Ensure that zones that best support transit oriented development and community visions are in place at each station location.	BPS	Metro, TriMet	Community Planning and Development Grant
P13	Station environment	Work with the regional project team to design all stations to be safe, comfortable and clean with ample shelters from the weather, lighting to help riders feel and be safe; easy to read signage and current transit information, landscaping, and ample trash and recycling receptacles.	BPS, PBOT	Metro, TriMet, ODOT	Community Planning and Development Grant; Project Development
P14	Station access	Work with the regional team to provide safe, protected pedestrian and bike crossing to reach stations. Design the crossings to minimize impact on bus or traffic function, while improving safety.	BPS, PBOT	Metro, TriMet, ODOT	Community Planning and Development Grant; Project Development
P15	Transfer design	<p>Work with the regional team to design stations and locate stops to promote excellent and efficient transfers at the following intersections, and at other intersections which support transfers in the future:</p> <ul style="list-style-type: none"> • Powell Blvd and Cesar Chavez Blvd (Line 75) • Powell Blvd and Foster Rd/50th Ave (Lines 14 and 71) • Powell Blvd and 82nd Ave (if 82nd Ave is the selected crossover route) (Lines 72 and 9 EB) • Division St and 82nd Ave (Lines 72 and 4 WB) • Division St and 122nd Ave (Line 71) 	BPS, PBOT	Metro, TriMet, ODOT	Community Planning and Development Grant; Project Development

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
P16	Flagship East Portland stations	Forward the ideas in the visions and work with community members and the regional project team to design and implement placemaking improvements at major East Portland station: <ul style="list-style-type: none"> • Division St and 82nd Ave • Division St and 122nd Ave • Division St and 162nd Ave 	PDC	Metro, TriMet, ODOT	Community Planning and Development Grant; Project Development
P17	Community engagement in station design in East Portland	Work with the regional project team to create opportunities for people who live and work near East Portland stations to inform station design, public art and station naming.	BPS	Metro, TriMet	TBD
P18	Parks access in East Portland	Explore options for providing a transit station at Division St and 148th Ave to connect to commercial services and to provide a direct connection to the future Portland Parks and Recreation facility near this intersection.	PDC	Metro, TriMet	
P19	Jade District Connectivity	Scope and begin an urban design and multi-modal transportation analysis of the multi-dwelling residential area between Division St, Powell Blvd, 82nd Ave and I-205, with the goals of increasing connectivity and safety.	PBOT	BPS	Community Planning and Development Grant (82nd Ave Project)
P20	Powell Blvd/ODOT Parcel Reconceptualization	In coordination with the transit project design, investigate options for alternative uses for the state-owned right-of-way parcels that currently serve as parking for adjacent businesses on the south side of Powell between 52nd Ave and 82nd Ave, while maintaining circulation, safety and retaining some parking.	PBOT, BPS	ODOT, TriMet	Community Planning and Development Grant
P21	Foster-Powell public realm improvements	Evaluate the elimination of the slip lane at the intersection of 50th, Foster and Powell to provide increased space for a community plaza and pedestrian and commercial activity and to activate the small historic main street in this location.	PBOT	BPS	Community Planning and Development Grant

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
P22	Cleveland High School and Green Loop connections and crossings	Coordinate the design of a stop or station near Cleveland High School with Portland Public Schools and connect the stop the planner new Powell Blvd crossing near 28th. Explore opportunities to connect to the Central City Green Loop and for creating a through east-west pedestrian network, through an incremental approach, between 21st Ave and Cesar Chavez Blvd, that also provides good pedestrian access to Powell to the neighborhoods south of Powell, particularly between 26th Ave and 36th Ave.	PBOT, BPS	ODOT, Metro, TriMet	Community Planning and Development Grant
P23	Collins Circle and Goose Hollow main street	If the route extends to Collins Circle in the Central City, design the transit service to support placemaking and main street style development at Collins Circle and 18th Ave.	BPS	PBOT, Metro, TriMet	Project Development
P24	Land use integration	Include BPS urban designer in review and development of transit station and area improvements.	BPS	Metro, PBOT	Community Planning and Development Grant

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
PROJECT COORDINATION, MULTIMODAL STREETS AND CONNECTIONS					
P25	Coordination with existing projects	<p>Coordinate the design of the BRT project with other funded capital projects including the following:</p> <ul style="list-style-type: none"> • Central City Multi-modal Safety Improvements (PBOT) • Powell-Division Safety and Access to Transit (TriMet) • 20s Bikeway (PBOT) • Powell Safety Project - US26: SE 20th Ave to 33rd Ave (ODOT) • Foster Road Streetscape Project (PBOT) • 82nd Avenue Safety Improvements at Division St and other locations (ODOT) • East Portland Access to Transit (PBOT) • East Portland Access to Employment and Education Multimodal Investments (PBOT) 	PBOT	Metro, TriMet, BPS	Project Development
P26	Implement planned, unfunded improvements	<p>Identify opportunities to implement other related planned improvements:</p> <ul style="list-style-type: none"> • Projects in the Division Midway Neighborhood Streets Plan and • Remaining projects in the Inner Powell Streetscape Plan. 	PBOT	BPS, Metro, TriMet	Project Development
P27	Safe pedestrian crossings	<p>Identify and prioritize the currently unfunded pedestrian crossing enhancements along the transit alignment to improve safety and access to and from residential and commercial areas.</p> <p>Work with Metro, ODOT and TriMet to include City priority crossings in the transit project. Community priority crossings are shown on the visions included in this document.</p>	PBOT	Metro, TriMet, ODOT, BPS	Project Development
P28	TSP amendment	Amend the TSP transit classification for SE Powell Blvd between 50th Ave and 82nd Ave from a Transit Access Street to a Major Transit Priority Street.	PBOT	ODOT, TriMet, Metro, BPS	Project Development
P29	Special Transportation Area designation	Consider pursuing an ODOT Special Transportation Area for Powell Blvd from the Willamette River to 82nd Ave and along 82nd Ave from Powell Blvd to Division St, in areas where criteria can be met, to increase design and operational flexibility.	PBOT	BPS	Project Development

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
IMPLEMENTATION AND EVALUATION					
P30	Community development program assessment	Assess the strengths and weakness of the Community Development Coalition work format and recommend changes for the Construction Phase.	BPS	Metro, TriMet, PBOT, PDC, PHB	TBD
P31	Land use refinement planning	Develop a work plan to implement an detailed zoning refinements needed at key station areas to complete during the construction phase.	BPS		TBD
P32	Work plan development	Identify actions to complete during the Construction phase and preliminary actions for the Early Operations Phase.	BPS	Metro, TriMet, PBOT, PDC, PHB	TBD

2. Construction Phase Actions

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
LAND DEVELOPMENT AND PLACEMAKING					
C1	Zoning modifications	Complete and implement any needed modifications to the mixed use and multi-dwelling development standards in areas with wide and busy streets to better accommodate pedestrian traffic, bike parking and pedestrian-oriented public realm, as part of private development.	BPS	PBOT, BDS	TBD
C2	Temporary use pilot project	Engage with PSU MURP students to work with interested property owners to design and plan for temporary uses and parking lot improvements on properties between 82nd Ave and the the eastern City of Portland boundary, within the project area.	BPS	PBOT, BDS	TBD
C3	Parking strategy	Develop a shared parking strategy for areas along the final transit alignment.	BPS	PBOT, BDS	TBD
ECONOMIC DEVELOPMENT					
C4	Construction phase technical assistance	Continue to work with business and provide technical assistance to support them during construction.	TriMet	PDC, BPS	TBD
C5	TSP amendment II	Identify amendments to the TSP System Improvements Project List to ensure the relevant project description and cost reflects the transit project definition.	PBOT	BPS	TBD
C6	Maintenance plan	Work with regional partners and institutions to develop a cooperative maintenance agreement and funding for stations and stops to ensure cleanliness. This could differ by area.	TBD	TBD	TBD

3. Early Operations (Years 0-3) Phase Actions

	Strategies	Actions	Potential Lead	Potential Partners	Potential Funding
TBD					
O1	Post-operations social analysis	Evaluate social and demographic changes in the corridor and evaluate the effectiveness of pre-operations programs. Coordinate this work with PSU.	BPS	PSU, PDC, PHB, TriMet, PBOT, Metro	TBD
O2	Transit evaluation	Coordinate with TriMet's evaluation of the new transit service and assess community outcomes.	BPS	TriMet	TBD

Portland
ACTION PLAN
Powell-Division Transit & Development Project

Steering Committee Review Draft
May 2015

Bresham **ACTION PLAN**

Powell-Division Transit & Development Project

DRAFT
April 2015



GRESHAM ACTION PLAN

This draft Action Plan provides near-term actions that would encourage desired changes near Gresham transit stations along a new Powell-Division bus rapid transit line. Although limited resources mean the City and its partners cannot implement the potential actions all at once, the list provides an opportunity for community conversation about which actions would best help achieve community goals for new development, walkable neighborhoods, strong commercial areas, additional jobs and access to recreation and nature.

