



# Community Building **SOURCEBOOK**



**Land use and  
transportation  
initiatives in  
Portland, Oregon**

Revised  
August 2005





August 2005

Dear Colleague:

TriMet is pleased to provide this Community Building Sourcebook, which highlights the many land use and transportation accomplishments of the Portland, Oregon region. This document is intended to provide snapshots of the innovative projects, plans and programs that shape our region's growth.

As you will see, Portland's successes have depended upon partnerships among neighborhoods, local municipalities, regional interests, state agencies, environmental groups, developers and private financial institutions. These partnerships are the key to our successes.

This document was a collaborative effort among TriMet, Metro and 1000 Friends of Oregon originally published in 1999. Now in 2005, we are proud to present a revised edition of the Community Building Sourcebook to include new projects, programs and up-to-date information. Most of the materials contained in the Sourcebook have been prepared by the individual contributors or organizations listed as contacts.

We hope you find the information and contacts helpful in your own work. Please feel free to call any of the listed representatives for more information.

Sincerely,

Fred Hansen  
General Manager



# Acknowledgments

The 1999 edition of this report was a collaborative effort among 1000 Friends of Oregon, Metro and TriMet. The following individuals helped prepare and edit the 1999 Community Building Sourcebook: GB Arrington, Rob Bennett, Amy Carlsen-Kohnstamm, Phil Harris, Michael Kiser, Kim Knox, Barbara Linssen, Carlo Markewitz, Amy Norway, Lynn Peterson, Rhonda Ringering, Darcie White.

TriMet led the 2005 update of the Community Building Sourcebook. Jillian Detweiler was the project manager. Leah Wyatt and LeAnne Brown were responsible for fact checking and creating new electronic files. Sine Adams researched new transit oriented development projects.

Thanks to all project participants for working to achieve transit oriented development ideals and to many others who provided assistance in compiling information for this Sourcebook.



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*The planning challenge for the next decade is to find ways to accommodate increasing densities in neighborhoods without destroying their character and attractiveness.*

*Carl Abbott  
School of Urban Studies & Planning  
Portland State University*

*No matter how many people come and no matter when they get here, what should still be true about this region? This really is a question about basic values, about what we want to be known for. It needs to form the core of our planning.*

*Ethan Seltzer, Director  
Institute of Metropolitan Studies  
Portland State University*

*As you use this book, think about the elements that make a community work and how we can affect transportation decisions.*

*Robert Liberty,  
Metro Councilor*



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**Chapter One**  
**TRANSPORTATION**  
**PROJECTS**



# The Total Transit Experience



## History

**1969:** TriMet formed after Rose City Transit bankruptcy.

**1976-1977:** The 22 block Portland Transit Mall was built — one of the first of its kind in the nation.

**1982-1986:** The 15-mile Eastside MAX light rail line was built between downtown Portland and Gresham.

**1989:** TriMet named “America’s Best Large Transit Agency” by the American Public Transit Association.

**1994:** Transit Mall extended to Union station.

**1998:** The 18-mile Westside MAX extension began service to Beaverton and Hillsboro.

**2001:** Airport MAX line opens with service from downtown to the Portland International Airport.

**2004:** Interstate MAX line opens with service to Expo.

TriMet provides transportation options for thousands of Portland area residents every day. TriMet is a special district of the State of Oregon and is governed by a seven-member board of directors appointed by the Governor. TriMet’s service area covers much of three counties, nearly 600 square miles with a population of 1.3 million. The Board appointed TriMet General Manager Fred Hansen in October 1998.

TriMet operates more than 700 buses on 97 bus routes with 8,435 bus stops and 948 bus shelters. The MAX light rail system stretches 44 miles. TriMet provides 10,000 parking spaces in 21 Park & Ride lots around the region with 45 additional lots shared with churches, retail businesses and theaters. In addition to the fixed route service, TriMet meets the needs of elderly and disabled individuals with the LIFT and medical transportation programs.

A regional payroll tax provided 52% of 2004 TriMet operating revenue. The tax is \$6.22 per \$1,000 on gross payroll. Passenger revenue accounted for 20% of the budget; other sources 27%; interest .6%; and cigarette tax .4%.

The transit patron’s “total transit experience” begins when planning a trip. A potential transit rider may need schedule and route information as well as stop locations. It includes the walk (or sometimes drive) to the station or stop and the quality of the station or stop environment. Transit frequency and ease of transfers are part of the experience as is the ride itself. Then there’s the walk to the final destination and the ability to complete the round-trip with ease. To meet transit needs as the

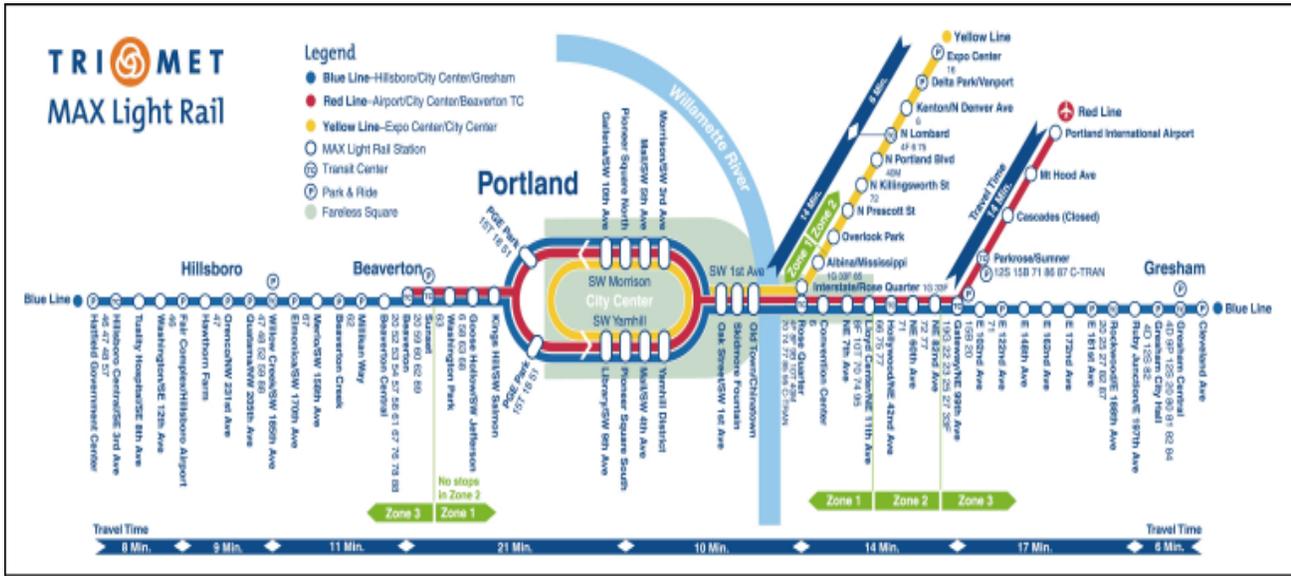
region grows, TriMet is working to address all of these elements, in addition to the basic job of getting transit service on the street.

TriMet’s planning is grounded in the Region 2040 Framework Plan and the Regional Transportation Plan. This coordination assures land use and transportation will continue to be integrated and mutually supportive, allowing the region to grow smarter, to make best use of its infrastructure investments and to improve the livability for all citizens of this region.

The region works hard to maximize the significant transit investments by connecting transit with land use. Light rail stations generally have a station area zoning overlay. TriMet and Metro each manage transit-oriented development programs with TriMet’s largely tied to the use of excess rights of way, joint use conversion of transit facilities or review of significant projects in consultation with partner jurisdictions. More than \$3 billion in development has occurred along light rail since the first line opened in 1986.

TriMet’s focus on on-street bus stop amenities and customer information is another aspect of our attention to the total transit experience. TriMet and Metro prepared an inventory of the sidewalk infrastructure used to set priorities for sidewalk and crosswalk needs. New shelters are installed each year. Stop maintenance is promoted through an adopt-a-stop program, and new shelter designs help prevent graffiti. Innovations such as the web-based Trip Planner make planning transit trips easy. Transit Tracker provides real-time information about transit arrivals.

# MAX Light Rail



# MAX Blue Line

## Gresham - Hillsboro



**Length:** 33 miles

**Route:** Gresham to Hillsboro through downtown Portland

**Stations:** 50

**Eastside cost:** \$214 Million

**Westside cost:** \$963 Million

If 1960's highway plans had been implemented, Portland would have three times the number of freeway miles it has today—and no light rail system. Grassroots opposition to the "Mt. Hood Freeway," which would have destroyed 1,750 homes in Portland's east side neighborhoods, established what is now Portland protocol: We define what kind of place we want to be and then identify the appropriate transportation options to serve it. Citizen activists did not want their city neighborhoods to be drilled out by a freeway and did not want suburbs to be wholly dependent on freeway capacity to be linked to the central city. So Portland made a transportation choice appropriate for a vision of vital inner-city neighborhoods and integrated suburbs. The freeway proposal was officially pronounced "dead" in 1975, and the first light rail segment was born.

### The first 15 miles

The 15-mile Eastside Metropolitan Express (MAX) was constructed between March 1982 and September 1986. Funds previously slated for the Mt. Hood Freeway were redirected to central city access improvements, including light rail. The total project cost was \$214 million. Federal funding provided \$178.3 million or 83% of project costs. State funding was \$24.8 million and local funding was \$10.9 million.

Part of the alignment runs in the right-of-way of the Banfield Freeway (I-84) and part is located in existing city or county streets, include East Burnside. The line connects downtown Portland with Gresham and serves neighborhoods in between with 26 stops. While the freeway constrains development opportunity at some stations, other station areas introduced new development patterns in the suburbs. As land values increase and transit is more valued as an amenity, even difficult sites adjacent to MAX are being redeveloped, as described in Chapter Four of this Sourcebook.

In FY 2004, the Eastside segment of the Blue Line averaged an annual ridership of 12.11 million.

### The next 18 miles

The Westside segment of the Blue Line was planned to shape new development. This 18-mile extension runs from downtown Portland to Beaverton and Hillsboro. When construction began in 1992, the line traveled through stretches of undeveloped land; the line has become a magnet for commercial and residential development.

Westside station area planning is described in Chapter Three.

Federal funds contributed 73% of the \$963 million project; state and local funds paid the \$259 million balance. The project includes a three-mile, twin tube tunnel through Portland's west hills. A station at Washington Park is the deepest transit station in North America at 260 feet underground.

The line opened in September 1998. Within 17 months, Westside MAX ridership reached 2005 projections. Half of the riders in this corridor were new to transit. Westside MAX averaged annual ridership of 8.66 million in FY 2004.

The Westside extension of the MAX Blue Line won numerous awards including the 2000 Design Achievement Award from the National Endowment for the Arts, the Presidential Award for Design Excellence 2001 and the Design for Transportation National Award 2000.

# MAX Red Line

## Airport



**Length:** 5.5 miles

**Route:** North from Gateway Transit Center along I-205 to Portland International Airport terminal

**New Stations:** Parkrose/Sumner, CascadeStation East and West, and Airport terminal

**Cost:** \$125 million

**Ridership:** An estimated 7,500 trips each day by 2015 (2.7 million rides annually)

**Travel Time:** About 38 minutes between downtown Portland (Pioneer Courthouse Square) and the airport. MAX trains travel an average of 35 miles per hour.

The Portland area's award-winning MAX light rail system expanded to Portland International Airport (PDX) with service beginning on September 10, 2001. Continued passenger growth and limited road capacity at the airport set the stage for the project. The addition of a private funding partner helped propel the project forward.

Light rail to the airport has been part of regional transportation plans and the PDX master plan since the mid-1980s. In 1997, Bechtel Enterprises came to the region and proposed a partnership allowing them to build the MAX extension in exchange for development rights to 120 acres owned by the Port of Portland at the entrance to the airport. Three local government agencies--the Port of Portland, TriMet and the City of Portland through the Portland Development Commission--capitalized on the private investment and the opportunity to extend light rail to the airport earlier than anticipated.

### Innovative financing

The unique public/private venture to finance Airport MAX used funds from local jurisdictions and agencies. No federal dollars, state general funds or additional property taxes were required. This accelerated the project timeline. The Port's \$28.3 million contribution was raised by bonding against a \$3-per-passenger facility charge. The City contributed \$23 million from an existing urban renewal district. TriMet contributed \$45.5 million in general funds and the sale of tax-exempt revenue bonds. The rights to the developable land--valued at \$28.2 million--completed the project financing.

The decision to enter into an agreement with a private partner required many formal procedures to protect the public investment. In all, about 85 agreements were signed, with nearly 20 formal approval steps, by various elected and appointed bodies. A Public Review Committee provided additional oversight during the decision-making process. TriMet held public hearings and received approval from its board of directors for a sole-source contract with Bechtel.

Land around the new MAX Red Line will be developed on a single master plan. Bechtel, in partnership with Trammell Crow, will build a 120-acre development at the entrance to the airport called CascadeStation. The post-9/11 economic downturn has slowed development plans.

Daily ridership averages 2,600 people getting on or off at PDX. That's more than three times the former bus ridership to the airport. The Red Line extended to Beaverton Transit Center in September 2003 to meet ridership demand. In FY 2004, the Red Line segment of the MAX Line averaged an annual ridership of 5.9 million.

The project was named the 2002 project of the year by the American Public Works Association.

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# MAX Yellow Line

## Expo - Portland City Center



**Length:** 5.8 miles

**Route:** North from Rose Quarter to the Expo Center along Interstate Avenue

**Stations:** 10

**Cost:** \$350 million

Construction of this northerly addition to the MAX system opened four months ahead of schedule, on May 1, 2004 and millions under budget. MAX Yellow Line runs through a diverse landscape, primarily in the existing right-of-way of Interstate Avenue.

The Rose Garden Arena and Memorial Coliseum anchor the new segment. Heading north, it runs through a historic industrial district. The alignment then enters the Overlook neighborhood, where Kaiser Permanente has a major facility with more than 800 employees. Continuing north, Interstate reflects the faded history of the street as the primary route between Portland and Washington when motels,

gas stations and other businesses serving travelers flourished. The street is home to a mix of small commercial establishments such as convenience stores, fast food, taverns and beauty shops; motels; vacant or underutilized lots; and low-density multifamily housing. The segment is anchored at the north end by the Expo Center.

More than 50 new businesses had opened on Interstate as of December 2004.

### Try, try again

Regional transportation plans have long identified the need for north-south high capacity transit. The region made two attempts at ballot measures to increase property taxes to support MAX construction. A 1998 vote would have extended MAX from Vancouver, Washington to Oregon City, Oregon. That vote passed in Oregon but failed in Clark County, Washington. A second attempt for an alignment in Oregon passed in the City of Portland, but failed in suburban Washington and Clackamas County. MAX Yellow Line responded to these votes in the following ways:

- Lower-cost project
- No increase in property taxes to pay for it
- No businesses or homes displaced
- Route better serves neighborhoods

### Best practices

In addition to being ahead of schedule and below budget, Interstate MAX established new benchmarks in the areas of contracting with disadvantaged business enterprises, supporting businesses impacted by construction and incorporating environmental restoration.

The project received the 2005 Arbor Day Foundation Lady Bird Johnson Award for exemplarily leadership in roadside beautification. The project tripled the number of trees along Interstate Avenue.

### Partners and funding

Interstate MAX was a TriMet project in partnership with the City of Portland, Portland Development Commission, Metro, Federal Transit Administration (FTA) and the communities of North and Northeast Portland. The FTA provided \$257.5 million for the project. Local funds included \$37.5 million in regional transportation funds, \$30 million from the City of Portland raised through the formation of a new urban renewal (tax increment) district and \$25 million from TriMet.

# Portland Streetcar



**Length:** 6-mile loop

**Route:** Good Samaritan Hospital in NW Portland, east to the Pearl District, south through the west end of downtown on 12th Avenue to Portland State University, then west to River Place.

**Stations:** The streetcar stops approximately every two blocks. Curb extensions accommodate stops.

**Cost of initial route:** \$125 million

**Travel Time:** approximately 34 minutes from Good Samaritan Hospital to Portland State University.

The Portland Streetcar began service in July 2001, bringing to fruition an idea for an “inner city circulator” first identified in Portland’s 1972 Downtown Plan. Dignitaries and 50,600 citizens participated in a weekend-long celebration of the opening of first modern streetcar line in the U.S.

The streetcar, which shares a lane with cars for much of its alignment, provides an

essential link from neighborhoods to the downtown business district, to shopping, to the arts community and to educational institutions. It encourages infill development, facilitating new housing in the emerging River District and South Waterfront areas and supporting other planned development in the Central City. By providing a convenient connection to light rail, the streetcar also builds overall transit ridership.

A 0.6 mile River Place extension of the Portland Streetcar opened March 11, 2005. A second extension to South Waterfront is underway.

## Eleven years in the making

The project was initiated in 1990 when the City of Portland formed a citizens advisory committee comprised of neighborhood activists and business leaders and contracted for a feasibility study of providing rail-based transit as a circulator in the Central City. The study and community support helped secure a \$900,000 grant from the U.S. Department of Housing and Urban Development in 1992, which led to the selection of an alignment in 1994. In 1995 the City of Portland issued a request for proposals to design the streetcar line, manage construction and possibly operate the streetcar. The successful bidder was Portland Streetcar, Inc. (PSI), a not-for-profit corporation guided by a board of directors representing both the public and private sectors. PSI, in turn, contracted with technical and project management/financial-planning firms.

A capital finance plan was approved by the City in 1997. The primary source of funds—

\$30.6 million—was the proceeds from revenue bonds sold by the City and backed by net revenues from City-owned parking garages and parking meter income. Other sources were \$9.6 million from a Local Improvement District supported by property owners on the alignment; \$7.5 million from tax increment financing; and \$5 million in federal transportation funds, which were subsequently replaced with regional transportation funds.

Construction on the \$15.8 million Gibbs extension started in January 2005 and is expected to be in service beginning late 2006. The extension will connect with the Portland Aerial Tram in the area.

## The Czech connection

PSI selected Czech Republic company Skoda to produce Portland’s streetcars. The cars were made at the Skoda factory in Plzen under a contract with the Inekon Group.

The low floor, air conditioned cars are 66 feet long and eight feet wide, and can carry up to 130 passengers. Top speed is 31 mph.

## Operations

The City of Portland contracts with TriMet to operate the streetcar, and there is a seamless fare system. TriMet pays two-thirds of operating costs with the balance coming from parking meter revenue, fares and sponsorship promotions.

Annual ridership in fiscal year 2004 was 1,994,000.

# Oregon Intercity Passenger Rail

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**As increasing traffic volumes diminish service levels on Interstate 5, passenger rail is a way to supplement peak capacity.**

The Pacific Northwest Rail Corridor extends from Eugene, Oregon to Vancouver, Canada, a total of 466 miles. Passenger service on this route is being developed incrementally to offer another travel option and additional capacity in the Interstate 5 Freeway corridor. This corridor is one of the first five federally designated high-speed rail corridors identified in Section 1010 of the Intermodal Surface Transportation Efficiency Act.

Six scheduled Amtrak intercity trains serve Oregon along tracks owned by the Union Pacific and Burlington Northern/Santa Fe Railroads. The long-term goal of the Oregon Passenger Rail project is to provide a dependable transportation service that offers peaking capacity for the Interstate 5 freeway, economic development opportunities for local communities and accessible vehicles for seniors and disabled persons who have special travel needs. In the Willamette Valley, the rail corridor offers reservations and is the only heavy rail

intercity public carrier able to transport passengers in wheelchairs on every schedule.

The Eugene extension carries about 125,000 passengers annually and serves the Willamette Valley, where 70% of the state's residents live. As the project grows it is expected to become the main trunk route of Oregon's intercity passenger network.

Much has been accomplished since the start of the Oregon Passenger Rail Program in 1992. Track and signal modernization between the Columbia River and Milwaukie was completed in autumn 2002. This work has created a double-track main line through Portland that eliminates bottlenecks and improves operating efficiencies. Railroad stations are being renovated in Albany and Eugene. A new station and train stop is planned for Oregon City. An electronic Passenger Information System is being installed in six corridor stations from Eugene north.

Oregon state funds are paying for:

- Two daily Amtrak Cascades Train round-trips and two daily Amtrak Oregon Thruway Motorcoach round-trips between Portland and Eugene.
- A multi-year lease/purchase agreement for new advance technology train equipment (awaiting capital funding).
- Connecting Amtrak Oregon Thruway Motorcoach service extends corridor benefits to other parts of the state. (Portland, Cannon Beach, Seaside and Astoria; Redmond, Bend,

Sunriver, La Pine and Chemult; Ontario, Burns, Bend, Eugene and Coos Bay)

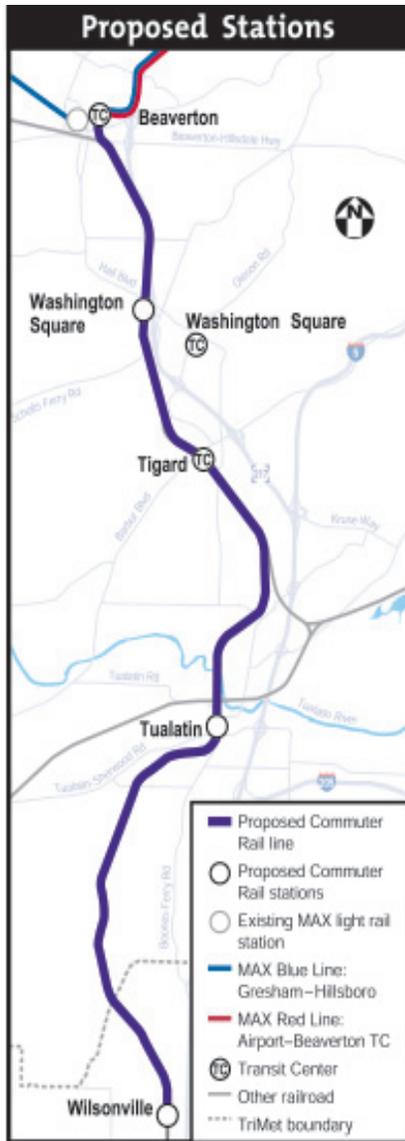
The 2001/03 state biennium budget for intercity passenger rail was about \$9.3 million.

Recent achievements include faster run times with more miles operating at the 79 mph speed limit, track and signal work, and renovation of the Salem Amtrak station. In addition, the Portland-Seattle schedule time was cut by 25 minutes using the Talgo train's tilt technology. Brand new Euro-style trains were introduced into scheduled corridor service in December 1998. As increasing traffic volumes diminish service levels on Interstate 5, passenger rail is a way to supplement peak capacity.

Mobility allows businesses to flourish and expands regional housing and employment opportunities. The rail corridor can play an important role in increasing Oregon's market share in the regional tourism industry. Aside from these very real economic returns, millions of dollars come straight back into the Oregon economy from money spent on jobs, businesses and products just to keep the corridor services running. Folding in the tourist revenues, the benefit to the state economy is even greater.

*Photo courtesy Oregon Department of Transportation.*

# Commuter Rail



The Washington County Commuter Rail line will offer a new transportation route within the heavily traveled Interstate 5 and Highway 217 corridor. Using existing freight tracks, it will connect to TriMet MAX light rail in Beaverton and serve Washington Square, Tigard, Tualatin and Wilsonville. This innovative project is one of the few suburb-to-suburb commuter rail projects in the country. Final design is underway and the line could open in 2008.

## The route and stations

The proposed 14.7-mile project will share freight train tracks with the Portland and Western Railroad in eastern Washington County. There will be five stations, which will include a total of approximately 800 Park & Ride spaces at four stations. The Washington Square station is walking distance to Washington Square Mall, and the Wilsonville station will connect with SMART buses serving residential and employment areas.

## Vehicles

TriMet is working with Colorado Railcar, a U.S. Manufacturer, to design and build the self-propelled diesel vehicle.



Prototype of a new self-propelled diesel rail car.

## Partners and funding

In 1996, Washington County; the cities of Beaverton, Tigard, Tualatin, Wilsonville and Sherwood; TriMet; Metro; and ODOT initiated a feasibility study of Commuter Rail. The project has received unanimous support from all the partners, as well as strong public and business support. The 103.5 million project will be funded by \$51.75 million in federal funding; \$35 million from State of Oregon Lottery bond proceeds; \$10.25 million from the Metro Transportation Improvement Program; and \$6.5 million from local cities and Washington County. TriMet and Washington County will contribute a total of \$4.1 million to annual operating costs.

## Travel time and ridership

Commuter Rail will operate weekdays every 30 minutes during morning and afternoon rush hours. The trip from Beaverton Transit Center to Wilsonville will take 27 minutes. Train speeds will average 37 mph, with top speeds over 60 mph.

Average daily ridership is projected between 3,000 and 4,000 trips by 2020, with half of the riders new to transit.

# Portland Aerial Tram



With 11,000 employees, the Oregon Health Sciences University is one of Portland's largest employers. The OHSU campus is located on Marquam Hill, south of downtown Portland. Although the hill is a beautiful setting, growth there is constrained by land availability, a limited road transportation network, and potential environmental impacts. As OHSU began to plan its next 30 years of growth and its strategy to become one of the top 20 nationally ranked medical research institutions, it identified interest in creating a satellite campus less than a mile away along the Willamette River.

The Marquam Hill Plan, which includes a proposed tramway connection between the central campus and satellite campus, was approved by the City of Portland in July 2002. The 3,388-foot long overhead tram system would consist of towers and track ropes supporting two 60-passenger tramcars, propelled by haul ropes. Stations would be located adjacent to the South Hospital on Marquam Hill and at the intersection of Gibbs and Moody Streets in the North Macadam District. This system is favored for its direct routing with minor right of way requirements, ride quality, quiet operation and attended cabins.

Construction cost including equipment is estimated to be \$40 million. Project costs include neighborhood improvement projects to benefit neighborhoods adjacent to the tram route. OHSU will fund \$24.7 million of the tram costs through a property financing arrangement spread out over 20 years and a \$4 million cash contribution. A local improvement district in the South Waterfront will provide \$5.7 million. Urban renewal will contribute \$3.5 million and an energy tax credit will provide \$2 million.

A nonprofit organization, Portland Aerial Tram, Inc. is responsible for the project.

## Economic development

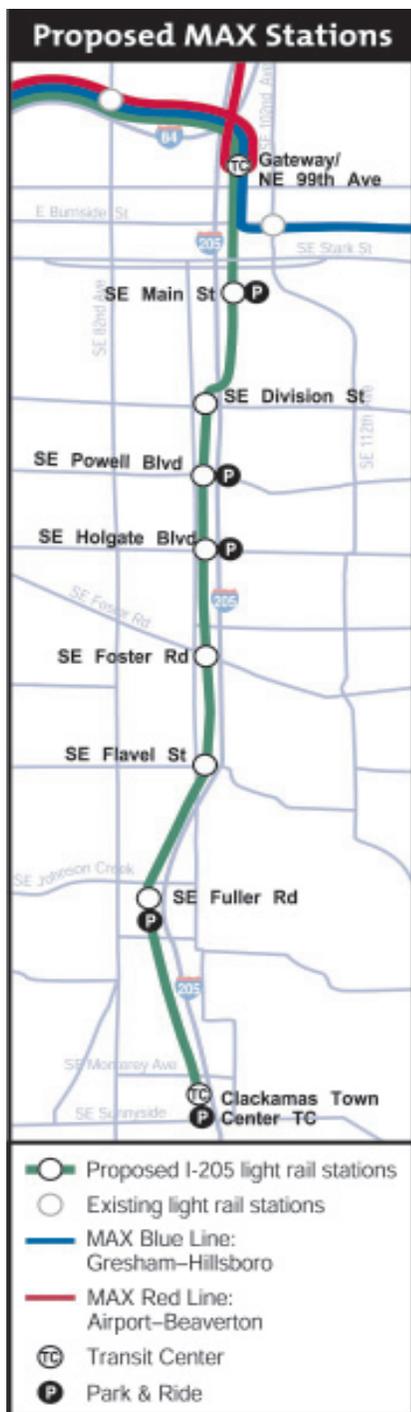
Gil Kelley, Director of the Bureau of Planning, noted, "Retaining and expanding OHSU's research and teaching jobs in the central city can be a cornerstone of Portland's future economy. The Marquam Hill Plan provides the opportunity to realize this vision by allowing an appropriate expansion on the hill and encouraging further expansion in the south waterfront area and the creation of a whole new neighborhood next to the river. At the same time, the plan recognizes the institution presently resides within an existing neighborhood and calls for a variety of improvements to enhance livability and address long-standing neighborhood concerns."

Almost \$2 billion in new development will be leveraged by the initial tram investment, resulting in 5,000 new jobs and 2,700 new housing units during the next decade, and 10,000 jobs and 5,000 housing units

during the next 20 years. As part of the proposed housing, more than 788 units of affordable housing will be provided, with the first 400 units moving closer to construction through a new proposal to increase the amount of funding available for affordable housing during the first phase of development. Three major buildings broke ground in the South Waterfront in summer 2004.

In addition, the plans call for environmental and view-corridor preservation, new trails, neighborhood traffic calming, parking restrictions and roadway reconfiguration. The community benefits at either end of the tramway are being weighed with the privacy and safety concerns of residents beneath the proposed tramway.

# I-205 Light Rail



The Portland area's award-winning light rail system is planning to expand into southeast Portland and Clackamas County, bringing greater access to the rest of the region. This expansion is phase 1 of the South Corridor Project, which includes light rail along I-205 to Clackamas County and along the downtown Portland Mall, and adds direct access to the heart of downtown Portland from Clackamas County. This phase of the project is scheduled to open in fall 2009.

## The route and stations

The proposed 6.5 mile extension travels between Gateway Transit Center and Clackamas Town Center along I-205, connecting to existing MAX Blue Line tracks from Gateway to downtown Portland along I-84. Most of the line will follow an existing transit way created when I-205 was originally constructed. The line will connect two regional centers (Gateway and Clackamas) and a town center (Lents) identified in the Metro 2040 Growth Concept as areas that are to intensify and diversify as mixed-use centers absorb growth. The eight stations will include a total of approximately 1,670 Park & Ride spaces at four stations. The SE Main St. station will have approximately 420 Park & Ride; SE Holgate Blvd. will have about 120; and SE Fuller Rd will have about 630. Clackamas Town Center Transit Center station will have a 500-space structured parking facility.

## Partners and funding

The I-205 segment of the South Corridor Project is estimated to cost \$320 million. Federal dollars would pay 60 percent of the project cost. Local match will be

contributed by Clackamas County and the City of Portland from urban renewal funds and by TriMet.

## Travel time and ridership

I-205 Light rail will travel every 15 minutes most of the day. Total travel time from Clackamas Town Center to Pioneer Courthouse Square will be 38 minutes.

Average daily ridership is projected at 33,000 between Gateway and Clackamas Town Center by 2025. Thirty five percent of riders are expected to travel to destinations within the I-205 corridor.

# Portland Mall Revitalization



The Portland Transit Mall is poised for renovations that will revitalize SW Fifth and Sixth Avenues and bring MAX service through the heart of downtown from Union Station to Portland State University.

The Portland Mall Revitalization project is part of the South Corridor Project, which connects downtown Portland to Clackamas County. Phase 1 includes construction of the Mall and along I-205 between Gateway Transit Center and Clackamas Town Center. This phase of the project is scheduled to open in 2009.

## Upgrading the Mall

The Transit Mall, originally constructed in 1977, is showing its age with deteriorating facilities, growing maintenance costs and uninviting areas. The Portland Mall Revitalization Project will enliven the Mall for retail business, pedestrians, transit and autos.

## MAX on the Mall

MAX stations on the Mall would be located about every four to five blocks, with bus stops on different blocks and spaced every two to four blocks. All transit riders would board buses and trains on the right side of the street, allowing two travel lanes for transit and one through lane for autos.

The Mall Revitalization Project will bring new life to downtown Portland. Key elements include:

- Increased access within downtown, with trains that loop on the Mall ensuring a MAX train is always within sight during most of the day.