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INTRODUCTION

The Powell-Division Transit and Development projects studied three Gresham opportunity areas along the bus-rapid transit corridor. The three areas were studies to identify how Gresham might best support and take advantage of better, faster transit to promote desired changes in different situations.. The station opportunity areas studied were:

- 182nd and Division (a neighborhood center)
- Division and Eastman (a Downtown Center)
- Hogan and Stark (an Employment/Campus Center)

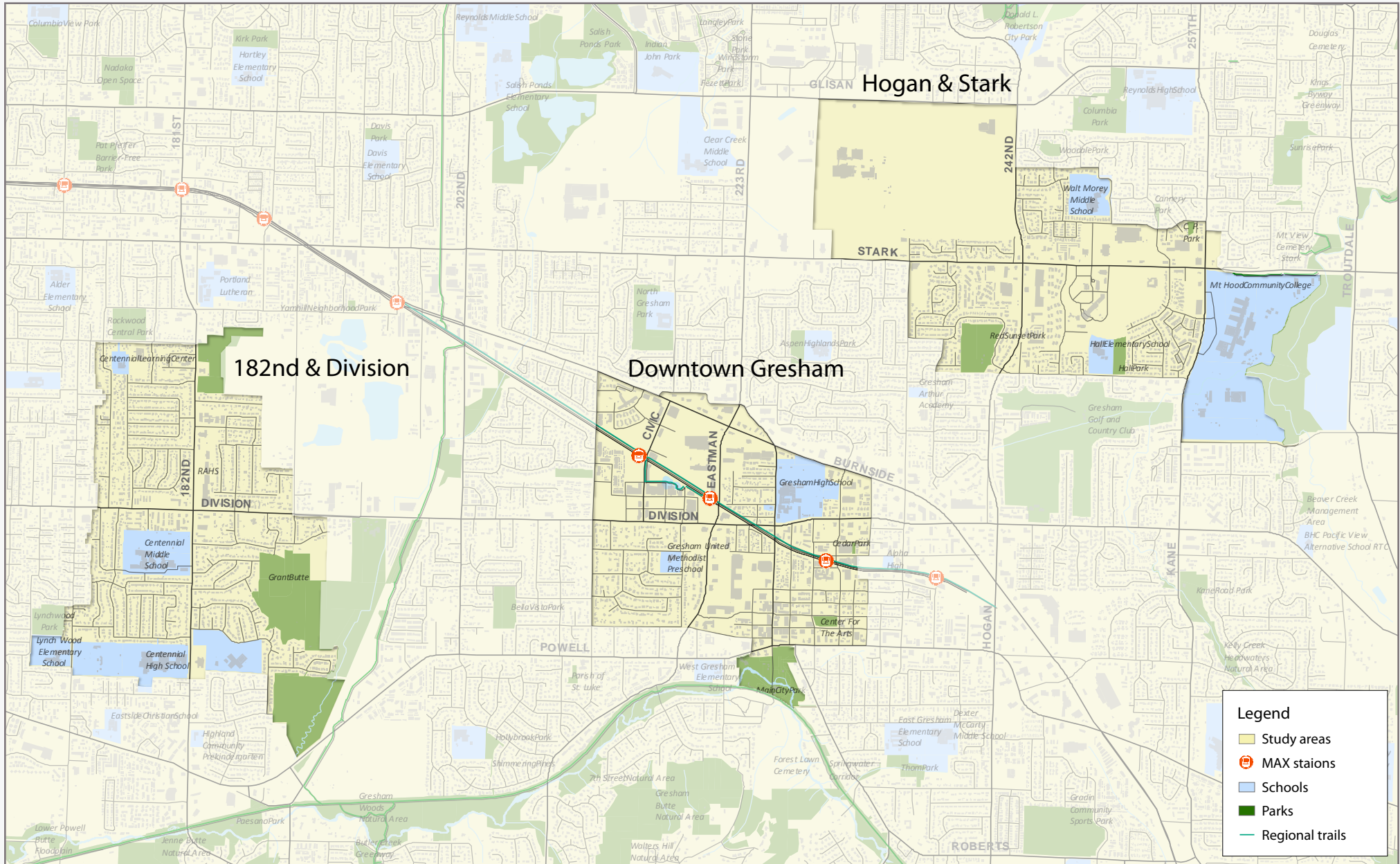
Technical work and real-estate market analysis showed more potential for intense development in Downtown and selected opportunities for commercial development or less intense residential development away from Gresham's Regional Center. In addition, public engagement efforts identified the following desired changes in neighborhoods and commercial areas around potential stations:

- Safe sidewalks, crosswalks and places to bike
- Places to wait for the bus with safe designs, weather protection, seating and nearby plaza, shops or other amenities
- Additional places to work and additional housing, including affordable housing
- Community gathering places (plazas, markets, food carts or a community center)
- Stronger connections among destinations and transit stops

The following actions provide ways to encourage desired development and other desired changes. These are draft actions that will be reviewed with the public and Planning Commission. The Gresham City Council review the action items and public comments this summer. The City Council will have an opportunity to set Gresham priorities and would vote on whether to approve the action plan.

The following actions include both citywide strategies and those specific to the station areas.







THE ACTION PLAN

CITYWIDE STRATEGIES

1. ECONOMIC DEVELOPMENT

2. PROMOTE DESIRED DEVELOPMENT

3. LIVELY & ACTIVE PLACES

4. TRANSPORTATION

5. HOUSING

STATION AREA SPECIFIC STRATEGIES

182ND & DIVISION

DIVISION & EASTMAN/MAIN

STARK & HOGAN/KANE

1. Economic Development

Promoting retention and creation of jobs and supporting small businesses will address community desires for more jobs, entrepreneurial opportunities and access to stores that sell needed goods and services. In addition, increasing income in the community means more people can afford housing and other necessities for themselves and their families.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
ED1	Consider additional incentives to promote desired development (not currently being provided by the market) that meets City goals. Incentives could include fee reductions, grants (such as for predevelopment services), tax credits or other methods. Identify funding sources.	COG - Urban Design & Planning, COG - Community Development and COG - Office of Governance and Management		Exploring incentives supported in "City Roles" action measures of Housing policy (10.600).	X	X	
ENCOURAGE ADDITIONAL JOBS IN GRESHAM							
ED2	Assist small businesses/entrepreneurs with business funding and mentoring.	Mercy Corps NW, Albina Opportunities Corp, MHCC, Craft 3	COG - Community Development and COG - Urban Design & Planning	City of Gresham Small Business Center currently provides referrals.	X		
ED3	Work to retain and attract jobs to Gresham's industrial areas, especially jobs that involve exports that bring additional money into the region.	COG - Economic Development	Port of Portland and various economic development orgs.	Economic development conducts recruitment. City provides incentives.	X		
ED4	Promote additional jobs in the City's commercial corridors and centers.	COG - Community Development	COG - Urban Design & Planning and COG - Economic Development	Current Centers and Corridors City Council Work Plan project includes promoting job growth in Corridors and Centers.	X	X	X
PROMOTE SMALL BUSINESSES							
ED5	Provide technical assistance and incentives to reduce vacancies and support small business.	COG - Community Development		Strong support among the Mayor and City Council members for supporting small businesses.	X		

* COG = City of Gresham

** [Comprehensive Plan Vol. 2](#) citations in parentheses.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
ED6	Evaluate contracting and purchasing processes to determine if City could expand hiring of local businesses and workers and/or hiring of minority-owned, women-owned or emerging small contractors for all projects (not just related to Powell-Division) with the goal of keeping money in Gresham and encouraging growth of Gresham companies.	COG - City Attorney's Office, Finance and Management Services (Purchasing)	COG - Department of Environmental Services	City currently has a preference for local purchasing and hiring and must seek inclusion of minority-owned, women-owned and emerging small contracts on federal funded projects.	X	X	
ED7	Evaluate City development rules to remove obstacles to small business while ensuring compatibility with other uses, such as revisiting rules for businesses operated out of houses in residential areas and rules for live-work development.	COG- Urban Design & Planning	COG - Community Development	City encourages self-employment in Economic Development Policies (10.414). Housing economic development action measure supports live-work units. (10.600).		X	