- A continuous auto lane along the entire length of the Mall, offering greater access to office and retail locations.
- A limited number of auto pull-outs in specific areas of the Mall for timely business delivery services and customer access.
- Improvements to the Burnside intersections at Fifth and Sixth Avenues to improve traffic flow on those two streets.
- Renovating sidewalks and other facilities to a “like new” condition.
- Better distribution of bus service throughout downtown.
- MAX service to Portland State University.

## Funding

The Portland Mall Revitalization is projected to cost \$160 million. Federal dollars would pay for 60 percent of the project cost. The funding for the local match would come from sources including the City of Portland, TriMet, Metro, Portland State University and a Local Improvement District.

# Portland Mall-Milwaukie Light Rail



The Portland-Milwaukie light rail is Phase II of the South Corridor Project, which calls for a second MAX light rail line into Clackamas County. This proposed extension would bring MAX from the southern end of downtown Portland to downtown Milwaukie, serving neighborhoods in southeast Portland and Milwaukie.

The project is in the preliminary planning stages.

## Route, stations and parking

The proposed 6.5 mile extension connects with light rail on the Portland Mall at Portland State University.

The extension will potentially have 10 stations:

- SW Lincoln Street, serving PSU and south downtown Portland
- RiverPlace, serving the South Waterfront area
- OMSI, serving the central eastside
- SE Clinton Street, serving the Hosford Abernethy and Brooklyn neighborhoods
- SE Rhine Street, serving the Brooklyn neighborhood
- SE Holgate, serving the Brooklyn neighborhood
- SE Bybee, serving Eastmoreland and Westmoreland
- SE Tacoma, serving Sellwood and Ardenwald
- SE Washington, Working Group recommended serving Historic Downtown Milwaukie

- Milwaukie TC Working Group recommended serving Historic Downtown and Island Station neighborhoods

Other options are being considered such as stations at the former Southgate Theater, Harrison Street and Lake Road. Recommendations for a study of a Washington Street Station and a terminus and Transit Center near Kellogg Lake were made by the 2004 Working Group.

A 600-space Park & Ride garage is proposed for the Tacoma Street Station. Milwaukie TC will get a 525-space Park & Ride garage if the Working Group's terminus site recommendation is adopted.

## Cost

The cost is approximately \$550 million in current dollars or \$676 million in 2012. A new light rail/pedestrian bridge over the Willamette River is included.

## Travel time

Travel time is estimated at 18 minutes from Lincoln Street Station to downtown Milwaukie.

# Willamette Shore Line



A consortium of local jurisdictions and agencies (TriMet, Metro, Portland, Lake Oswego, Clackamas and Multnomah Counties and the Oregon Department of Transportation) purchased the Willamette Shore Line right-of-way, a former freight line, from the southern Pacific Railroad in 1988. The right-of-way was purchased to prevent abandonment of the line and to preserve it for future passenger rail service.



This right-of-way is nearly seven miles long with a southern terminus near downtown Lake Oswego and a northern terminus near the RiverPlace development in Portland. The line passes through the neighborhoods of John's Landing and Dunthorpe. Title is held by the City of Portland on behalf of the Consortium—in part by outright ownership and in part by railroad use easement. The line has seven trestles and an approximately 1,800-foot-long tunnel. The right-of-way width varies from 17 feet to 80 feet, with numerous private grade crossings. A trolley barn was constructed in Lake Oswego in 1998.



The line is leased by the City of Lake Oswego to a private operator for recreational operation between the terminus locations. The line is not electrified, but uses vintage trolleys powered by a diesel generator. This weekend and seasonal operation preserves the railroad use easements.

A potential upgrade to the line would create a seamless extension of the Portland Streetcar line, which terminates in the

North Macadam District, immediately south of the existing Willamette Shore Line terminus. The extended line would operate 5.6 miles to downtown Lake Oswego, perhaps remaining as a single track, but with passing tracks at stations. Ten stations are included in the conceptual plan. Such an extension operating at 12-minute headways would require four additional streetcars. A bus transit center and small Park & Ride lot could be established at the southern terminus. There is also potential for a future commuter rail connection at the southern terminus.

Two related near-term projects are the repair and upgrading of the trestles along the line and a feasibility study that will examine the viability for “streetcar” upgrades and potential adjacent recreational trail construction. The proposed project would relieve congestion on the topographically constrained Highway 43 between Portland and Lake Oswego. The proposed operation would be a unique combination of aspects of streetcar and light rail operations.

# I-5 Partnership

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The I-5 Partnership brought together Washington and Oregon citizens and leaders to respond to concerns about growing congestion on Interstate 5. The I-5 corridor is bounded by I-84 in downtown Portland and I-205 north of Vancouver, and includes the Columbia River crossing. Opportunities and constraints in the corridor impact multiple jurisdictions.

The findings of the I-5 Partnership Governors Task Force, delivered in June 2002, call for the following actions:

- Include a light rail loop in the vicinity of the Interstate 5, SR500/4th Plain Blvd. and I-205 corridors.
  - Widen the freeway to three lanes from the Fremont Bridge in the south to I-205 in the north, with one of those three lanes dedicated for HOV use. Up to two additional lanes would be added, however, in the vicinity of the Columbia River as part of a new, supplemental bridge over the river to be shared with light rail. Specific interchange improvements were also identified.
  - Add rail capacity to meet 20-year needs, with improvements to be identified by a public/private rail forum and coordinated with additional intercity rail passenger service in the Pacific Northwest High Speed Rail Corridor.
  - Protect new and existing capacity and support economic development through land use provisions identified in the Bi-State Coordination Accord.
- Promote transportation demand and system management, including promotion and funding of alternative modes, work-based strategies, pricing and other policies and regulatory strategies.
  - Emphasize environmental justice in all of these strategies, minimizing impacts, especially to low-income and minority communities in the corridor. A 1% community impact fund is to be established for continuing impact mitigation.

Recommendations call for a bi-state financing plan for the capital improvements and for additional transit system operating requirements. The results of this study are to be incorporated into regional plans and policies.

The first project element will be the design and environmental work required for the Delta Park to Lombard widening. Final Design of this segment began in 2005. Construction will begin in 2008, subject to funding availability. Study of the area around the Interstate 5 crossing of the Columbia will continue through 2009. A Bi-State Coordinating Committee will oversee progress and make specific recommendations to appropriate governing bodies on both sides of the Columbia River.



## Chapter Two

# **PLANS & POLICIES**



# Oregon Land Use Planning Program

## Oregon's Statewide Planning Goals:

1. Citizen Involvement
2. Land Use Planning
3. Agricultural Lands
4. Forest Lands
5. Natural Resources, Scenic and Historic Areas and Open Spaces
6. Air, Water and Land Resources Quality
7. Areas Subject to Natural Disasters and Hazards
8. Recreation Needs
9. Economy Development
10. Housing
11. Public Facilities and Services
12. Transportation
13. Energy Conservation
14. Urbanization
15. Willamette River Greenway
16. Estuarine Resources
17. Coastal Shore Lands
18. Beaches and Dunes
19. Ocean Resources

Oregon's land use planning will celebrate its 32nd anniversary in the spring of 2005. During these 32 years, the state has received national and international recognition for its efforts. From urban growth boundaries to farmland protection, the Oregon Ocean Plan, the transportation planning rule and strict and innovative development guidelines, the Oregon program is providing a model for the nation.

## Senate Bill 100

The passage of Senate Bill 100 in 1973 launched Oregon on a new, difficult and exciting program of statewide land use planning. The bill created a partnership in planning between the state and its 241 cities, with the addition of Damascus last election, and 36 counties. It set standards for local plans, created an agency to administer them, and provided grants to help local governments meet those standards.

## Oversight

The Department of Land Conservation and Development (DLCD) is the state agency responsible for monitoring and implementing the land-use planning program. The department is directed by a seven-member citizen commission, appointed by the Governor and called the Land Conservation and Development Commission (LCDC).

The mission of the program is "Support all of our partners in creating and implementing comprehensive plans that reflect and balance the statewide planning goals, the

vision of citizens, and the interests of local, state, federal and tribal governments." It includes state legislation, the 19 statewide planning goals and local comprehensive plans. It implements measures of the state's 277 cities, counties, and state agency coordination programs.

These 32 years have seen massive changes in Oregon and land use planning. Local plans and ordinances are in place and farm and forest land is largely protected with zoning. DLCD now strives to see that urban development is done efficiently to minimize the expansion of urban land, to limit infrastructure costs and to assure that affordable housing is provided. The next 32 years should tell us if we are capable of guiding growth in ways that protect resources, enhance livability and create communities.

# Urban Growth Boundaries

**Portland's UGB expanded only 2 percent even as the population increased 17 percent.**

**U**rban Growth Boundaries (UGBs) are a central tenant of the Oregon Land Use Planning Program adopted in 1973. The main intent of the boundaries was to ensure the preservation and viability of farmland by limiting city growth and preventing leap-frogging suburbs. The Portland metropolitan area boundary encompasses 24 cities and the urban portions of three counties. The Portland UGB is administered by Metro, the area's regional government.

The objectives of the UGBs are to:

- Plan for and promote a compact and efficient urban form
- Improve the efficiency of public facilities and services
- Preserve prime, farm and forest lands outside the boundary

UGBs limit urban sprawl and reduce the cost of providing urban services. They also assure agricultural uses outside the boundary and enable farmers to make long term investments.

Inside the boundary, jurisdictions must assure a 20-year supply of buildable land for the metropolitan area. The land supply and

growth rates are re-examined every five years to check capacity.

Metro is responsible for managing the Portland metropolitan region's UGB. Since the late 1970s, the boundary has been moved about 36 times. Most of those moves were 20 acres or less. Recently, Metro authorized more substantial additions:

- in 1998, about 3,500 acres were added to make room for approximately 23,000 housing units and 14,000 jobs. Acreage included areas around the Dammasch State Hospital site near Wilsonville, the Pleasant Valley area in east Multnomah, the Sunnyside Road area in Clackamas County, and a parcel of land south of Tualatin.
- In 1999, 380 acres were added on the concept of "subregional need." "Subregional need" occurs when a community needs land to balance the number of homes with jobs available in the area.
- In 2002, an unprecedented 18,638 acres were added to the UGB to provide 38,657 housing units and 2,671 acres for additional jobs. This action also created important regional policies to support neighborhoods, protect industrial area and enhance regional and town centers. These expansions represented an increase of about 2%, though the population of the greater Portland metropolitan area increased by about 17% since 1990.
- In 2004, 1,940 acres were added to the boundary to address the need for

industrial lands identified as part of a 2002 planning process.

## The Urban Growth Boundary and Metro's 2040 Growth Concept

The 2040 Growth Concept is the region's growth management policy; it defines development in the metropolitan region through the year 2040. The 2040 Growth Concept guides how the UGB is managed in order to protect the community characteristics valued by the people who live here, to enhance a transportation system that ensures the mobility of people and goods throughout the region and to preserve access to nature. The 2040 Growth Concept:

- Encourages efficient land use, directing most development to existing urban centers and along existing major transportation corridors.
- Promotes a balanced transportation system within the region that accommodates a variety of transportation options such as bicycling, walking, driving and public transit.
- Supports the region's goal of building complete communities by providing jobs and shopping close to where people live.

In communities around the country, people are considering the use of UGBs to limit urban sprawl and encourage reinvestment in central cities. Communities in California and Washington have adopted limit line policies. Discussions in Arizona, Utah and many other communities are ongoing.

# Oregon Bicycle and Pedestrian Plan

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**Many improvements for pedestrians and cyclists are made as roads are built or rebuilt.**

The Oregon Bicycle and Pedestrian Plan is one of the modal elements of the Oregon Transportation Plan. The plan was generated by program staff working with the Oregon Bicycle and Pedestrian Advisory Committee, an extensive public involvement process generated many comments and suggestions by the public at large. As such, it carries considerable authority, as it establishes Oregon Department of Transportation (ODOT)'s policies regarding bicycling and walking. It sets construction standards for ODOT, and offers guidelines to local jurisdictions in establishing their bicycle and pedestrian networks.

The Oregon Bicycle and Pedestrian Advisory Committee is appointed by the governor to advise the Oregon Department of Transportation. It originated with the Oregon "Bike Bill" (ORS 366.514), passed by the legislature in 1971. The Bicycle Bill requires development of bikeways and walkways when roads are constructed, and enables the Oregon Department of Transportation, cities and counties to use road funds for constructing bikeways and walkways along existing roads. Many improvements for pedestrians and bicyclists are made as roads are built or rebuilt as part of a "modernization" project.

The Bicycle and Pedestrian Program is driven by the Bike Bill's mandates and goals.

The program's responsibilities include ensuring that ODOT constructs its road projects to meet the needs of pedestrians and bicyclists; developing standards for both ODOT and local jurisdictions to adopt;

establishing funding programs to pursue improvements outside of modernization projects. These programs include grants to cities and counties for projects along local streets or state highways.

The Bicycle and Pedestrian Program also sets up training programs for engineers and planners, advises cities and counties on their programs and projects, and develops maps for touring bicyclists.

# Transportation Planning Rule

**Adopted:** 1991

**Amended:** 1995, 1999

Requires cities and counties to adopt transportation system plans.

Requires metropolitan areas to set targets and adopt actions to reduce reliance on the automobile.

Requires plan and zoning amendments strike a balance between allowed land uses and planned transportation systems.

Requires changes to development codes to support bicycling, walking, and transit.

The Transportation Planning Rule (TPR) adopted by the Land Conservation and Development Commission (LCDC) in 1991, clarifies the relationship between transportation and land use. It defines the characteristics of acceptable transportation plans, establishes standards for transportation system performance, and requires explicit linkages between local land use and transportation planning processes. At the same time the Metropolitan Planning Organizations are implementing the TPR requirements, they must also address the Oregon Transportation Plan, Oregon State Benchmarks, and federal Intermodal Surface Transportation Efficiency Act of 1991 and Clean Air Act Amendments.

One of the major requirements in the TPR is that metropolitan areas adopt specific targets and plans to reduce reliance on the automobile. Metropolitan areas must either meet the state mandate to reduce Vehicle Miles Traveled (VMT) by 5% during the 20-year planning period or obtain state approval of an alternative measure. Plans to achieve the target must include a combination of measures to improve the availability and convenience of alternative modes, including transit, walking, cycling and transportation demand management measures, and parking management plans. The TPR also directs metropolitan areas to implement land use changes to promote compact, mixed-use, pedestrian-friendly development as a way to achieve reduced automobile reliance.

The TPR requires cities and counties throughout the state to prepare and adopt transportation system plans (TSPs) to meet long-range transportation needs. These must include planned roadway improvements as well as plans for bike and pedestrian facilities. Larger communities must include planning for transit.

# Urban Growth Management

*Things look different here because of our commitment to statewide and regional planning since the late 1960s.*

**T**wo plans the Regional Framework Plan and the Urban Growth Management Functional Plan—implement Metro's 2040 Growth Concept Plan to manage expected growth in the Portland metropolitan region through the year 2040.

It doesn't take long to see that the Portland metropolitan area is a special place. While other urban areas have sprawled, our region has managed urban development. Communities near our central city have not suffered from abandonment and decline. We are restoring creeks, wetlands and natural areas, acquiring public open spaces, and witnessing healthy economies in communities all over the region. Redevelopment of existing buildings and new development of underutilized land account for about one-third of new development. Mass transit use is increasing at a faster rate than auto use.

Things look different here because of our commitment to statewide and regional planning since the late 1960s. The Framework Plan and Functional Plan are intended to extend that legacy in the next century in constructive and inventive ways. The challenge is clear: We must continue our cooperative and participatory approach to growth management if we are to preserve our quality of life as more people move into the urban area and are born here.

## Regional framework plan

The Regional Framework Plan, adopted in December 1997, contains the policies that direct our region's future growth. It results from years of work with citizens and governments of this region. The plan provides specific guidelines that city and county governments will use to create and preserve livable communities. The Regional Framework Plan brings together these elements and contents of previous regional policies to create an integrated framework and to ensure a coordinated, consistent approach. Issues addressed include:

- Managing and amending the urban growth boundary
- Protecting natural resource lands outside the urban growth boundary
- Determining urban design, settlement patterns and housing densities
- Planning transportation and mass transit systems

- Protecting and acquiring parks, open spaces and recreational facilities, water sources and storage
- Coordinating plans and details with Clark County, Washington
- Integrating planning responsibilities mandated by state law
- Addressing other issues of metropolitan concern

## Regional functional plan

The Functional Plan is where the rubber meets the road, where the principles of the Region 2040 Concept are implemented. The Functional Plan adopted in December 1997, contains very specific land use and transportation requirements, which must be addressed by the 28 jurisdictions within the Portland metropolitan area. They include standards and guidelines for: protecting streams and riverbank vegetation; implementing new minimum and maximum parking standards for particular uses; limiting big box retail in industrial areas; allowing accessory dwelling units in all single family zones; and applying a minimum standard for frequency of street connections.

## See for yourself

Both the Regional Framework Plan and the Functional Plan are available at Metro's website, [metro-region.org](http://metro-region.org)

# Regional Transportation Plan

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***The policies in the RTP place an emphasis on transportation alternatives for travel to work, shopping and recreation.***

The Regional Transportation Plan (RTP) is a 20-year blueprint to ensure our ability to get “from here to there” as the Portland region grows. The RTP establishes transportation policies for all forms of travel – motor vehicle, transit, pedestrian, bicycle and freight – and includes specific objectives, strategies and projects to guide local and regional implementation of each policy. The plan was first adopted by the Metro Council in 1983, and is updated periodically to reflect changing conditions and new planning priorities. In 2004, Metro completed a RTP update addressing federal planning requirements. In 2006, a more expansive effort involving broader public discussion of plans policies and projects will address state and federal planning requirements.

The RTP update process began in 1994. A federal Regional Transportation Plan was adopted by the Metro Council in 1995 to address new federal requirements in the

Intermodal Surface Transportation Efficiency Act (ISTEA), the Clean Air Act and the Americans with Disabilities Act. Between 1996 and 2000, the RTP was updated to implement the 2040 Growth Concept and the state Transportation Planning Rule. Development of the new plan was guided by input from a 21-member citizen advisory committee, officials and staff from the region’s cities and counties and state agencies, and residents, community groups and businesses.

The policies in the RTP place a new emphasis on transportation alternatives for travel to work, shopping and recreation. While the policies recognize that most travel in the region will continue to be by auto, alternatives to auto travel such as transit, walking and bicycling are also recognized as important. In addition, the policies recognize the importance of the movement of goods and services to our regional economy. The overall strategy is to tie transportation to land use in the most efficient way possible.

The 2040 Growth Concept provides the land use direction for the RTP, with planned improvements closely tied to the needs of different areas. For example, areas with concentrated development, such as downtown Portland and regional centers such as Gresham and Beaverton, are targeted with a balance of high quality transit, pedestrian and bicycle projects to complement needed auto improvements. In contrast, projects in industrial areas and along freeways and highways are largely oriented toward auto and truck travel. In addition to focusing on strategies to

improve everyday transportation needs, the RTP provides a vision for new ways to get around, such as commuter rail and vanpools. This vision also includes telecommuting, ridesharing and other programs designed to reduce demand on the transportation system. The plan also includes specific policies related to street design, elderly and disabled transportation needs and increasing walking, biking and use of transit in the region.

The policies established in the Regional Transportation Plan guide local governments as they develop their local transportation plans. Local transportation plans are required by State law to be consistent with the RTP.

# Transit Investment Plan

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*The Total Transit System is TriMet's term for elements that make transit an attractive choice for riders.*

The Transit Investment Plan (TIP) lays out TriMet's strategies and programs to meet regional transportation and livability goals through focused investments in service, capital projects and customer information. The TIP is a rolling five-year plan that is updated annually. The TriMet Board of Directors first adopted the TIP in June 2002.

The TIP relies on long-term goals and strategies developed by Metro, including the Regional Transportation Plan (RTP). These plans direct development to Regional Centers, Town Centers and key corridors. The TIP shows how TriMet will implement the transit portion of the RTP over the next five years.

## The Total Transit System

The Total Transit System is TriMet's term for the elements that make transit an attractive choice for riders. The Total Transit System includes: frequent, reliable service during all times of the day and every day of the week; clear customer information; easy access to stops; comfortable places to wait for transit and modern vehicles. TriMet and its partners need to invest in the Total Transit System to not only meet the current demand for service, but to attract the level of ridership called for in the RTP.

## Regional partnerships and focused investments

TriMet partners with local, regional and state governments and agencies to provide many of the important elements that enhance access to transit such as roadways, sidewalks, safe pedestrian crossings, priority for transit vehicles, and building

codes that promote and enhance pedestrian-friendly areas.

The TIP provides the framework for forming regional partnerships between TriMet and other agencies to improve access to transit and encourage transit-oriented development. TriMet worked with local jurisdictions to develop criteria for expanding transit service.

## TIP priorities

Within available financial resources, TriMet and its partners balance needs to guide where, when and how to invest transit-related dollars. The TIP priorities are to:

- 1. Build the Total Transit System**  
Enhance customer information, access to transit, stop amenities, frequency, reliability, passenger comfort, safety and security.
- 2. Expand high capacity transit**  
Invest in MAX Light rail, Commuter Rail and Streetcar service along key corridors to connect Regional Centers.
- 3. Expand Frequent Service**  
Add routes to TriMet's 164-mile network of bus lines that run every 15 minutes or better, every day.
- 4. Improve local services**  
Partner with local jurisdictions to improve transit service in specific local areas.

# Livable Streets

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endangered species have elevated the importance of street design in regional planning. Metro addressed these mandates with street design policies that support implementation of the 2040 Growth Concept by linking the way a street is designed to the land uses it serves. The policies were adopted in the Regional Transportation Plan.

Metro developed three handbooks that provide practical guidelines for designing safe and healthy city streets in the Portland region. All of the guidelines are consistent with RTP street design policies, making the handbooks important tools for local governments that will implement regional street design policies through state and local codes.

## Creating Livable Streets: Street Design Guidelines for 2040 (second edition)

This handbook describes how communities can design streets to better serve walking, biking and transit while also preserving the region's mobility needs. Street design elements such as wide sidewalks, marked crosswalks, landscaped buffers, bikeways, on-street parking, street trees, pedestrian-scale lighting, bus shelters, benches and corner curb extensions provide an environment that is not only attractive, but can slow traffic speeds and encourage walking, bicycling and use of transit. The guidelines described in the handbook serve as tools for improving existing streets and designing new streets, and reflect the fact that streets perform many – and often conflicting functions and the need to reconcile conflicts among travel modes. A section of the handbook provides guidance for

making tradeoffs among design elements to respond to changes in land use or when right-of-way is limited.

## Green Streets - Innovative Solutions for Stormwater and Stream Crossings

This new handbook describes basic stormwater management strategies and illustrates “green” street designs with features such as street trees, landscaped swales and special paving materials that allow infiltration and limit stormwater runoff. Limiting runoff helps protect stream habitat. The handbook also provides guidance on balancing the needs of protecting streams and wildlife corridors from urban impacts and providing access across those streams as part of good transportation design. The design and construction of green streets is one component of a larger watershed approach to improving the region's water quality.

## Trees for Green Streets - An Illustrated Guide

This handbook describes the role of street trees in managing stormwater. Appropriate tree species are illustrated in the book, with a list of major characteristics. The street tree guide focuses on the Portland region but tree suggestions apply to any West Coast temperate climate from Vancouver, B.C., to parts of Northern California. The handbook is intended for use in conjunction with the Creating Livable Streets and Green Streets handbooks.



**S**treet design is an important key to community livability. The Regional Framework Plan, the Regional Transportation Plan (RTP), the Transportation Planning Rule, Intermodal Surface Transportation Efficiency Act of 1991, the Clean Water Act and the listing of salmon and steelhead as

# Central City Transportation Management Plan

## Plan Elements

- Limits commuter parking
- Establishes transit and ridership goals
- Promotes alternative transportation programs
- Manages parking supply
- Accommodates growth

In 1995, the Central City Transportation Plan (CCTMP) was adopted by Portland City Council. The CCTMP replaced the Downtown Parking and Circulation Policy (DPCP), which was adopted by Portland City Council in 1975.

The DPCP was adopted to address air pollution problems in downtown Portland. In 1972, air pollution from cars in downtown Portland violated federal standards one day out of every three. An important tool created by the DPCP to reduce auto emissions and manage traffic growth was a limit on the total number of parking spaces known as the "Downtown Parking Lid." Additional measures included limits on surface parking lots and parking ratios for new development.

Between 1972 and 1985, the number of carbon monoxide violations dropped to zero, and there has not been a violation since. Most of the improvement was due to advances in auto emissions technology,

implementation of vehicle inspections, improved traffic management, parking policies, and increased transit service.

The CCTMP replaced the DPCP but maintained many of its parking and transportation management tools and expanded these tools through Portland Central City area. The CCTMP recognizes that air quality problems are now regional in nature. While the parking lid helped address localized air quality, it constrained downtown growth. Portland needed transportation policies that supported its land use vision, which called for a vibrant Central City with 75,000 new and 15,000 new housing units by the year 2010. One key strategy is to promote development of new dwelling units in the Central City. These residents can walk, bike or utilize the extensive web of transit serving the Central City, with the added benefit of making the Central City more lively and more diverse. Most Central City housing can be built without an onsite parking requirement.

The CCTMP expanded the parking ratio and limitation on surface parking lots to the Central City. Ratios are based on the availability of transit, which will be lowered as transit service improves. The CCTMP also addressed the unique parking needs of older office buildings that were built without parking. These building were having increased difficulties competing with new office buildings for tenants and put the older buildings' resources at risk. Other tools, including infrastructure investments, support walking, biking, carpooling, and alternative work hours. The CCTMP established an overall policy framework to support growth in the

Central City while managing the parking and transportation system. Three central concepts guided the development of the CCTMP: assuring livability with growth, assuring mobility with growth, assuring livable streets with growth. The CCTMP employs many tools in an aggressive strategy to use transportation strategies to simulate Central City development while shifting mode choice away from single occupancy-vehicle trips to other modes.

The policy framework established by the CCTMP resulted in the successful redevelopment of the Pearl District link with the Portland Streetcar Project, the implementation of the Lloyd District Transportation Management Associations and their success to increase the use of alternative modes, and the South Waterfront Development Plan.

# Gresham Civic Neighborhood Plan

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## Project Description

**Residential Site Area:** 30.3 acres

**Total Housing Units:** 1500 units in  
2- to 6-story buildings

**Commercial Site Area:** 20.6 acres

**Commercial Space:** 439,000 sq. ft.

## Timeline

**July 1995:** City Council adopts Plan  
District

**September 1995:** Council adopts  
property tax abatement for multi-  
family housing

**August 1996:** City/Landowner  
financing agreement and amendments  
to City CIP

**June 1999:** Design review of Phase I  
of GCN (Gresham Station)  
Civic Drive open to traffic

**November 2000:** Grand opening  
of Phase I of GCN (Gresham Station)

**May 2002:** Pre-application review  
for Phase II of GCN

**2004-2005:** Ongoing development  
of Phase II (Broad mix of commercial,  
residential, and institutional uses on  
80 acres)

**2006:** Development of new light rail  
station and public plaza

The Gresham Civic Neighborhood Plan (GCN) represents years of consideration and collaboration among parties with diverse interests. The plan adoption represents the commitment of the City of Gresham, the primary landowners, Center Oak Properties, American Properties, the Robertson Trust, TriMet, Metro and other regional partners.

In July 1995, the Gresham City Council adopted the GCN Plan, which included essential features:

- Creates a public street grid
- Establishes relatively small parcels
- Establishes four mixed-use zones with minimum densities and floor area ratios
- Requires ground floor activity and two-story building height along priority streets
- Establishes public spaces such as the civic center, LRT station plaza, open space and local parks.

## Landowner agreement

The City negotiated a development and financing agreement with Center Oak Properties, which obligates landowners to:

- Develop mixed-use structures around the MAX station and plaza
- Construct basic infrastructure

- Contribute to local match funds for street and station improvements
- Dedicate rights-of-way and easements at no cost to the City
- Submit annual schedules indicating project build out.

# Gateway Regional Center



***For TriMet, this is the first instance of converting Park & Ride capacity into transit-oriented development (TOD).***

The Gateway District is identified as a regional center in the region's 2040 Framework Plan. It is at the confluence of two interstate freeways and two light rail lines. By 2015, Gateway is projected to be one of the most accessible location in the Portland metropolitan area.

After extensive community involvement and creation of a concept plan vision and for the Gateway District, the Portland Development Commission created the Gateway Urban Renewal District in June 2001. This established Gateway as a tax increment district capable of financing up to \$164 million for public improvements over 20 years. The plan estimates approximately \$11 million will be available during the first five years. The urban renewal planning process has been guided by a citizens' Program Advisory Committee and subcommittees covering: parks, economic development, housing, design and development, and transportation.

In addition to developing new parks, housing and commercial space, the plan calls for the transformation of 102nd Avenue into a boulevard and for focused redevelopment at the Gateway Transit Center.

## Parking TOD

An exciting redevelopment opportunity has emerged at the Transit Center, which is located near the intersection of NE 99th Avenue and Pacific Street in Gateway. TriMet has agreed to make the four acre Park & Ride lot at the Center available to the Portland Development Commission for transit-oriented development and the

first phase of development is being planned with a new medical office building. This is the first regional instance of converting Park & Ride capacity into transit-oriented development. The converted parking will be replaced with both new parking spaces at the 122nd Avenue MAX station and in a new three-story structure to be developed on a portion of the existing lot. The long-term vision for the Park & Ride lot includes new class A office space and some housing in vertical mixed use, in addition to small retail and public open spaces.

With the inclusion of a light rail extension from Gateway south along I-205 to Clackamas, Gateway will indeed become a Portland crossroads with an attractive mix of transit-oriented redevelopment.

# Westside Station Area Planning

**Partners:** TriMet, Metro, Portland, Beaverton, Hillsboro, Washington County, ODOT

**Budget:** \$2 million  
Funded by Metro, TriMet and ODOT

**Target Area:** properties within a half mile of MAX stations

**Timeline:** 1993 – 1997

The extension of the MAX Blue Line to the west side of the metro region sited 20 new MAX stations adjacent to 1,500 acres available for development or redevelopment. Planners saw an unparalleled opportunity for “new urbanism” to thrive. This type of development wouldn’t just happen automatically, especially in suburban areas where people are accustomed to low density development and traveling by automobile.

Development around MAX stations was the focus of the \$2 million Westside Light rail Station Area Planning and Development Project. Station communities were envisioned as places for “people-friendly” development, for compact, lively neighborhoods.

## Process

The Westside Station Area Planning Program began as a mechanism for a coordinated approach to planning for new development around light rail stations in the affected communities. Each local

government implemented its own station community planning process consistent with existing land use, zoning and development regulatory procedures. Conferences, seminars and media outreach educated citizens, developers, builders and the financial-lending community about the new market-driven possibilities for less dependence upon the automobile.

The two-step implementation process began with creating interim ordinances to prohibit counter productive uses in the station areas during the longer planning process. Working with the development community, landowners and citizens, the local agencies spent the next four years writing and adopting standards for zoning, design, and transportation access. Each station plan bears the stamp and character of its individual community, yet works in concert with one another due to the oversight of the Transit Station Area Planning Management Committee.

Each jurisdiction and community had its own image of appropriate development. Plans were also affected by the positions of major landholders, which in some cases controlled several hundred acres around stations. To resolve differences, standards were generally worked out on a station-by-station basis.

## Station area plans

- Establish a list of auto-oriented uses which are prohibited in station areas.
- Establish minimum residential and commercial densities.
- Create maximum parking limits.
- Apply a design overlay that requires pedestrian connections and building orientation to the MAX station.

## Core objectives

- Reinforce the public’s investment in light rail by assuring that only transit-friendly development occurs near the stations.
- Recognize that station areas are special places; the balance of the region is available for traditional development.
- Rezone the influence area around stations to transit-supportive uses,
- Build a broad based core of support for transit-oriented development with elected officials, local government staff, land owners and neighborhoods,
- Set-up a self-sustaining framework to promote and encourage transit-oriented development once the planning is complete.