2. Promote Desired Development

Promoting desired development would add locations for new jobs, housing, shopping locations, gathering places and other physical improvements needed by people throughout the corridor. This could include both upgrades to existing buildings and new development in the city.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
D1	Engage with property owners to identify near- to long-term property redevelopment goals on key sites to facilitate desired development.	COG - Urban Design & Planning	Metro and COG - Community Development	City current meets with property owners and developers as opportunities arise.	X	X	X
D2	Consider establishing a storefront grant program to fund at least one storefront improvement per year in key areas along the corridor.	COG - Urban Design & Planning	Metro	Rockwood and Downtown have had storefront grant programs in the past. Funding source. Metro is currently offering storefront grants in limited locations.		X	
D3	<p>Along Corridors, change Development Code rules to support desired development that would provide community members access to goods, services, housing and jobs. Evaluation could include:</p> <ul style="list-style-type: none"> Increasing maximum residential density allowed in key locations near transit stations, such as in Corridor Mixed Use and Corridor Multi-family land-use districts. Reducing minimum parking requirements near high-capacity transit stops (MAX and bus rapid transit) or other locations based on use and location. Reducing amount of landscaping required on small lots in locations intended for intense development or provide additional flexibility. 	COG - Urban Design & Planning		City is currently reviewing the Code to remove obstacles to desired development, although that project does not include all the ideas listed here. City policies call for intense development in transit corridors (10.320.2).	X	X	

* COG = City of Gresham

** [Comprehensive Plan Vol. 2](#) citations in parentheses.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
D4	Engage with commercial brokers, developers or targeted employers to identify opportunities and challenges to bring additional jobs to key sites, including Downtown Gresham, Civic Neighborhood and Gresham Vista Business Park.	COG - Urban Design & Planning and Community Development	COG - Economic Development; Port of Portland, East Metro Economic Alliance, Gresham Area Chamber of Commerce, etc.	Economic development currently conducts recruitment for industrial site, as does Port of Portland. Council Work Plan currently calls for business recruitment in Corridors and Centers project and staff have begun work on this project.	X	X	X

3. Create Lively, Active Places

Gresham's policies call for intensely development centers with with active, pedestrian-friendly streets and access to shops, services, housing and jobs. The City also seeks a mix of commercial and residential development at its major intersections and in appropriate locations along its corridors. Public comments during the Powell-Division project also have supported those goals and desires for more active uses and public gathering places in centers and corridors.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
P1	In key commercial areas, provide technical assistance to community partners and property and business owners regarding promoting business districts, such as through supporting discussions about business organizations, physical improvements and funding options.	COG - Community Development	COG - Urban Design & Planning; COG - Communications		X	X	
P2	In key commercial areas, provide technical assistance regarding how to add temporary uses and other activity generators to parking lots, vacant lots and underutilized properties.	COG - Community Development	COG - Urban Design & Planning	Food access policies and action measures (10.415)		X	
P3	Target areas near major stations and destinations for streetscape enhancements, including wide sidewalks, landscape strips and trees between curb and sidewalk, public art as appropriate and other features. Identify funding.	COG - Department of Environmental Services	COG - Urban Design & Planning	Transportation: Street System policies and action measures support pedestrian-friendly streets with landscaping and pedestrian and bicycle amenities. (10.320.1)		X	
P4	Work with local partners (property owners, growers, and community based organizations) to identify a seasonal or weekly active use that support access to fresh foods in locations where fresh foods are not easily accessible.	COG - Urban Design & Planning		Food access policies and action measures (10.415)		X	
P5	Support the creation of community gardens in more locations, such as by evaluating Code barriers to gardens, revising the Development Code to clarify garden rules and expand City management to additional gardens as necessary and feasible.	COG - Urban Design & Planning, COG - Community Development, COG - Office of Governance and Management		Food access policies and action measures (10.415)		X	

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** [Comprehensive Plan Vol. 2](#) citations in parentheses.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
P6	Consider adding a community center in Gresham that provides, for a variety of age groups, a community gathering place and a place for active recreation, classes and activities in Gresham that is accessible via public transportation.	COG - Urban Design & Planning	COG - Other departments as needed	Parks, recreation, open spaces and trails policies (10.412) call for providing facilities and programs to meet the needs of the population.		X	
P7	Coordinate this action plan with the design and implementation of the bus rapid transit project.	COG - Urban Design & Planning	TriMet, Metro, City of Portland, University of Oregon Sustainable Cities Initiative	City staff are currently working with regional partners on the project and its design.	X	X	

4. Transportation

Gresham policies promote and public input heard during the Powell-Division project favored sidewalks, crosswalks, streets and transit that support people's ability to move safely and efficiently around the city and region to places they care about.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
T1	Update and prioritize pedestrian and bicycle enhancements (crosswalks, sidewalks, bike lanes) that would help people get to transit and community destinations safely. Destinations include shops, services, trails, parks and schools. Identify funding sources to pay for construction and maintenance.	COG - Department of Environmental Services	COG - Urban Design & Planning	The city currently evaluates and prioritizes pedestrian and bike improvements (along with road improvements). This would involving an update to respond to the bus rapid transit project and seek funding sources to fund enhancements.	X	X	
T2	Enhance nighttime visibility and safety for pedestrian and transit users by implementing a lighting and signage strategy for key bus stops.	COG - Department of Environmental Services	TriMet	City Street System policies and action measures call for adequate lighting (10.320.1). City Transit policies and action measures promote safe stations (10.320.2).		X	X
T3	Improve comfort of transit stations/stops by adding weather protection (including ways to shelter riders from the East Wind), paved areas to wait, trash receptacles and other amenities when TriMet standards call for those amenities.	TriMet	COG - Department of Environmental Services	City Transit policies and action measures promote safe stations that include adequate shelters (10.320.2).		X	X

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** [Comprehensive Plan Vol. 2](#) citations in parentheses.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
T4	Develop design options for existing streets near bus rapid transit stations that encourage pedestrian-friendly environments that support a mix of uses and safe, pleasant, efficient movement of cars, buses, pedestrians, bicycles and other ways to get around.	COG - Department of Environmental Services	COG - Urban Design & Planning	Transportation street action measures call for City to "develop street design standards that support land uses and reduce barriers for people walking, biking and taking transit" and support street design standards that serve all modes of transportation and land-use plans. (10.320.1)		X	
T5	Advocate for improved TriMet bus service that provides Gresham residents more complete and frequent bus service to employment areas.	COG - Urban Design & Planning		(10.320.2)	X	X	
T6	Identify maintenance needs and funding sources for transportation infrastructure related to the Powell-Division project and surrounding station areas.	COG - Department of Environmental Services	COG - Urban Design & Planning			X	

5. Housing

Gresham seeks to have a full range of quality housing for its current and future residents at all income levels and promote mixed-income neighborhoods. Housing actions also can support a regional approach to housing that encourages mixed-income communities and discourages concentration of poverty in certain areas. The City of Portland will have an action plan with items that seek to prevent displacement and provide affordable housing in Portland in general and along the Powell-Division line in particular.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
PROMOTE HOME OWNERSHIP							
H1	Provide homeowner assistance programs such as down payment assistance and energy efficiency upgrades that would reduce monthly bills.	COG - Community Development and non-profit partners, including Portland Housing Center and Energy Trust of Oregon		Housing policy (10.600). The City announced a down payment assistance program on April 1, 2015. Partners have ongoing energy efficiency programs.	X		
H2	Consider partnering with existing housing land trust to provide home ownership opportunities at a more affordable price.			Housing policy (10.600).	X		
ENSURE SAFE, QUALITY HOUSING SUPPLY FOR A WIDE VARIETY OF RESIDENTS							
H3	Preserve existing quality affordable housing. Expand existing programs if additional funding is identified.	Non-profit community partners, including Human Solutions and Mend-A-Home	COG - Community Development and COG - Urban Design & Planning	City currently provides funding to Human Solutions to preserve affordable housing and funds a program that provides emergency home repair to very low- and low-income owner occupied housing.	X		
H4	If non-profit organizations choose to work with mobile home park residents to establish cooperative resident ownership that would enhance long-term affordability, provide technical assistance.	Non-profit community partners	COG - Urban Design & Planning			X	X

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** [Comprehensive Plan Vol. 2](#) citations in parentheses.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
H5	Continue rental housing inspection program to ensure safe, livable, quality housing.	COG - Community Development		City currently conducts mandatory inspections on residential rental properties within Gresham to ensure units are safe and healthy. The program conducts random inspections and also responds to complaints.	X		
H6	Evaluate partnership opportunities with larger employers for programs such as Employer Assisted Housing.	COG - Economic Development		Housing policy (10.600)			X
H7	Review and update Development Code rules to remove barriers to desired improvements and rehabilitation of existing housing. Determine if barriers exist to allowing desired housing types in Gresham, including alternative housing such as co-housing, multi-generational housing and accessory units.	COG - Urban Design & Planning		Housing policy (10.600)	X	X	
H8	Provide education and assistance to housing providers to encourage maintenance and improvement of properties such as painting, landscaping, walking paths, benches; play areas and other features that would improve the safety and quality of housing.	COG - Community Development	COG - Urban Design & Planning; non-profit housing partners	Housing policy (10.600). City currently provides resources for tenants and landlords regarding how to provide a healthy environment in housing.		X	X

* COG = City of Gresham

** [Comprehensive Plan Vol. 2](#) citations in parentheses.

	Strategies & Actions	Potential Lead Partner(s)*	Supporting Partners*	Linked Policies/ Actions**	Current/ Ongoing City Action	Additional action to consider and potential time	
						2015-2017	2018+
ADD TO HOUSING SUPPLY TO SUPPORT AFFORDABILITY							
H9	Evaluate City fees and processes and determine appropriate incentives to encourage desired housing, including market rate housing and affordable housing in the right locations consistent with City policy.	COG - Urban Design & Planning	COG - Community Development and Department of Environmental Services	Housing policy (10.600). City currently is evaluating fees and processes and considering incentives for desired development.	X	X	
H10	Study the feasibility of a land acquisition strategy along transit route as "land banking" opportunities for future affordable housing.	COG - Urban Design & Planning	COG - Community Development and Department of Environmental Services; Metro; TriMet	Housing policy (10.600)		X	

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STATION AREA SPECIFIC ACTIONS

182ND AND DIVISION

- A1. Promote active and temporary uses to promote activity and safety in commercial areas by convening local businesses and community members to develop a strategy to attract a grocery store or some other fresh food provider (e.g. Community Supported Agriculture).