## Lessons learned

- Public/private partnerships in master plans can reflect the reality of the financial concerns of developers as well as the development patterns desired by communities.
- Technical support is indispensable to address issues such as parking ratios, traffic circulation, building design standards and analysis of existing development regulations.
- The private sector needs incentives to “do the right thing.”
- Planning must be followed by implementation if concrete results are expected.

# Goose Hollow Station Plan

**Budget:** \$250,000

**Timeline:**

**April 1994**

Interim regulations adopted

**January 1996**

Final plan adopted

**February 1996**

Design guidelines adopted

The Goose Hollow Station community planning effort was established to ensure that light rail station areas integrate housing, employment, retail, and services into the existing neighborhoods. By creating opportunities and requirements for transit-oriented development, it encourages maximum light rail ridership with easy access by all transportation modes. The planning area covers roughly five city blocks or a 1,300-foot radius from each of the three light rail stations in the neighborhood.

## Planning process

In April 1994, Portland's City Council adopted interim regulations to the station areas in the Goose Hollow Neighborhood, immediately west of downtown Portland. The Portland Planning Bureau coordinated meetings with both Goose Hollow and the broader group of Northwest Portland neighborhood committees. City Council adopted the Goose Hollow Station Community Plan in January of 1996. The following month, City Council adopted the Goose Hollow Station Community Design Guidelines.

## Community impacts

Key right-of-way improvements established a high design standard for the area including enhanced paving, decorative light fixtures, curb extensions, street crossings, signals, buried utilities, and public art. There has also been a rebirth in development momentum in the neighborhood. The Plan has guided these improvements by listing actions to encourage more housing units, better design, and priorities for public and private capital improvements.

## Issues

A major point of contention was the City's recommendation to create "Required Residential Development Areas." These are commercially-zoned areas, but new development must include housing at the minimum rate of one unit per 2,900 square feet of net site area. Since the Plan's adoption, several new housing units have been constructed in commercial zones. Assuring good, compatible design is an ongoing discussion among the City, neighborhood, and development community. Although the City's adopted standards include limits on parking, balancing the parking needs of new development remains a key issue on a project-by-project basis.

## Funding

Metro, TriMet and the State of Oregon shared funding responsibilities for the planning process through a combination of Intermodal Surface Transportation Efficiency Act of 1991 and Westside Light rail Project sources. The City's total contract

amount for station area planning was approximately \$250,000 for the three stations within the City limits.

## Lessons learned

Station area land use, transportation and design standards should be adopted prior to light rail construction. Doing the planning and community involvement while construction was underway brought up a number of issues that could have been resolved if identified earlier in the system design process.

# Hillsboro Station Community Planning

**S**tation Community Planning in Hillsboro became the catalyst for identifying, building, and adopting a set of unique plans. Each was crafted for the singular characteristics of nine distinct areas, all linked by the common thread of the MAX line.

Station Community Planning was an intense three-year effort to plan the 6.2- by 1.5-mile corridor running from one edge of Hillsboro to the other, neatly forming the axis for development on either side. The exercise directly involved thousands of hours of labor from nearby residents and land owners as they crafted concepts, drew maps, designed guidelines and formulated language to create 13 new zoning districts. They amended the City's Comprehensive Plan and Transportation Plan and established new standards for street construction and lighting, sidewalks, public landscaping, storm water and water quality facilities, usable open space, and urban design.

Private development master plans laid the groundwork for developing more than 3,600 new dwelling units and over 6,000 new jobs in Hillsboro since the Station Community Plans were adopted in early 1997. A nearly equal contribution of public dollars and private resources paid for four station community plans.

## 185th/Quatama

Bound on the east by a 5-lane arterial spotted with shopping centers and on the west by over 600 acres of green fields, this community:

- Planned a 2.5 million square foot business center
- Laid out a 200+ acre medical and scientific research and development park
- Retained a 100+ acre wooded wetland
- Shifted to neighborhood scale commercial development, and
- Zoned land for over 2,000 dwelling units ranging from small-lot neo-traditional single-family dwellings to three-story apartments, with over 50% classified as affordable housing.

Since adoption, over 800,000 sq. ft. of flex space has been constructed, a 100,000 sq. ft. medical research laboratory is in the final phase of construction, more than 1,100 dwelling units have been constructed, and a portion of the wetland has been enhanced to mitigate impacts of the MAX project.

## Orenco

Orenco is a unique blend of old and new. A new 225+ acre residential village, a 60 acre shopping center, and a Class A office development are snug against an older portion of Hillsboro, which has retained its turn of the century, tree-lined, gravel-road company town atmosphere. Both are within a stone's throw of over 8,000 online or soon-to-be ready high technology jobs. Orenco is featured in the Projects section of this publication.

## Hawthorne Farm/ Fair Complex

Hillsboro's first business park is nearly filled with high tech companies, including Intel, Lattice Semi Conductor and Soloflex. Adjoining is the State's second busiest airport and a 300+ acre county fairground. The area has been rezoned to accommodate a hotel/conference center, a residential neighborhood, an upscale commercial shopping center, and a revitalized and relocated county fair/exposition center.

## Downtown: 12th/Tuality/ Central/Government Center

Downtown Hillsboro is small town America, not Portland suburban. The Downtown Station Community Plan capitalizes on that tradition and maintains the single-family character of its neighborhoods while allowing increased density immediately adjacent to the MAX line and dense mixed-use Central Business District redevelopment. The Hillsboro Civic Center Project has a new city hall, public plaza, over 125 affordable housing units and perhaps a new private office building and branch library ready for occupancy by summer of 2004. The mixed-use, high density project on 6.2 acres will set the example and tone for redevelopment of the downtown core.

# Washington County Station Area Planning

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*These developments trade larger lots for the neighborhood amenities and convenience that transit-oriented developments provide.*

Years of preparing for light rail are bearing fruit. As part of Washington County's commitment to light rail, the County Board of Commissioners adopted four ordinances that created new land use designations, development standards and local circulation plans for unincorporated properties around four light rail stations. These include the Sunset Transit Center, Merlo/158th, Elmonica/170th and Willow Creek/185th light rail stations. Ordinances 483, 484, 485 and 486 amended several elements of the County Comprehensive Plan including the Comprehensive Framework Plan for the Urban Area, the Transportation Plan, the Cedar Hills – Cedar Mill and the Sunset West Community Plans, and the Community Development Code.

The ordinances were the result of a three-year planning process involving many public meetings and broad public discussion. A number of issues were resolved as part of the planning process, including proposed connections of local streets, protection of natural resources and the design and density of new development. The County continues to work with interested property owners, businesses and residents to resolve issues.

## Developers encouraged

A Metro survey showed that 30% of tri-county area households were ripe for the type of smaller-lot higher density development coming on line in the station areas. These developments trade larger lots for the neighborhood amenities and convenience of services that transit-oriented developments provide. Another plus is that

such projects make home (or condominium or townhouse) ownership more affordable. The private sector has been rushing to fill this niche. The following projects were completed by 2004 within a half mile of the Washington County light rail stations.

Cortland Village  
600 apartments

Peterkort Medical Office Complex  
72,000 square foot medical office building

El-Square  
10 single family detached homes and one duplex

Elmonica Court  
144-unit apartment

D'Ann Manor  
15 small-lot common-wall units

Aubrey Meadows  
63 small-lot single-family homes

Steele Park  
74 small-lot single family homes

# Interstate MAX Station Area Revitalization Strategy



***The Strategy attempts to strike a balance between wealth creation and protection of those at risk of displacement.***

The imminent arrival of Interstate MAX in North and Northeast Portland created concerns about the nature of change this \$350 million public investment would bring. Would MAX fuel gentrification? Would it cause displacement of low income households? Would it create employment opportunities? Would it displace businesses? Would it provide goods and services currently unavailable in the neighborhood? Would it support community institutions? Can the urban renewal district created to fund Interstate MAX provide other investments to benefit the community?

The Station Area Revitalization Strategy was a community involvement and planning process intended to help the community direct the course of change. It engaged more than 500 community members to articulate a community vision for redevelopment of key parcels at six station areas. In five work sessions held during an eight-month process, participants walked the station areas, brainstormed ideas, studied market conditions, worked with architects, reviewed plans and established priorities.

The Strategy attempts to strike a balance between wealth creating revitalization activities and protection of those who are most at risk of displacement. The vision calls for the creation of more than 1,700 housing units, serving a variety of income levels in a variety of housing types. It calls for commercial development to provide more than 2,000 new employment opportunities for area residents.

The strategy includes a “Displacement Protocol” that requires the City redevelopment agency, the Portland Development Commission, to provide special relocation services to persons or businesses displaced due to a development proposal called for in the strategy. It also identifies properties that are not candidates for change—either because the community values the existing use or because the property owner has no interest in redevelopment.

The Strategy identifies projects ranging from moderately sized mixed-use buildings providing housing over commercial space, to rehabilitation of existing housing, to simple park improvements. Many of the projects identified by the community would require public subsidies. The “wish list” for all six station areas exceeds the public resources available in the next few years because paying off the bonds used to finance MAX will consume most of the urban renewal resources available. The Strategy recommends focusing on demonstration projects to help seed the market, and removing regulatory barriers to the types of projects the community would like, but that current zoning makes difficult.

Funding for The Strategy was provided by the State of Oregon’s Transportation Growth Management program, the City of Portland and TriMet.

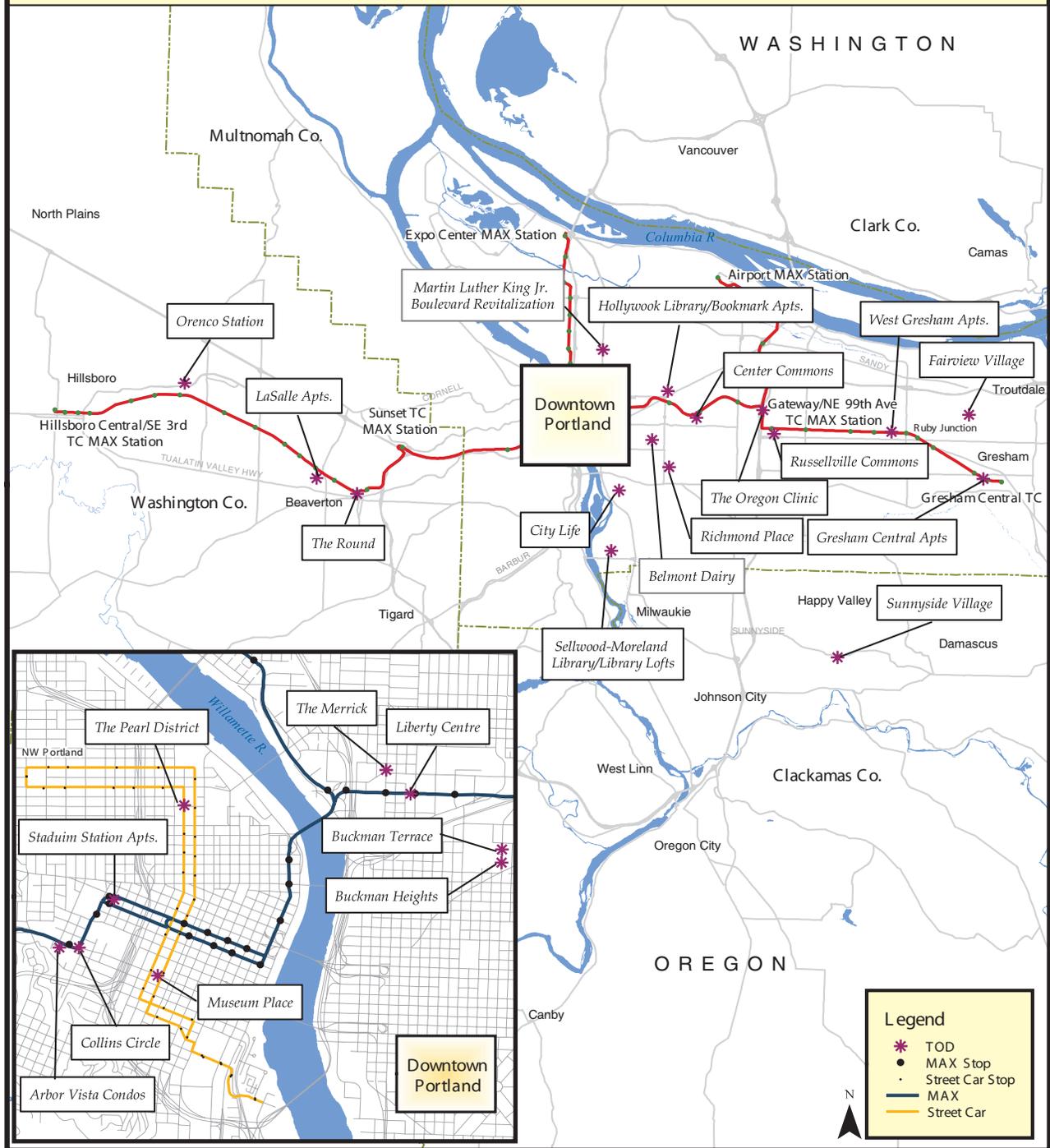


**Chapter Three**  
**TRANSIT-ORIENTED**  
**DEVELOPMENTS**



# Portland, Oregon Region Transit-Oriented Developments

TriMet 8/05  
Not to Scale



# Arbor Vista Condominiums



**Location and Transit Access**  
SW Howards Way, one block SW of  
Goose Hollow / Jefferson St. MAX  
station

**At a Glance**

**Site Area:** 18,000 sq. ft.

**Total Housing Units:** 27

**Density:** 66 units/acre

**Parking Ratio:** 1.05 spaces/unit

**Housing Types and Sizes:**

1-, 2- and 3-bedroom units at 760  
to 2,235 sq. ft.

**Timeline:**

<b>Nov. 1995</b>	Site development strategy adopted
<b>Jan. 1996</b>	Station Community Plan adopted
<b>June 1996</b>	RFP announced
<b>June 1997</b>	Development Agreement Signed
<b>June 1998</b>	Building occupied
<b>Nov. 1998</b>	All closings complete

**A**rbor Vista Condominiums are 27 for-sale units located adjacent to Jefferson Street MAX station in Portland's Goose Hollow neighborhood. The project is located on a very constrained urban infill site, which includes two mature historic trees, and is immediately adjacent to the Kamm House, which is on the National Register of Historic Places.

TriMet, the City of Portland Planning Bureau, and the Goose Hollow Foothills League neighborhood association formed a partnership to guide development on three parcels owned by TriMet at light rail stations. The partnership created a local development committee which hired consultants to provide project management, design, market evaluation, and legal assistance. This team then established the development goals for the site.

Innovative Housing, Inc. was selected as the developer through a competitive bid process. TriMet was responsible for getting Federal Transit Administration approval for the joint development.

The project is designed to accommodate development goals established by the Committee including:

- Maintain views to and from adjacent properties
- Preserve historic trees
- Respect the adjacent historic building

## Demonstration value

Until a few years ago, people at median income could purchase a house in Portland. Now it is increasingly difficult. This project provides that opportunity.

The Arbor Vista Condominiums are affordable to first-time home buyers at median income without public subsidy. Approximately two-thirds of the units were sold at market-rate, while the other third were reserved for a special financing program in which Innovative Housing provided a second mortgage that made the unit more affordable than it would otherwise be. Each homeowner purchasing the below-market units received a 10-year property tax abatement on the improved value of the home.

## Neighborhood issues

The Goose Hollow local development committee guided the project through the neighborhood association before selecting the developer, thus minimizing political conflict with the neighborhood. The owner of an adjacent historic building appealed to the State Office of Historic Preservation. The appeal was denied, but it caused delays at the outset of the project.

## Lessons learned

As personal incomes decrease, the links to transit are progressively more important. The mixed-income requirements were not a disincentive for market-rate buyers. The project appealed to four distinct market tiers, rather than a more typical two tiers, thus complicating build-out of the interior finishes. With so many unit plans and sizes in such a small project, the buyers' expectation levels about unit amenities and interior finishes varied widely. This dynamic complicated marketing.

# Belmont Dairy



**Location and Transit Access**  
3340 SE Belmont Street  
Line 15-Belmont

#### At a Glance

##### Building Area:

Phase 1: 133,000 sq. ft.