DIVISION AND EASTMAN/MAIN (DOWNTOWN AND CIVIC NEIGHBORHOOD)

- A2. Identify and brand a connected set of pedestrian routes in downtown and develop and implement a way finding program to connect transit stations with key destinations including Gresham Civic, Downtown Gresham, Center for the Arts Plaza and Main City Park to the Springwater trail.
- A3. Enhance Gresham central transit station and park and ride to enhance safety and increase activity, such as with temporary uses, food carts and additional lighting.
- A4. Engage with property owners of Gresham Town Fair shopping center to identify opportunities to better intergrade it into the rest of Downtown, such as enhanced pedestrian access through the site.
- A5. Promote redevelopment in the Hood to Kelly corridor from Powell to Division to capitalize on transit investment and underdeveloped parcels. Engage developers and property owners.
- A6. Promote storefront improvements and adaptive reuse within the historic downtown core.
- A7. Use the Garage to Storefront program to attract restaurants, creative service firms, other uses that make DT Gresham a more attractive investment climate.
- A8. Consider other funding sources for downtown Gresham to assist with public private partnerships and funding of public realm investments and acquisition of strategic development sites. Tools include urban renewal, local improvement districts, grants and other sources.
- A9. Conduct a feasibility study for a new city hall in downtown Gresham possibly to include other public/institutional uses (library, school district, etc.). Study would include options for reuse of existing City Hall building.
- A10. Reduce minimum required off-street parking for multi-family residential to .5 per unit.

STARK AND HOGAN/KANE

- A11. Work with Mt. Hood Community College to support its plans for future renovations and expansions.
- A12. Engage property owners of shopping area on the east side of Hogan to develop a plan or strategy that would enable pedestrian movement between the commercial area, Legacy Mt Hood and the surrounding residential community.
- A13. Engage with Legacy MT Hood to develop an internal street network and pedestrian access that connects to adjacent residential neighborhoods.
- A14. Engage with property owners with development plans along Stark to consider taking advantage of current city policy to allow for additional setbacks and including additional sidewalk width. Consider an allowance from the required landscaped area to encourage property owners to provide pedestrian amenities.
- A15. Work with property owners to site and locate a plaza or other public community space in the opportunity area.
- A16. Work with Mt. Hood Community College and Legacy Mount Hood Medical Center to analyze whether Plan Map Amendments are necessary to allow flexibility in uses, heights and development intensity on the campuses. Both campuses currently are located in residential districts., which could present obstacles to desired campus development. Consider asking the City Council to initiate Plan Map Amendment Changes.

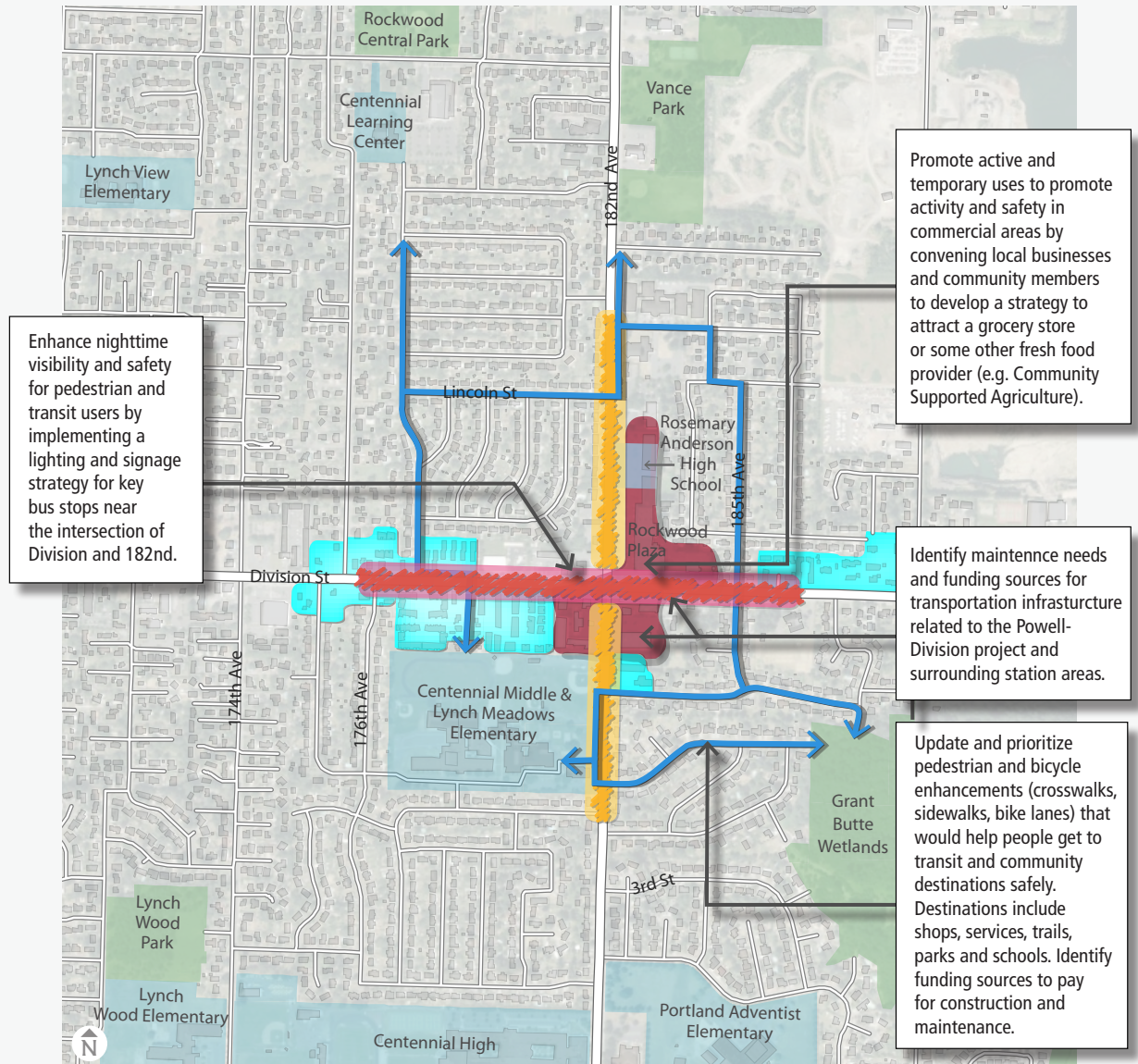
182nd AND DIVISION STATION AREA CONCEPT

182nd and Division Opportunity Area

Powell - Division

Transit and Development Project

- Parks
- Schools
- Primary streetscape enhancements (pedestrian oriented community street)
- Pedestrian safety and crossing enhancements
- Existing pedestrian routes where enhanced wayfinding is recommended
- Recommended focus area for redevelopment
- Recommended areas to encourage transit supportive development












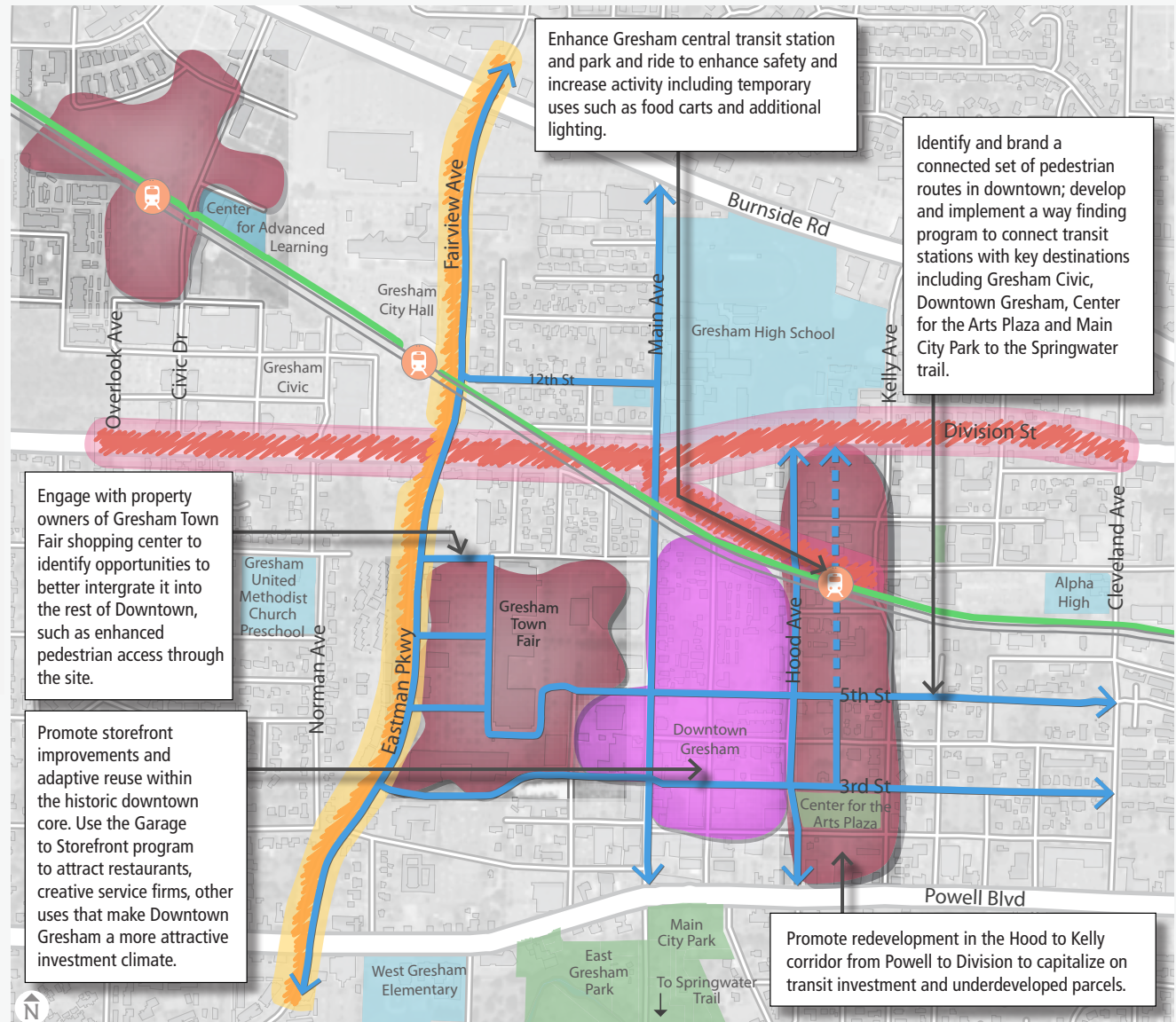
DIVISION AND EASTMAN STATION AREA CONCEPT

Downtown Gresham Opportunity Area

Powell - Division

Transit and Development Project

-  Light rail station
-  Parks
-  Schools
-  Primary streetscape enhancements (pedestrian oriented community street)
-  Pedestrian safety and crossing enhancements
-  Existing regional trail
-  Existing pedestrian routes where enhanced wayfinding is recommended
-  Proposed pedestrian connections with wayfinding
-  Recommended focus area for redevelopment
-  Recommended priority area for storefront improvements, preservation

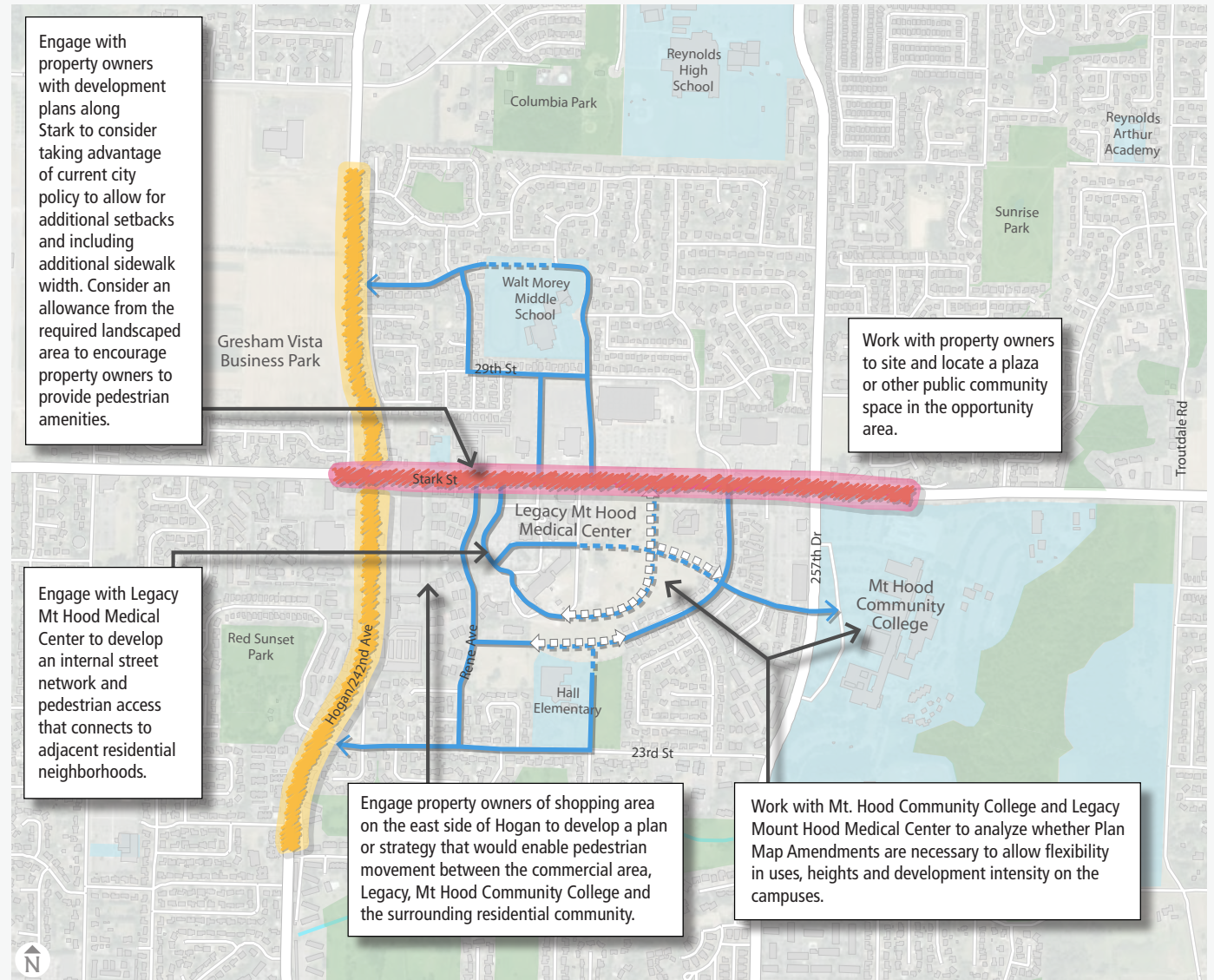


HOGAN AND STARK STATION AREA CONCEPT

Hogan & Stark Opportunity Area

Powell - Division
Transit and Development Project

- Parks
- Schools
- ▨ Primary streetscape enhancements (pedestrian oriented community street)
- ▨ Pedestrian safety and crossing enhancements
- Existing pedestrian routes where enhanced wayfinding is recommended
- - - Proposed pedestrian connections with wayfinding
- □ □ Planned future roadways



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Gresham
ACTION PLAN
Powell-Division Transit & Development Project

DRAFT
April 2015



POWELL-DIVISION

TRANSIT AND DEVELOPMENT PROJECT

Transit Action Plan

Review Draft May 2015



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EXECUTIVE SUMMARY

BACKGROUND

The Powell-Division Transit and Development Project is a partnership of the cities of Gresham and Portland, Multnomah County, the Oregon Department of Transportation, TriMet and Metro. The project began in January 2014 with the establishment of a decision-making body made up of community members, business interests, educational institutions and elected leaders. The Steering Committee was created to advise Metro Council to establish a policy decision for high capacity transit.

The Steering Committee considered findings from extensive public engagement and technical analysis and advanced transit alternatives using a consensus-based decision-making process.

The decisions they have reached to-date form the action plan that will go to local jurisdictions and Metro Council for endorsement.

The Powell-Division corridor was identified as a regional priority in 2010 through a comprehensive engagement process and looking at the needs for better transit during the High Capacity Transit System Plan. In 2012, decision makers from around the region agreed that planning for improved transit in the Powell-Division corridor should be next to move forward.