Phase 2: 69,000 sq. ft.

##### Total Housing Units:

Phase 1 - 66 moderate rate rental apartments (section 42); 19 market rate rental lofts

Phase 2 - 30 owner-occupied row houses

##### Parking:

Phase 1 - 102 spaces shared between residents and Zupan's customers

Phase 2 - 32 spaces

##### Total Commercial Space:

26,000 sq. ft.

The Belmont Dairy established a new standard for inner-city redevelopment in Portland. The first phase of the project reused part of a 70-year old former dairy building and added five stories of apartments over a parking podium. The project recycled major building elements and incorporated Portland General Electric's

(PGE) Earth Smart™ building standards throughout the development process. When this phase was completed in 1996 it demonstrated that projects of this type enhance neighborhood vitality, provide housing people want, support transit usage and offer viable commercial space. The popular specialty grocery store and lively restaurant on the ground floor brought new life and much-needed services to the neighborhood.

The 30 rowhouses constructed in phase two are another model for high-quality, infill development. The project features pedestrian-oriented streetscapes characterized by front porches, bay windows and landscaped garden spaces, with garages tucked away in private alleys. The scale and design of the project respect the character of the old, single-family neighborhood that surrounds it. The rowhouse project was completed in 1999 and demonstrates that with thoughtful and inspired design, higher densities can be achieved without compromising livability.

In the words of one local banker, this model of urban redevelopment represents, "land uses for the 21st Century that promote the preservation of history, urban density, affordability and utilization of existing infrastructure that provides easy access to public transit, bicycle, and pedestrian corridors."

The project is located within an established residential neighborhood and fronts on a commercial neighborhood main street. After sitting vacant for five years and attracting squatters and graffiti, the Belmont Dairy is now the cornerstone and impetus for the revitalization of the Sunnyside Neighborhood and Belmont Business District. The projects have been

recognized regionally and nationally as a model infill and mixed-use development project, and have received various awards including the Governor's Livability Award, BEST Innovation Award and an Ahwanee Award.

A third phase of the Belmont Dairy, which will renovate another vacant warehouse into creative live/work spaces, is currently in the planning stages.

## Financing

**Phase 1:** As the first major redevelopment of its type, the project encountered numerous barriers to traditional financing. The project also had added costs and perceived risk associated with preserving and refitting an existing building, providing structured parking and achieving higher densities. Land improvement costs for the project were \$400,000; construction costs were \$14 million. Project financing came from a variety of sources:

- Bank of America construction loan
- Network for Oregon Affordable Housing
- City of Portland Livable City Housing Council loan
- City of Portland Community Development Block Grant loan
- State Department of Environmental Quality CMAQ grant
- FNMA Tax Credit Investment
- City of Portland Multifamily Housing Tax Credit Bonds

**Phase 2:** This \$6 million project was financed by US Bank. Over 33% of the units were pre-sold.

# Buckman Heights

## Buckman Terrace



**B**uckman Heights is a 3.7 acre mixed-use redevelopment by Prendergast and Associates, Inc. The site was formerly used as a car dealership. Prendergast found a commercial user for the 41,000 square foot dealership building and then developed 274 units of rental and owner-occupied housing and one additional commercial space on the remaining 2.5 acres of parking lots.

For residents who sometimes need a car, the buildings have a partnership with Flexcar (formerly CarSharing Portland, Inc.) to provide two cars on site for use by tenants who become Flexcar members. Cars are available at a rate charged by the hour and the mile.



Through careful design of the buildings, the landscaping, and the site, the developer created a small neighborhood where none existed before. The project received widespread recognition for innovative techniques for on site treatment of stormwater and for other environmental features.

**Location and Transit Access**  
303 and 440 NE 16th Avenue  
One half Mile from Lloyd Center/  
NE 11th MAX station;  
Line#12- Sandy

The two apartment buildings (Buckman Terrace at 122 units and Buckman Heights at 144 units) set a new standard for transit-oriented development by combining convenient access to bus lines and light rail, a pedestrian-friendly design and extensive interior bike-storage facilities. The developer also provided curb extensions on NE 16th Avenue from Sandy Boulevard to Glisan Street and landscaping and hardscape improvements to Buckman Field, a city park located directly behind Buckman Terrace.

# City Life

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**Location and Transit Access**  
SE 16th Avenue & Center St.  
Line 17-Holgate; Line 70- 12th  
Avenue

**At a Glance**  
Site Area: 40,000 sq. ft.

**Total Housing Units:** 18

**Density:** 19 units/acre

**Parking:** 1 space/unit

**Unit Types:**  
1 Duplex  
6 Rowhouses  
10 Courtyard

A showcase of nine new homes built in an older South Chicago neighborhood inspired a Portland group to organize a similar innovative project in 1995 called City Life. City Life represented a coalition that included the American Institute of Architects(AIA)/Portland Chapter, City of Portland Planning Bureau, Home Builders Association of Metropolitan Portland, Livable Oregon, Inc., Portland General Electric, State of Oregon Housing and Community Services, and REACH Community Development, Inc.

## Project description

This 18-unit owner-occupied project sits on a 40,000 square foot site in an established inner Portland residential neighborhood. The site is one-half block from two bus lines and within walking distance of neighborhood services including the elementary school across the street.

The project costs were \$91/square foot and \$1.92 million in total. Homes were sold to first-time homebuyers for \$60,000 to \$85,000 and at market rates for \$95,000 to \$125,000.

## Demonstration value

The AIA/Portland Chapter sponsored a design competition to demonstrate that architecturally designed, medium-density housing could be economically feasible. The competition provided the opportunity for the public to focus potential neighborhood concerns on design issues instead of density issues.

## Financing/Funding

Permanent financing included conventional mortgages and State of Oregon Mortgage Bonds. One million dollars in single-family loan funds was reserved for individual low-income buyers at a reduced rate. The City's Livable City Housing Council provided a \$193,000 bridge loan. Other financial considerations included: City planning staff donation of in-kind services, City Bureau of Buildings fee waivers, a one percent discount on realtor fees, and an 11 percent discount on the land price by Portland General Electric.

## Lessons learned

- Early meetings with the City helped determine infrastructure requirements to incorporate into initial design and pro forma.
- Design competition with three separate housing types added to expenses, time delays and controversy.
- City Life showed the Bureau of Planning how to revise the subdivision code so that future projects of this type could be approved more quickly.
- Using electric instead of gas heating lowered costs as did scaling back some window design and building material features.

# Collins Circle



**Location and Transit Access**  
SW 18th Ave. & Jefferson St.  
Goose Hollow/Jefferson Street MAX  
station

**At a Glance**  
**Site Area:** 23,000 sq. ft.

**Total Housing Units:** 124

**Density:** 235 units/acre

**Housing Types and Sizes:**  
51 studio, 55 1-bedroom, 18 2-  
bedroom

**Parking:** 0.8 spaces/unit

**Timeline:**  
**Jan. 1996** Goose Hollow  
Station Plan adopted

**May 1997** RFP distribution

**June 1997** Developer selection

**Sept. 1998** Ground breaking

**Jan. 2000** Building opening

**C**ollins Circle is a 124-unit mixed-use project located 200 feet from the Jefferson Street MAX station in Portland's Goose Hollow neighborhood. The building is within walking distance of downtown Portland and Washington Park. The project is comprised of ground floor retail with five floors of housing above and below grade parking.

## Background

The 23,000 square foot site for the Collins Circle Apartments was purchased by TriMet as part of the Westside Light rail Project in 1995 and used as a staging area for the duration of light rail construction. In 1996, a four-member local development committee of neighborhood, City and TriMet interests began work to identify goals and criteria for development of the site including:

- 60 housing units minimum (more than 100 units/acre)
- Mixed income
- 7500 sq. ft. of ground floor commercial uses
- Maximum parking of one space/studio, one and two-bedroom units
- Use a minimum number of public subsidies
- Sell the land at a value reflecting these requirements.

Under the Federal Transit Administration's Joint Development Policy adopted in 1997, TriMet was able to sell the property to the selected developer Gerding/Edlen at a cost that reflected the "highest and best transit use" as established by an independent appraisal.

## Innovation

TriMet's goal for Goose Hollow was to attract innovative infill housing solutions that could be replicated near high quality transit service throughout the region. Three key demonstration values of the Collins Circle project are:

- Mixed income residents
- New higher-density wood frame construction methods
- Pre-development work completed prior to developer selection

## Lessons learned

Proactive partnering among the City, neighborhood, transit agency, and developer are critical in keeping a project moving forward. This enhances the desirability of repeating this type of process elsewhere.

The goals of public and community interests can be best integrated into a project through clear criteria at the front end of a project, allowing the developer to focus its resources on getting the building built with minimal interference.

# County Library Mixed-Use Buildings

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Loren Waxman, Sellwood Lofts, LLC  
503-223-9861; [sellwoodlofts.com](http://sellwoodlofts.com)  
[multcolib.org](http://multcolib.org)

In 1996 Multnomah County voters approved a \$29 million general obligation bond measure to fund the repair and renovation of library buildings. Two projects in particular demonstrate how public facilities can anchor neighborhoods and establish new development models.

## Hollywood Library/ Bookmark Apartments

4040 NE Tillamook Street, 2 blocks east of Line 75; 2 blocks north of Line 12

Hollywood is a neighborhood commercial district in NE Portland that has struggled to maintain its vitality as big-box retail and multiplex theaters have made the survival of the local grocery store and historic movie house difficult. The City of Portland worked with businesses and residents of the surrounding neighborhoods to create a plan to revitalize Hollywood. The prospect of a new library became an important piece of the plan.

County officials and a local development team worked closely with the city planners and citizens to create zoning and development standards for the library site that would maximize the opportunity for development while respecting the site's proximity to smaller commercial and residential structures. Requirements such as a setback for upper stories and a strong pedestrian orientation helped shape the project. The project also had to overcome concerns about parking.

Today, a 13,000 square foot library occupies the ground floor of four-story building mixed-use building. The ground floor also has a small retail space occupied by a locally owned coffee shop and a lobby for the Bookmark Apartments. The 47 residential

units occupy the building's three upper floors. Nineteen of the apartments are restricted to households at or below 60% of the area median income. The development includes 37 parking spaces.

Multnomah County funds and owns the library. Sockeye Hollywood LLC, an affiliate of the Portland firm Shiels Oblatz Johnsen, Inc., financed and owns the housing and retail space.

## Sellwood-Moreland Library/Library Lofts

7860 SE 13th Avenue, Line 70  
(Photo, chapter cover.)

The neighborhood plan for Sellwood-Moreland in SE Portland called for housing and locally-oriented businesses and services in on SE 13th Avenue, a commercial street becoming dominated by antique shops with a regional draw. A Brownfields factory site on SE 13th Avenue emerged as a possible library site. Although the original bond budget was based on the expansion of the library at its old location, the opportunity to address multiple public goals caused County officials to consider a new building.

As the development proposal began to take shape, the developer and county officials had to address concerns about clean-up of the site, a former plating factory, as well as the size and design of the development. Some citizens were also concerned that because of the budget, the library would lease rather than own its space. They believed the library might be less permanent or that the private developer would receive an unfair benefit. A 4,375 square foot library opened as the

anchor tenant in a mixed-use building completed in 2002. The building includes additional retail space and 16 condominium units. Residential sales prices ranged between \$225,000 and \$850,000. Sellwood Lofts, LLC, will continue to own the ground floor. The library lease is for 30 years with a 10-year renewal option.

## Lessons learned

Public entities with space needs can play a critical role in mixed-use projects. Ground floor commercial space is often the most speculative aspect of a mixed-use building. The participation of a credit-worthy entity like a County government with a long-term space need can make all the difference. Libraries provide a particularly attractive combination with housing; it's difficult to imagine a better neighbor. However, rental housing construction costs were higher than typical in order to create a "civic" quality building.

At times, the challenges of negotiating with private developers and taking on neighborhood opposition to new development seemed beyond the mission of the library program. Without the leadership of elected officials and progressive developers, the projects might have reverted to stand-alone library projects. Once complete, both buildings have been extremely well received by the neighborhood and the market—paving the way for additional mixed-use and higher density development envisioned by local land use plans.

# Fairview Village

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Rholt@holtandhaugh.com

## At a Glance

**Site Area:** 95 acres

**Total Housing Units:** 600

**Density:** 12 units/acre

## Housing Types and Sizes:

58 Rowhouses

141 Small-lot single family houses

14 Single family attached houses

163 Duplexes

55 Carriage Houses

## Total Retail/Commercial Space:

150,000 sq. ft. retail

70,000 sq. ft. office

Other uses: post office, community church, school, 40-acre wetland/woodlands

## Timeline:

### August 1994

Zoning changes adopted

### March 1995

Phase I ground breaking

### November 1996

U.S. Post Office opened

### December 1998

La Petite Academy is completed

### April 1999

Chinook Way Apts groundbreaking

Fairview City Hall groundbreaking

### Summer 1999

Multnomah County Library groundbreaking

There is no other development like Fairview Village in the Portland region or the Northwest. Not quite a city, yet decidedly not a suburb, Fairview Village is a town in the classic sense—a cohesive network of individual neighborhoods built around a community shopping center, anchored by civic buildings and public parks and scaled to people rather than to their cars.

Located in east Multnomah County, Fairview Village will contain 600 residential units with more than 150,000 square feet of retail space and over 70,000 square feet of office space. The Village borders the original residential core of the City of Fairview.

## The process

Because Fairview Village is an expansion of an existing community, engaging the public and key decision makers was essential in creating a consensus-based Village plan. More than 75 stakeholders participated in a three-day design workshop that produced a regulating plan, zoning code and architectural guidelines and a strong shared vision.

Fairview's zoning code, like many other cities across the country, segregated retail and office space from residences. Rather than amending the existing code, the City approved a new Village Code. The Village multi-use zoning allows a mix of retail, business and residential activity.

## Design

Holt & Haugh, developers of Fairview Village, knew that for the project to succeed as a community, it would have to break the established pattern of disjointed development. While different, it must not

be entirely removed from accepted models of livability. Village streets are designed to be safe and inviting for walkers and bicycle riders as well as motorists. Another component of community is strong identification with specific neighborhoods. Each home has at least one pocket park located within a two-minute walk and all streets end with a vista, not a garage door.

## Market

Because real estate marketing studies generally focus on past performance rather than on future trends, the developers did not rely on traditional marketing analysis to project demand. The project targets a diverse mix of middle-income buyers and multiple age and demographic groups. Fairview Village offers an additional investment attraction—diversification. By offering diverse real estate products, the developers spread out their market risk. Diversity allows the amount of any single product offering to be limited so that absorption of each product type will be relatively fast.

## Innovation

- Stone pedestrian bridges create a convenient walking environment while integrating the natural environment
- Hierarchy of streets
- Narrower streets
- Retail oriented to an enhanced bus stop
- Shared parking
- Garages at rear of homes on alleys.

# Gresham Central Apartments



## Location and Transit Access

800 NE Roberts  
Gresham Central MAX station

## At a Glance

**Site Area:** 2.6 acres

**Total Housing Units:** 90

**Density:** 35 units/acre

**Parking Ratio:** 1.5 spaces/unit

**Project Costs:** \$4.5 million

## Housing Types and Sizes:

1,2, and 3 bedroom units

## Timeline:

### August 1991

Initiated development discussions with property owner

### August 1994

TriMet and Developer execute Development Agreement

### September 1995

Construction begins

### May 1996

Project Complete

The Gresham Central Apartments is a 90-unit housing development located at the Gresham Central MAX station. The buildings are built out to the street with front porches, like historic townhouses, with one frontage facing a pedestrian promenade to the transit station. Parking is located in the interior of the site so that garage door openings and parking lots do not conflict with pedestrian flow. The design creates a pedestrian-friendly street that facilitates the residents' access to downtown by walking, bike or transit. Additionally, the completed project forms a land-use bridge between the downtown and the transit station, in effect shortening the distance by several blocks.

## Demonstration value

A major public objective of the project was to offer the region a built example of transit-supportive development in a suburban environment. The project differs from traditional suburban apartments in the Gresham area because of its density (35 units/acre as compared with 17 to 22 units/acre), building massing, parking ratios (1.5 spaces/unit as compared with 2 spaces/unit), and pedestrian-oriented design.