ACTION PLAN PURPOSE

This Action Plan shares the recommendations of the Steering Committee based on the technical work and public engagement to date. This includes a recommendation for future transit and regional actions that can be undertaken to support the future public investment. This Action Plan is supported by plans developed by the cities of Gresham and Portland.

The planning phase of the Powell-Division Transit and Development Project will result in actionable plans for key places (future station areas) and improved mobility to address long-standing infrastructure and investment issues along Powell-Division.

The **transit action plan** identifies 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 and general alignment.

The **local action plans** 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.

Spring 2014

Range of alternatives

A wide range of potential transit alignments were suggested by project partners and the public.



Summer 2014

Screening

A narrower range of transit alternatives was developed and screened through public engagement and technical analysis.



September 2014

Steering Committee

On September 29, the steering committee reached consensus on advancing the general route of inner Powell Boulevard transitioning to Division Street.



Winter 2014/2015

Evaluation of options

A set of route options in Gresham and Portland were screened through public engagement and technical analysis.



March 2015

Steering Committee

On March 16, the steering committee chose to remove the Ross Island Bridge, the Cesar Chavez and 92nd Ave options in Portland, and the Kane option in Gresham from consideration.



4/15/2015

TRANSIT ALTERNATIVES CONSIDERED

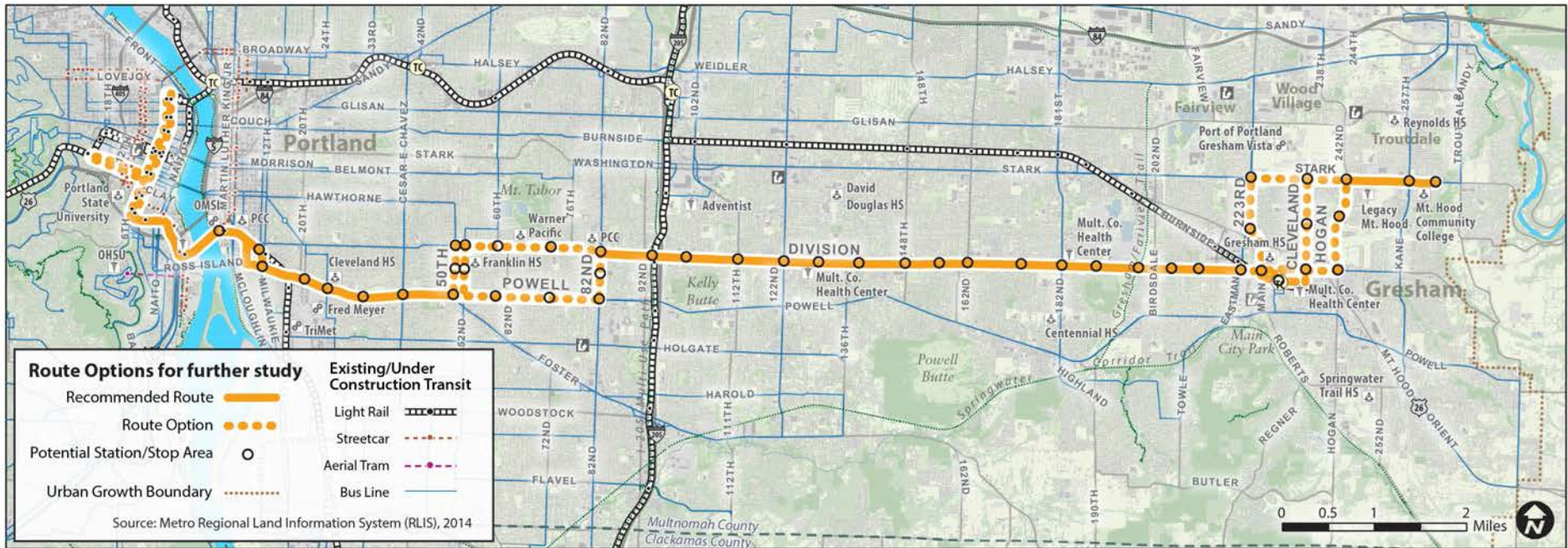
Through technical analysis and evaluation and extensive public engagement, alternatives that included a range of routes were identified and advanced by the Steering Committee.

PUBLIC ENGAGEMENT

Public input informed Steering Committee decision-making at each project milestone. Between January 2014 and June 2015, broad-reaching public engagement included the following.

- **In-person engagement:** More than 250 community briefings took place throughout the 15-mile corridor.
- **Online engagement:** Six surveys reached nearly 2,000 people and an interactive map comment tool generated more than 1,500 comments.
- **Equity engagement:** Culturally specific community events reached members of the Latino, Russian-speaking, Chinese, Vietnamese, African American, African immigrant, Chuuk, Tongan, Bhutanese and Native American communities and information and input opportunities were available in Spanish, Russian, Chinese and Vietnamese.

STEERING COMMITTEE RECOMMENDATION



The transit action plan advances a bus rapid transit project with the general route of inner Powell Boulevard transitioning to Division Street to Downtown Gresham, connecting to Mt Hood Community College.

The Steering Committee has unanimously advanced the Tilikum Crossing to cross the Willamette River; unanimously advanced 82nd Avenue and chose to continue studying 50th and 52nd avenues; and advanced three route options (Main/223rd, Cleveland, and Hogan Road) to connect to Stark Street and Mt Hood Community College.



STEERING COMMITTEE RECOMMENDATION

Recommendation: Advance Powell-Division into Project Development.

The project is ready to advance into Project Development.

Approximately a 2-year process, Project Development will ready the project for a federal grant application, final design and construction. Coordination will continue with Portland's and Gresham's station area opportunity area work. Project Development will begin preliminary engineering, environmental approvals under the National Environmental Policy Act, and the development of a finance plan to identify funding for the full construction of the project.

The Steering Committee will finalize the definition of the future transit project, including reaching decisions on:

- Routing in Downtown Portland, the Portland north/south crossover option between SE 50th and 82nd, and the Gresham north/south option to connect to Mount Hood Community College.
- Station spacing and locations in relation to the transit network and underlying service characteristics.
- Design treatments, including the cross section, design and related transportation infrastructure (road, bicycle and pedestrian)



ACTION PLAN STRATEGIES

BACKGROUND

The following pages provide the strategies to advance for the project, consistent with the project goals.

Actions to Advance the Transit Project list the required steps needed to move the bus rapid transit project into construction and operation.

Regional Supportive Actions identify steps to be conducted regionally to support the project goals for transportation, well-being, equity, and efficiency and the vision for future transit supporting community and economic development.



ACTIONS TO ADVANCE THE TRANSIT PROJECT

	Action	Timing	Responsibility
T1	Entry to Project Development from Federal Transit Administration	June-July 2015	TriMet
T2	Project decision making body: continue the Steering Committee to provide recommendation on the preferred transit alternative	2015-2016	Metro, TriMet
T3	Actively support and engage the local city action plans in station area design, transportation investments, land use, and development	July 2015 - 2020	Metro, ODOT, TriMet, Multnomah County, Gresham, Portland
T4	Finalize transit supported transportation projects to be included in design, including access and safety improvements for walking and biking developed as part of the project bicycle element and pedestrian access analysis.	March 2015-December 2015	Metro, ODOT, TriMet, Multnomah County, Gresham, Portland
T5	Coordinate the design of the bus rapid transit project with other funded capital projects including the following: • Central City Multi-modal Safety Improvements (PBOT) • Powell-Division Safety and Access to Transit (TriMet) • 20s Bikeway (PBOT) • Powell Safety Project - US26: SE 20th Ave to 33rd Ave (ODOT) • Foster Road Streetscape Project (PBOT) • 82nd Avenue Safety Improvements at Division St and other locations (ODOT) • East Portland Access to Transit (PBOT) • East Portland Access to Employment and Education Multimodal Improvements (PBOT) • Division Street Corridor Project (Gresham) • Stark Street (Multnomah County/Gresham)	January 2014 - 2020	Metro, ODOT, TriMet, Multnomah County, Gresham, Portland
T6	Service planning for bus service in the corridor with the bus rapid transit line	January 2014 - 2020	TriMet
T7	Engineering for bus rapid transit route, including station design	July 2015 - 2017	TriMet
T8	Environmental process under the National Environmental Policy Act (NEPA)	2016-2017	Metro
T9	Action on the Locally Preferred Alternative by local jurisdictions, JPACT, and Metro Council.	2016	Metro, ODOT, TriMet, Multnomah County, Gresham, Portland
T10	Update local Transportation System Plans, TSP System Improvements Project List, Capital Improvement Project Lists, and the Regional Transportation Plan to ensure the relevant project description and cost reflects the BRT project definition recommended by the Steering Committee during the Project Development phase	2016	Metro, ODOT, TriMet, Multnomah County, Gresham, Portland
T11	Finance Plan for full funding of the project: Develop strategy and finalize partner commitments for funding design, construction, and operation	2016-2017	TriMet, Metro
T12	Project Rating from Federal Transit Administration	2017	TriMet

REGIONAL SUPPORTIVE ACTIONS







	Action	Timing	Responsibility
R1	Gresham and Portland begin implementing local action plans	2015-2020	Portland and Gresham will advance actions based on city council adoption. Metro will facilitate coordination across staff.
R2	Continue coordination with Metro Equitable Housing Initiative	2015-2016	Metro will coordinate developing recommendations for future direction.
R3	Support brownfields coalition	2015-2017	Metro will coordinate with brownfields coalition, EPAP brownfields subcommittee, and partners to support redevelopment.
R4	Continue successful redevelopment of transit oriented development project at SE 82nd and Division.	2015 - 2020	Metro Transit Oriented Development program will continue process with APANO and community partners for community use in anticipation of redevelopment for affordable housing.
R5	Explore opportunity for TOD project development in the corridor at 1-2 other sites.	2015-2020	Metro Transit Oriented Development program will explore opportunities for additional community supported development.
R6	Continue coordination with I-84 Multimodal Integrated Corridor Management grant	2015-2017	Metro will work with partners to develop an integrated corridor management plan for the corridor.
R7	Equitable Resource Development toolkit	2015-2016	Metro will update and refine resource kit and provide as resource on the web.
R8	Pursue grant funding to support health, art, neighborhood placemaking	2015-2017	Metro will provide grant writing assistance and pursue additional funding for community investments.

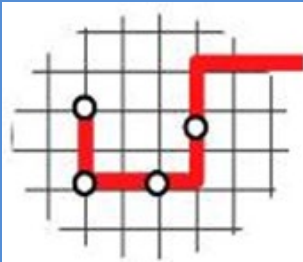
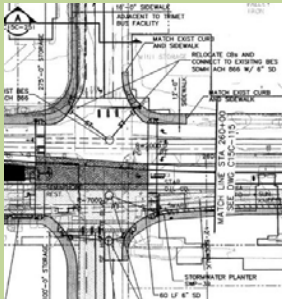



	Action	Timing	Responsibility
R9	Pursue supportive grant opportunities	2015-2017	Metro will provide technical assistance to pursue Nature in Neighborhoods grants, Regional Travel Options grants, and other funding.
R10	Advance corridor investment strategy for active transportation based on bicycle and pedestrian concepts for the corridor. Leverage project to maximize funding for safety features to support biking and walking.	2015-2020	Metro will coordinate investments based on corridor concepts developed as part of the project bicycle element and pedestrian access analysis. Agencies will support and seek funding for additional improvements to address need.
R11	Create business support strategies during construction for businesses in the corridor	2017-2020	TriMet and Metro will work with business districts, the neighborhood prosperity initiative, and small businesses in the corridor to develop a robust program to support small businesses during construction.
R12	Create jobs in the development, design, and construction of the transit project	2015-2020	Incorporate TriMet's DBE model in engineering and construction for small and emerging business owned by people of color and women.
R13	Small business development strategies	2015-2020	Partner with small business development center at Portland Community College and Mount Hood Community College to support local business development along the corridor.



TIMELINE

	2014	2015	2016	2017	2018	2019	2020
PLANNING							
Winter 2014 Establish a common understanding of the needs and opportunities for transit and development in the corridor							
Spring through fall 2014 Look at the kinds of transit that that are feasible and desirable in the corridor, hear ideas about where it should go and identify places that would make safe and active station areas							
Winter and spring 2015 Take the elements that are most supported and feasible, and craft a recommendation on the type of transit, route and strategies for development at station areas							
Summer 2015 Refine the recommendation and present it to local and regional elected councils for consideration and endorsement							
DESIGN							
2015 to 2017 Create detailed design of the new transit line and station areas, and complete environmental review and permitting							
CONSTRUCTION							
2018 to 2020 Build the transit line and station areas and start new service							

	PLANNING	DESIGN	CONSTRUCTION
Activities	<ul style="list-style-type: none"> • Is the route along Powell or Division preferred? A combination? Where should it turn? • Where should the route end? • Vehicle - bus/light rail/street car? <p>-What are the key places to connect? - What amenities needed at stations? - Does the project support equitable development? - Does the project support and benefit the entire transit system? Are the decisions based on equity? - Does the project support goals for vehicle mobility, freight, walking, biking, and safety?</p>	<ul style="list-style-type: none"> •Address key design decisions - areas in need of refinement including specific intersections and turn movements • Detailed traffic assessment • Detailed environmental assessment, that includes social, environmental, economic benefits and effects • Develop concept plan for individual station areas •Final financial plan <p>- Can the project 'optimize' intersections and provide ways for the transit to move more efficiently through signalization plans or other technology? - Are there changes to any intersections? - How will a specific station location look? Site specific plan. - Are there effects to historic, cultural, environmental resources? If so, how do we eliminate, reduce, or mitigate those effects?</p>	<ul style="list-style-type: none"> • Detailed roadway design • Detailed design of transit alternative • Finalize art program and individual station area design plan • Final Operations Plan • Construction of transit project and related transportation projects
Level of design	Concept level: Vision	Preliminary Engineering	Final Engineering and construction
			

DECISIONS FORMING THE TRANSIT ACTION PLAN

FORMING THE POWELL-DIVISION STEERING COMMITTEE

In January 2014, Metro Council passed Resolution 14-4496 establishing the Powell-Division Transit and Development Project Steering Committee. Council directed the committee to meet at project milestones and to submit recommendations to Metro Council.

Committee charge

The charge of the committee is as follows.

- Represent the community
- Provide information to and from constituents/community members, and represent their perspectives, concerns and priorities.
- Participate in the group they represent
- Participate in engagement opportunities; invite others to participate
- Alert project staff to issues and opportunities
- Advance the project through key decision points
- Follow decision-making protocols as established by the committee to make key decisions that include:
 - Establish goals for the project
 - Advance a range of transit alternatives and

development strategies for analysis and community consideration

- Narrow for further consideration the transit alternatives and development strategies that best meet the project's goals and community needs
- Concur on a transit alternative to advance to project development and recommend actions that support desired development outcomes
- Recommend an action plan

Decision-making

The committee established a consensus-based decision-making approach. Committee discussion followed the presentation of technical information and community input. After questions were answered and concerns discussed, there was a call for consensus and members indicated their level of support for a proposed decision through color cards. Committee members were engaged and thoughtful in their deliberation. Following modifications to a decision at hand or recording considerations for future work, most decisions throughout the process were met with unanimous support.

Councilor Shirley Craddick, Metro

Councilor Bob Stacey, Metro

Councilor Lori Stegmann, City of Gresham

Commissioner Steve Novick, City of Portland

Representative Shemia Fagan, Oregon State Legislature

Commissioner Diane McKeel, Multnomah County

Neil McFarlane, TriMet

Rian Windsheimer (formerly Jason Tell), Oregon Department of Transportation

Jason Howard (formerly Matt Clark), Johnson Creek Watershed Council

Heidi Guenin, Upstream Public Health

Melinda Merrill, Fred Meyer

John Bildsoe, Gresham Coalition of Neighborhood Associations

Bill Crawford, Southeast Uplift Neighborhood Coalition

Kem Marks, East Portland Neighborhood Office and East Portland Action Plan

Diane Noriega, Mount Hood Community College

Jessica Howard, Portland Community College Southeast

Lori Boisen, Division-Midway Alliance

Trell Anderson, Catholic Charities

Matt Wand, East Metro Economic Alliance

Raahi Reddy, Asian Pacific American Network of Oregon

Vivian Satterfield (formerly Nicole Johnson), OPAL Environmental Justice Oregon

Devin Carr, Student and transit rider



DECISIONS FORMING THE TRANSIT ACTION PLAN

PROJECT GOALS AND OUTCOMES

Between March and June 2014, the Steering Committee drafted, modified then unanimously endorsed the following goals and outcomes for the project.

Goals

Transportation: People have safe and convenient transportation options – including efficient and frequent high capacity transit service that enhances current local transit service – that get them where they want to go and improves the existing system.

Well-being: Future development and transit improvements create safe, healthy neighborhoods and improve access to social, educational, environmental and economic opportunities.

Equity: Future development and transit improvements reduce existing disparities, benefit current residents and businesses and enhance our diverse neighborhoods. There is a commitment to prevent market-driven involuntary displacement of residents and businesses and to equitably distribute the benefits and burdens of change.

Efficiency: A high capacity transit project is efficiently implemented and operated.

Outcomes

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 Powell-Division. 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.



DECISIONS FORMING THE TRANSIT ACTION PLAN

WORKING PURPOSE AND NEED STATEMENT

Based on the project outcomes and goals, and policy identified in the regional high capacity transit system plan, the project developed a working draft purpose and need statement and proposed objectives to identify and measure differences between transit alternatives.