## Political issues

Any type of public/private partnership in which the public sector invests in a private development has potential to be politically sensitive—even if that private development has myriad public benefits. Additionally, during the planning phase of the project, the City was debating new policies to determine an appropriate mix of affordable

and market rate housing in its downtown. These discussions affected the product mix, design, and economics of the project.

## Lessons learned

TriMet's ownership of a portion of the site along the light rail alignment provided a powerful joint development tool in achieving the goals for a new residential product in Gresham. TriMet was able to work with the owner of the adjacent property to create a better project without a prolonged competitive offering. At the same time, the project must respond to the market in which it is being developed. Due to the cost of structured parking, market-rate projects above 35 units an acre in Gresham required either a significant increase in rents or public financial participation.

## Project financing

The total project budget was \$4.5 million financed through:

- Sales of excess right-of-way by the transit agency through a development agreement for a transit oriented development (TOD)
- \$332,000 from the Department of Environmental Quality's CMAQ grant
- Utility easement relocation and consolidation
- Downtown Gresham housing tax abatement
- Public/private joint use of the storm-water sewer system.

# LaSalle Apartments

**Location and Transit Access**  
SW Millikan Way & SW 153rd  
Immediately south of Beaverton  
CreekMAX station

**At a Glance**  
**Site Area:** 23 acres

**Total Housing Units:**  
554 apartments

**Density:** 24 units/acre

**Parking Ratio:** 1.8 spaces/unit

**Housing Types and Sizes:**  
1-2 bedroom European flats, 1, 2,  
and 3-bedroom townhouses, and  
1, 2, and 3-bedroom garden villas

**Total Retail/Commercial  
Space:** 10,000 sq. ft.

entire 124 acres surrounding the Beaverton Creek station. The northern portion of TCR's land was within the master-planning area and was slated for primarily residential uses. North of the station was targeted for a mix of commercial, retail and residential. Although this master plan was not adopted, TCR supported the plan's concepts and proceeded with approvals for its 554-unit second phase project, LaSalle.

## Design

LaSalle's design departs significantly from typical suburban apartments as well as past TCR projects. The garden apartments are clustered around grassy courtyards rather than parking lots. The buildings are laid out in a grid pattern with interconnection streets/driveways and a comprehensive pedestrian network. Multiple pathways link the project to the MAX station with a 10-foot wide pedestrian spine, connecting the heart of the project with both Centerpointe to the south and the light rail station on the north.

## Joint development

While TCR was planning LaSalle/Centerpointe, TriMet was finalizing plans for its Park & Ride lot at the station. TCR asked TriMet to move the Park & Ride 300 feet east to allow buildings to locate closer to the station. TriMet redesigned the lot and allowed some of the spaces to be converted to short-term parking to support the neighborhood retail shops on the west edge of the Park & Ride. Co-locating retail activity with the Park & Ride adds to the safety of the lot by providing more oversight and visibility. TriMet and TCR also shared costs of building the public roads and sidewalks that border

each of the two properties to ensure a cohesive design and allow for potential future development on the TriMet property.

## Density

TCR could not develop the public agencies' goals for the highest densities on the site. At that time, rent structures did not support the extensive mid-rise construction needed to achieve high-density thresholds. Instead, the densest part of the project is the mixed-use, mid-rise building across from the station platform. The three-story frame structure above a concrete parking platform achieves a density of 53 units per acre. Within a quarter-mile of the MAX platform, the 554 town homes and a garden are built at 35 units/acre. The phase one development, Centerpointe, is located within a half mile radius of the station and averages 24 units per acre.

Part of TCR's strategy for creating a more compact, walkable development involved reducing the amount of land for parking. TCR's goal was to provide 1.1 parking spaces per unit. The City agreed to a variance to drop the required number of spaces from 2 to 1.6 spaces per unit; however an adjacent property owner objected. A compromise of 1.8 spaces per unit was reached.

**W**hen Trammel Crow Residential (TCR) first considered purchasing 38 acres from US Bank, a primary draw was the MAX station next to the property. In addition, the proximity to Nike's world headquarters and Tektronix made a ready-made market for the rental project. LaSalle is the second phase of the total 830-unit project. The main challenge was to create a residential identity on a site surrounded by concrete tilt-up campus industrial buildings and undeveloped land.

## Process

TriMet established a master-planning process to create a transit village for the

# Liberty Centre



**Location and Transit Access**  
NE 7th Avenue MAX Station

**At a Glance**  
**Site Area:** 96,000 sq. ft.

**Project Program:**  
280,000 sq. ft. office  
5,000 sq. ft. retail  
26,000 sq. ft. outdoor plaza  
600-space parking garage

**Parking Ratio:** 2.1 / 1000 sq. ft.

**Total Jobs:** 1200

**L**ocated adjacent to the 7th Avenue MAX station in Portland's Lloyd District, Liberty Centre is one of the newest additions to the skyline in the Lloyd District. Completed in October of 1997, the building has 280,000 square feet of office space, 5,000 square feet of ground floor retail business, a 26,000 square foot outdoor plaza and a 600-stall parking structure. Ashforth Pacific Inc. and Liberty Northwest teamed to develop the office tower, which became the headquarters of Liberty Northwest Insurance Companies.

In creating the two-block development site, NE Pacific Street was vacated to allow a more cohesive connection among the building, the outdoor plaza and the parking garage. Pedestrian connections were maintained through the vacated street and the outdoor plaza is accessible to the public. The \$45 million project was designed by GBD Architects of Portland.

Liberty Centre was developed as a speculative office building by Asforth Pacific Inc. with nine floors serving as Liberty Northwest's headquarters. Stuart A. Hall, president and CEO of Liberty Northwest, stated that, "Our goal is to relocate to a first-class project in a location that would be convenient for our customers and employees, with ready access to mass transit."

The seventeen story building has views of both Mt. Hood and downtown Portland. Amenities within the building include a 24-hour lobby attendant, on-site property management and visitor parking, an ATM, a shower and locker room. The building is within walking distance of day care centers, restaurants, hotels, business services, the Lloyd Center Mall, the Oregon Convention Center and the Rose Garden Arena.

# Museum Place

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**Location and Transit Access:**  
3 blocks bounded by SW 10th and 11th Ave. and SW Columbia and Main St.  
Art Museum streetcar stop; Line 6-MLK Blvd; Line 68-collins Circle; Line 58-Canyon Road

- **Museum Place Lofts and Townhouses**

Site area: 40,000 sq.ft.  
Housing type: 140 rental units; 28 @ 50% median family income  
Unit size: 560-1330 sq.ft.  
Density: 152 units/acre  
Parking: 220 total parking (110 for Safeway and 110 for residents)  
Commercial: 48,000 sq.ft. Safeway; 1,100 sq.ft. Barbershop  
Completion: September 2003

- **St. Francis Apartments**

Site area: 13,000 sq.ft.  
Housing type: 132 rental units @ 30-80% median family income  
Unit size: 560-1330 sq.ft.  
Density: 440 units/acre  
Commercial: 6,000 sq.ft.  
Completion: December 2002

- **YWCA**

Site area: 23,000 sq.ft.  
Building: 65,000 sq.ft.  
Renovation completion: December 2002

- **Eliot Tower**

Site area: 46,000 sq.ft.  
Housing type: 223 condo units  
Density: 210 units/acre  
Commercial: 3,350 sq.ft. ground floor retail  
Completion: Summer 2006

- **Madison Place**

Site area: 6,500 sq.ft.  
Building: 32,000 sq.ft.  
Uses: Ground floor retail, four floors of office condominiums  
Completion scheduled: fall 2006

Located in the heart of Portland's cultural district and the western portion of the South Park Blocks Urban Renewal District, this multi-development project satisfied a need for increased density and more diverse uses within these once underutilized downtown blocks. The projects include a new urban grocery store that's part of a seven-story building with 140 apartments; a 132-unit apartment building for very low income people, to replace dilapidated housing; an extensively renovated YWCA; and a 223-unit luxury condominium. Portland Streetcar and nearby bus service connects the project to the greater downtown area.

Development was jumpstarted when Safeway's management approached Sockeye Development, LLC with the desire to replace its old downtown grocery store. The outdated store was considered by many residents to detract from the residential experience downtown. Sockeye and GBD Architects worked with Safeway to create a LEED certified mixed-use building with Safeway Food and Drug occupying the ground floor and mezzanine level served with underground parking. The new building is one block south of the

old store. The project was phased to provide uninterrupted grocery service.

Safeway is topped with 140 market rate rental units; 28 are restricted households earning less than 50% of area median income.

St. Francis Apartments and YWCA Downtown Center shared the block north of the old Safeway. St. Francis provides studio apartments for very low-income people. The old apartments were demolished and new units constructed while preserving the same affordability. During construction residents were relocated and offered first opportunity to move back to the St. Francis.

The YWCA conducted a private campaign to raise \$8 million to renovate its facility, which now provides a full-scale health and fitness facility, a Loaves & Fishes meal site and a Senior Center.

Finally, Eliot Tower is under construction on the old Safeway site. The project introduces luxury condominiums to the downtown. The project will be completed in Summer 2006. A new pedestrian plaza will span the north side of the Eliot Tower to provide mid-block access with the Portland Art Museum's plaza. A site north of the plaza on SW 11th Ave. will introduce office condominiums to complete this landmark, three-block redevelopment project.

# The Oregon Clinic



**Location and Transit Access:**  
Gateway/NE 99th Ave.; MAX; Line 19-Gateway; Line 22-Parkrose; Line 23-San Rafael; Line 25-Glisan/Rockwood; Line 27-Market/Main; Line 33-Fremont

## At a Glance

### Phase 1:

105,000 sq.ft. medical office  
650-space parking garage

### Phase 2:

Addition of up to 10 floors to the initial medical office construction  
Addition of up to 7 seven levels to the parking structure

### Subsequent Phases:

425,000 sq.ft. commercial space  
426,000 sq.ft. of hotel  
200 residential units  
LEED certified public plaza

## Timeline:

### July 2005

Break ground

### Fall 2006

Completion of Phase 1

**T**riMet's Gateway Transit Center is located in the Gateway District, mid-way along the MAX Blue and Red Lines. The

Gateway District is designated a Regional Center in the Metro 2040 Plan and is also an urban renewal district.

The transit center includes a 5.5-acre, 830-space, Park & Ride lot. Transit-oriented development of this site would strengthen commercial vitality in the Gateway District, while capitalizing on the excellent transit and freeway access consistent with the adopted Gateway Regional Center Urban Renewal Plan, Opportunity Gateway Concept Plan and Redevelopment Strategy, which calls for pedestrian oriented development with direct connections to the transit center.

## Development phases

TriMet and the Portland Development Commission (PDC) have been working together for several years to initiate redevelopment. TriMet had agreed to make one acre of the parking lot available for development when PDC was approached by a private developer looking to site a medical office building in Gateway. The Oregon Clinic facility required at least three acres. To keep these medical jobs in the City, PDC agreed to help finance a garage to make more land available for development.

The first phase of development includes a 105,000 sq.ft. medical office building and an adjacent 650-space parking garage to supplement surface parking for the medical office building and to replace the Park & Ride capacity. Phase 2 construction adds floors to the medical office building (up to 10) and to the parking structure (up to seven levels). When the second phase is complete the project will generate an estimated 900 daily transit trips. Subsequent phases could include commercial

space, a hotel and 200 residential units with a public plaza. Phase 1 broke ground in July 2005 and will be completed by fall 2006.

## Parking

Maintaining Park & Ride capacity was a requirement of the Federal Transit Administration (FTA), which had to approve the disposition of the property for development. In a partnership with PDC, the Oregon Clinic and the Gateway Community, the capacity was retained in three ways:

- Land sale proceeds from the initial one acre were used to expand the number of Park & Ride spaces at the 122nd Avenue MAX station.
- The balance of the site to be used by The Oregon Clinic and future phases of redevelopment was traded to PDC in exchange for a parking structure to be constructed on the balance of the TriMet Park & Ride site. The garage will be shared with The Oregon Clinic and future phases of redevelopment. Funding for the shared use garage comes primarily from tax increment funds and The Oregon Clinic.
- Temporary parking during construction was required by FTA. TriMet leased parking from a nearby Elks Lodge for this purpose.

## Accomplishments

- Unique partnership between private development, PDC and TriMet.
- It is the first conversion of a TriMet surface Park & Ride facility for transit-oriented development.
- The project is a potential catalyst for further redevelopment in this regional center.

# Orenco Station

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**Location and Transit Access**  
Between Butler and Cornell Rd.  
Orenco MAX station

**At a Glance**  
**Site Area:** 199.5 acres

**Total Housing Units:**  
1,834 for sale units, condominiums, and apartments

**Density:** 9.2 units/acre

**Parking Ratio:** 1.8 spaces/unit

**Housing Types and Sizes:**  
450 single-family detached and townhouses  
1,384 luxury apartments  
1,200-2,500 sq. ft

**Retail/Commercial Space:**  
60,000 sq. ft.

The old Oregon Nursery Company, which gave its name to the area at the turn of the century, never foresaw such a crop as is springing up at Orenco today. Orenco Station is a 199-acre pedestrian-oriented community featuring traditional architecture. Located near the Orenco light rail station in Hillsboro and Intel's \$2 billion Ronler Acres facility, Orenco Station is the largest master-planned community on the MAX system. It features a connected network of local streets and a variety of community amenities, including a commercial and retail center and community parks.

PacTrust's Orenco Station master plan was approved by the City of Hillsboro in September of 1997. It features a neighborhood "main street" retail area connected to a series of surrounding residential neighborhoods via tree-lined streets with wide sidewalks, parks and open spaces. The development will eventually provide housing for 4,000 Hillsboro residents in 1,834 single-family homes, townhouses and apartments. The master plan is designed to capture the essence of small town business and residential districts with traditional neighborhood services, retail shops below apartments, small residential lots with front porches and minimal setbacks, and well-distributed parks and open space.

Orenco Station is a complicated development, involving several partnerships. Originally zoned for industrial uses, Orenco Station's code was changed to mostly mixed-use and residential when the

construction of Westside MAX was announced. Working together, PacTrust and the City of Hillsboro developed a code that balanced project feasibility with regional goals of higher-density mixed-use development around MAX station areas. The complex negotiations to change the code were made easier by close collaboration between stakeholders.

At the eastern portion of the site, Fairfield Investment Company constructed the 360-unit Cortland Village and 264-unit Seneca Village. Between Campus Court and Cornell Road, Simpson Housing L.P. plans over 800 apartments featuring neo-traditional rowhouses in the brownstone tradition. North of Cornell Road and South of Butler Avenue is the 68-acre neighborhood of for-sale housing by Costa Pacific in partnership with PacTrust that include, townhouses and single-family cottage homes.

Orenco Station Community was voted the Best Planned Community by the National Association of Home Builders in 1999.

# The Pearl District



The creation of the Pearl District represents one of the most dramatic transformations in Portland's central city during the 1990s and continuing today. The Pearl District is part of the River District, approximately 90 blocks bounded by the Willamette River and Naito Parkway to the north, Burnside Street to the south, Broadway Avenue to the east and I-405 to the west. Formerly an industrial area, functionally obsolete industrial buildings and vacant lots have become a lively and intense mix of housing, employment and retail providing a major destination and source of riders for the Portland Streetcar.

## Development agreement

A local developer's purchase of a defunct 34-acre rail yard known as the Hoyt Street Yards became the catalyst for planning efforts and investments. Milestones in the process included a development plan adopted in May 1994, a finance plan adopted in December 1994 and a development agreement adopted in 1998. The development agreement tied increased housing density to public improvements as follows:

- Removal of a bridge off ramp bisecting the rail yard property triggered an increase in minimum housing density from 15 units and acre to 87 units an acre.
- Construction of the Portland Streetcar required housing density to increase another 22 units an acre.
- Completion of park improvements on land conveyed by the developer added another 22 units an acre to any remaining undeveloped land, bringing the total housing density to 131 units an acre.