The working draft purpose and need statement guides information used during the evaluation process to help narrow the options being considered. The purpose and need was open for public comment during the summer 2014. It will be refined during the work to be conducted in the next phase under the National Environmental Policy Act (NEPA).

Project purpose

The purpose of the Powell-Division Transit and Development Project is to identify a preferred near-term high capacity transit solution for the corridor that efficiently serves current high ridership demand, is coordinated with related transportation investments and community development, recognizes limited capital and operational funding, and provides:

- **Transportation:** People have safe and convenient transportation options – including efficient and frequent high capacity transit service that enhances current local transit service – that get them where they want to go and improves the existing system.
- **Well-being:** Future development and transit improvements create safe, healthy neighborhoods and improve access to social, educational, environmental and economic opportunities.

- **Equity:** Future development and transit improvements reduce existing disparities, benefit current residents and businesses and enhance our diverse neighborhoods. There is a commitment to prevent market-driven involuntary displacement of residents and businesses and to equitably distribute the benefits and burdens of change.

- **Efficiency:** A high capacity transit project is efficiently implemented and operated.

Project need

High capacity transit service in the corridor is needed to address the following issues:

- **Heavily congested traffic:** Buses operate in heavily congested traffic conditions in both peak and off-peak times, which negatively affect transit travel times and reliability.
- **Transit demand exceeds capacity:** Strong demand for transit service in the corridor in both peak and off-peak times commonly results in standing-room only conditions on buses, and when at capacity buses pass by waiting riders.
- **Projected growth:** Projected growth in population, employment, and transit demand would require very high transit frequencies that would exacerbate the bus bunching and reliability issues already occurring.
- **Access to transit:** Access to transit is problematic in significant portions of the corridor with bicycle and pedestrian gaps along bus routes, major arterials, and many local streets.

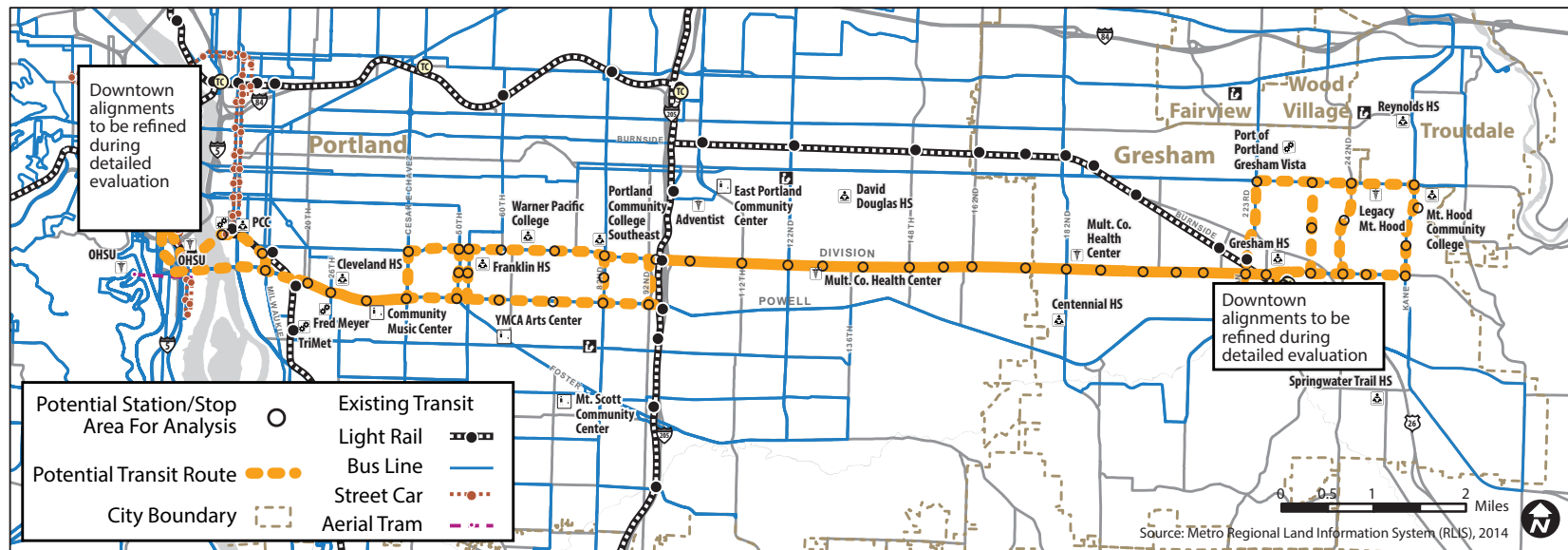
DECISIONS FORMING THE TRANSIT ACTION PLAN

GENERAL ROUTES AND MODES ADVANCED

In September 2014, Steering Committee members reached consensus on high capacity transit alternatives to study further.

- **Transit types** - The Steering Committee advanced bus options.
- **Routes** - The Steering Committee advanced the general route of inner Powell Boulevard in Southeast Portland transitioning to Division Street.

As a result, the project continued studying a range of potential bus options in the corridor and no longer studied rail options. Bus options were studied along a general alignment from inner Powell Boulevard to outer Division Street, with route options identified by dashed lines.



DECISIONS FORMING THE TRANSIT ACTION PLAN

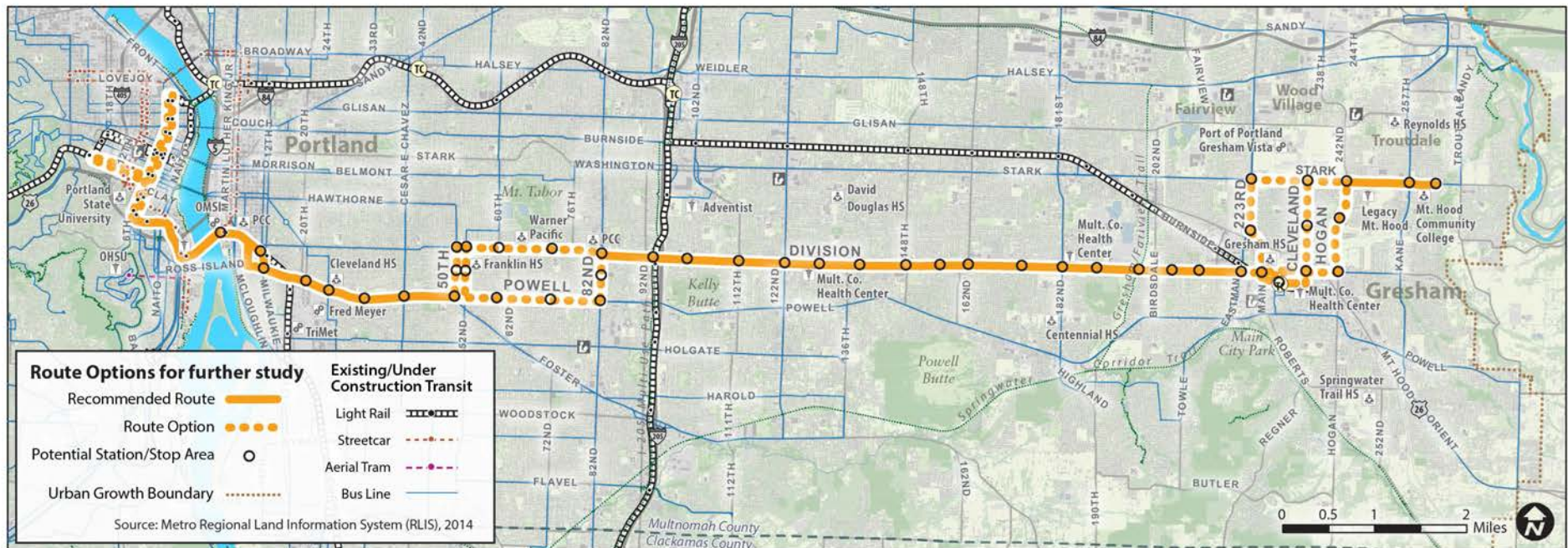
ROUTES FOR FURTHER CONSIDERATION

In March 2015, Steering Committee members reached consensus on bus rapid transit routes to advance for further consideration.

- **River crossing options** - The committee unanimously advanced the Tilikum Crossing.
- **Portland north/south crossover options** - The committee unanimously advanced 82nd Ave and also chose to continue studying 50th and 52nd avenues.
- **Gresham north/south options** - The committee advanced Main/223rd Ave., Cleveland Ave. and Hogan Rd.

As a result, the project continued studying these route options by developing design concepts and analyzing traffic, modeling transit travel times and ridership, developing conceptual cost estimates and seeking input from the public.

The project will be refining and finalizing the final route during Project Development.



POWELL-DIVISION TRANSIT AND DEVELOPMENT PLAN - ACTION PLAN REVIEW DRAFT