In addition to increasing density, the development agreement required the developer to donate 1.5 acres of park land and approximately six acres necessary to create a public street grid. The developer was also responsible for the cost and construction of local streets. Finally, the developer agreed to be a partner in meeting the City's affordable housing goals. New development is also subject to design review.

## From plan to reality

Planning and investment in Hoyt Street Yards spurred interest in adjacent blocks. The Pacific Northwest College of Art moved to the Pearl in 1998, energizing the Pearl's emerging art gallery scene. Portland advertising firm Weiden + Kennedy completed headquarters in a renovated warehouse building in 1999. The same year, Powell's Books—one of the nation's largest independent booksellers—

completed an expansion. Six residential projects comprising 370 rental and condominium units were completed in 2000 with the majority of the units pre-leased or pre-sold. The Portland Streetcar, which runs on NW 10th and 11th through the Pearl District, opened for service in 2001. In 2002, Jamison Square was completed and Whole Foods market opened as part of a multi-block redevelopment of a former Blitz-Weinhard brewery.

Since 1994, more than 2,000 new housing units served by transit, local services and adjacent to the traditional central business district have been created. The reuse of these blocks makes a major contribution to Portland's growth management efforts. Densities across the district generally exceed 120 units per acre. While condominiums in the Pearl established some of Portland's highest housing prices, three new projects serve low and very-low income households.

Moreover, the Pearl District presents an urban lifestyle not previously available in Portland, but perfectly suited to single and small households, including so-called "empty-nesters" who are leading the renaissance of cities. Far from forcing people out of traditional single-family homes or an auto-dominated lifestyle, the Pearl demonstrates a market hungry for a pedestrian-friendly alternative that might not have been realized without thoughtful growth management and transportation strategy.

*Photo courtesy Ankrom Moisan  
Associated Architects*

# Richmond Place



**Location and Transit Access**  
SE Division & 4 1st Ave.  
Line 4- Division

**At a Glance**  
**Site Area:** 21,000 sq. ft.

**Total Housing Units:**  
21 Apartments

**Density:** 43 units/acre

**Parking Ratio:** .7/unit

**Unit Types:** Studio, one and two  
bedroom

**Total Commercial Space:**  
6,500 sq. ft.

The Housing Authority of Portland purchased a site in the Richmond neighborhood to develop transitional housing for homeless families. The concept was to build the housing to fit into the neighborhood and to provide retail on S.E. Division. The site is zoned for mixed-use development.

The Housing Authority of Portland, in partnership with the City of Portland and the architect, had several meetings with Richmond Neighborhood Association and received substantial input on the development of Richmond Place from the beginning.

The building is wood frame. The parking is located in the rear off an existing alley and the building is built up to the sidewalk for easy pedestrian access to the storefronts.

## Financing

Total project costs were \$2.821 million. The project was financed almost entirely with debt-free grants, with the exception of a \$575,000 bank loan to cover the retail construction and a bridge loan to allow time for the retail to lease up.

With a development of this size, and with six grants starting at just \$75,000, procuring and tracking these funds was challenging. It took over two years to obtain financing including grant applications, marketing the project to banks, information to funders, etc. The Housing Authority was involved in the development of housing but had little experience with retail/commercial development. For this reason, a real-estate broker was solicited to market the retail space.

## Development

The site was purchased in 1994 and the planning started. It took two years to secure financing. In May through June 1996, the contractor cleared the site and designed the office building. Construction began in July 1996 and was completed in January 1997, on schedule. As of June 2002, 6,485 sq. ft. of retail is fully leased.

## Programs

Portland Impact, Inc., an agency that works with homeless families, runs the program at Richmond Place.

# The Round

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**Location and Transit Access**  
Beaverton Central MAX station

**At a Glance**  
**Site Area:** 8.5 acres total; 6.2 buildable acres

**Total Housing Units:** up to 260

**Total Commercial Space:**  
470,000

**Parking Spaces:** approx. 860

**T**he Round at Beaverton Central was among ambitious plans for transit-oriented development on the Westside extension of the MAX Blue Line. Although the project has been a long time in the making, it is now on course to be the most intensively developed station on the line.

The project was initiated by the City of Beaverton, which owned the 8.5 acre property, formerly a sewage treatment plant. Development at this site would anchor the relationship between MAX and the City's traditional downtown. The City released a request for proposals to develop the project in 1996. The winning development team proposed a mixed-use project with office buildings, 100 units of housing, a theater and a small hotel. The crescent-shaped buildings would bracket an impressive public plaza adjacent to the MAX station platform.

The development team began construction with private resources, but was unable to secure full construction and permanent financing. Construction of the project ground to a halt in 1998 and the developer ultimately declared bankruptcy. Two partially constructed buildings sat dormant for more than three years.

## Lessons learned

In 2001, the City and Microclimates bought the property out of bankruptcy court. Subsequently, they sold the property to developer Dom Platz Properties. The new developer has completed construction of the two buildings started in 1998 and has modified the project design to create more

intensity around the station. A third building has been completed and currently houses a two level 24-hour Fitness and Cambridge College, while the parking structure is anticipated to begin construction in 2005. Ultimately, the Round will have some 350,000 square feet of Class A office in four buildings, 120,000 square feet of retail, and up to 164 units of housing.

Dom Platz representative John Morrow's assessment of the first developer's attempt was quoted in *The Business Journal*, "There's no reason it should have failed and every reason it did fail."

## Success

In addition to the health club and college, The Round currently houses restaurants, a bank, condo units, and several office tenants including Coldwell Banker and Open Source Development Labs. Residents of the Round say they feel lucky to have found the Round's combination of urban shopping and transit with suburban location and prices. "It was everything I was looking for," say condo owner Jeff Sanford. "I have really simplified my life."

In addition to its diligent efforts to realize the vision for The Round, the City of Beaverton has embarked on a streetscape project to improve pedestrian connections to the development and the station. Enhancements to Hall and Watson streets will link to the traditional downtown, including a new library and city park.

# Russellville



## Location and Transit Access

SE 102nd & Burnside Ave  
SE 102nd Ave MAX station

## At a Glance

**Site Area:** 11 acres

## Total Housing Units:

approx 550, when fully developed

**Density:** 46 units/acre, when fully developed

**Parking Ratio:** 0.98 spaces/unit, not including on-street parking, when fully developed

## Housing Types and Sizes:

- 1, 2, and 3 bedroom townhouses
- 1 and 2 bedroom apartments 607-1,348 sq. ft.
- Studios, 1 and 2 bedroom senior living apartments 546 - 985 sq. ft.

## Total Commercial Space:

Potentially 30,000 sq. ft., when fully developed

**R**ussellville is an 11-acre site that was once a public school and is now being redeveloped into a 550-unit residential neighborhood adjacent to light rail.

The site is divided into five separate blocks by extending the public street grid. This creates an open connection between new development and existing neighborhoods. The focus of the pedestrian circulation system is linear green space that connects the new blocks with Burnside Street and the MAX stop.

Russellville Commons, a 283-unit market-rate apartment project, has three different building designs to respond to a variety of life-styles. The first type is a double townhouse. Either a two- or a three-bedroom townhouse is placed above a one bedroom split-level unit. Each unit has a private, street-level front door. These units are attractive to people who do not want to live in buildings with shared corridors, stairs, and elevators. These townhouses create double the density of a typical townhouse project. Independently rented private garages are located under the split-level first floor units. There are 222 units of this type in buildings ranging from six to 16 units each.

The building character changes substantially on the two blocks facing Burnside and the light rail. This portion of the project has higher densities than the first apartment phase in order to maximize the location adjacent to light rail. The “east” block houses an interior-corridor five-story independent-senior apartment building with a daycare and a service component at

street level and parking behind. This building has 154 units. The “west” block is still in the planning stage but may be a combination of rental and for-sale housing with facilities such as retail, grocery, or support agencies. This block will house 100 to 160 units.

# Sunnyside Village

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## At a Glance

119,000 sq. ft. retail center

Single family homes  
(4,000-5,000 sq. ft.): 305 lots  
(5,000-7,000 sq. ft.): 1044 lots

Accessory dwellings allowed on all  
single-family residential lots

131 Apartments  
140 Townhomes  
Congregate Care Facility  
Elementary School

2.5 acre village green with transit  
plaza

10,000 sq. ft. community service  
building

## Timeline:

### March 1991

County Commissioners and  
Planning staff attend neotraditional  
planning conference

### August 1993

Sunnyside Village Plan and zoning  
Ordinances adopted

### Spring 1998

Transit Plaza completed

### Fall 1999

Community Service Building  
ground breaking  
Project 75% built out

### Summer 2002

Project >80% built out

When the Clackamas County Commission adopted the Sunnyside Village Community Plan in 1993, Sunnyside Village became the region's first neotraditional neighborhood. The Plan included goals and objectives, a land use map, street standards, and zoning provisions. The land use plan features an interconnected network of radial and grid streets, which provide short and direct routes to common destinations within a quarter mile of the Village core.

New residential, community service, commercial and office districts were developed specifically for the Village, as were narrower street standards. Landscaped planting strips separate sidewalks from cars. Narrow, tree-lined streets and buildings that front the street with active, human-scaled elements, such as porches and shop fronts, slow automobiles to accommodate trips made on foot or bicycle. The Village is dotted with six parks, trails and a resource protection area that cover a total of 11 acres.

Sunnyside Village is a new model for urban development in Clackamas County. It is one of the first neotraditional plans in the United States initiated by a local government. In 1995, the project received an Oregon Livable Communities Initiative Award.

## Political issues

Obstacles to Sunnyside Village were overcome by producing a market feasibility study and providing a strong educational and public process program. Early in the process, a steering committee helped to build community support. The Committee

identified key issues, provided guidance toward alternatives, and helped to develop a preferred alternative, which was sent to the County Commissioners for approval.

The Sunnyside Village Plan area affected nearly 60 property owners with varying degrees of interest in the project. Some residential builders opposed the requirement for recessed garages that were included in the Village development standards. The County sponsored a house plan contest to generate plans that meet the new standards.

## Funding

The project budget was \$2.15 million for planning, outreach, design, property acquisition, and community service building construction. Six park sites are being purchased and permit fees were established in the zoning ordinance to distribute the costs equally throughout the Village. The project received \$2 million in funds from the FTA Livable Communities Initiative Grant, which included a 20% local match from Clackamas County. These funds were used for land acquisition, final design and construction of a transit plaza, village green, and community service building. The rest of the project has been funded entirely by private investments.

## Lessons learned

The local jurisdiction must be prepared to provide detailed attention during the development review process to ensure that the intent of the project is met.

# West Gresham Apartments



**Location and Transit Access**  
17257 East Burnside  
E. 172nd Avenue MAX Station

## At a Glance

**Site Area:** 9,696 sq.ft.

**Housing Types and Sizes:**  
24 one-bedroom and three two-bedrooms ranging from 734-817 sq.ft.

**Density:** 60 units/acre

**Total Commercial:** 635 sq.ft.

**Parking Ratio:** 0.37 spaces/unit

**T**riMet acquired the property, which is now the site of West Gresham Apartments, to locate a new substation for the light rail system, should the system's power demands increase. TriMet's land development staff determined that only a portion the site would be needed for the substation and began to seek a developer for the remainder of the property. TriMet policy directs staff to manage the agency's real estate to increase ridership and create partnerships in the community. It also gives special consideration for development for low-income people.

To achieve these objectives TriMet turned to Cascadia Behavioral Healthcare Company, which provides housing and other services to low-income people with mental illness and addiction problems. TriMet was able to offer the property to Cascadia at a discount in order to achieve the goals of both agencies.

## Occupancy requirements

The rental units provide housing for low-income individuals who have psychiatric disabilities. Tenants live independently with some community-based assistance. While single individuals occupy most units, couples can rent some units. Prospective tenants are referred by their case manager, hospital discharge planners, family, friends, and through self-referral. Cascadia's housing services staff determines eligibility through income verification and a review of rental history and criminal records, ultimately determining whether to rent to the prospective tenant.

## Land use issues

This property is zoned Station Center, which allows higher density housing with a maximum of 60 units per acre. The City of Gresham recently revised its Station Center zoning to allow mixed-use development. TriMet asked Cascadia to incorporate a small retail space to provide an amenity for neighborhood pedestrians and MAX passengers into the project.

## Development timeline

The project spent four years in pre-development due to a merger between

Cascadia and two other community health organizations, which pushed the project to the back burner for two years. Once the dust settled from the merger, capital fund raising resumed in the fall of 2003, and the project quickly garnered a significant Low-Income Affordable Housing Tax Credit award. The balance of the capital fundraising from other grant and loan sources required an additional year of effort. Construction finally began in November 2004 with occupancy expected by September 2005.

## Funding sources

Capital funding was obtained from multiple sources, including: Oregon Housing and Community Services, Oregon Office of Mental Health Services, the City of Portland through the Portland Development Commission, the Enterprise Social Investment Corporation, Bank of America, Network for Oregon Affordable Housing, Seattle Federal Home Loan Bank, the City of Gresham and Multnomah County. In addition, the Housing Authority of Portland committed to providing 26 section 8 Project Based Vouchers.

# **TOD Bibliography**

This brief annotated bibliography provides resources on topics related to transit oriented development (TOD). This is not an exhaustive list, simply a description of several informative and prominent articles in the subject realm.

## **Transit-oriented development**

**Community Design & Transportation: A manual of Best Practices for Integrating Transportation and Land Use, Augenstein, C., ed., San Jose: Santa Clara Valley Transportation Authority, 2003.**

This manual was developed to assist San Jose, California's Valley Transportation Authority (VTA) implement the Valley Transportation Plan (VTP) 2020. It is also a prime resource depicting the best practices for designing and implementing transportation and land use related projects.

**TRCP: Research Results Digest 52: Transit-Oriented Development and Joint Development in the United States: A Literature Review, Chisholm, Gwen, Transportation Research Board, 2002.**

This extensive literature review defines TOD and transit joint development (TJD) and describes the issues associated with TOD through examples and studies of impacts and benefits of these developments. The brief conclusions note a need for more studies on the topics of the formation of TODs and the effects on ridership, traffic conditions, and air quality.

**Transit Oriented Development: Moving from Rhetoric to Reality, Belzer, Dena, and Gerald Autler, The Brookings Institution, 2002.**

This article explores and explains transit-oriented developments throughout U.S. history to develop and understand the practice. The authors contribute to TOD literature with a work that demonstrates how these developments can be designed and approached in communities to create a successful TOD.

**Transit Resource Guides, 2003, American Public Transportation Association, Washington D.C. Accessed: 21 Jun. 2005. [apta.com/research/info/briefings/](http://apta.com/research/info/briefings/)**

This American Public Transportation Association (APTA) website is a resource guide to numerous topics within transportation; it provides Internet access to a number of transit documents including articles, papers and presentations regarding transit issues, practices, case studies and tools. Several of the sources cited in this bibliography can be found at the links provided by this website.

## **Light rail impact on land value**

**Impacts of Rail Transit on Property Values, Roderick B. Diaz, APTA Rapid Transit Conference Proceedings Paper, Mclean, VA: Booz-Allen & Hamilton Inc., 1999.**

This paper draws conclusions about rail transit impacts on adjacent property values from the study of twelve heavy and light rail projects in North America. In general, this study found that proximity to rail is shown to have positive impacts on property values.

# TOD Bibliography continued

**Light rail Transit Impacts in Portland: The First Ten Years, Kenneth J. Dueker and Martha J. Bianco, Transportation Research Record 1985, pp. 171-180. Catalog Number R081.**

This report examines how the first decade of light rail transit in the Portland, Oregon region has affected auto ownership, mode share, density, and property values. The analysis provides evidence that light rail has had some early positive effects on single-family property values, transit use, and slower growth of two-plus car households in the outer part of the light rail transit corridor as compared to an outer part of a parallel bus corridor.

**Mass Transportation, Apartment Rent and Property Values, Benjamin, J. D., and Sirmans G. S., The Journal of Real Estate Research, 12, 1, 1996. Accessed: 24 Jun. 2005. <http://cbeweb-1.fullerton.edu/finance/journal/papers/pdf/past/vol12n01/v12p001.pdf>.**

This article examines apartment rent and property value for residential income properties located in close proximity to Washington, D.C. Metrorail stations. The article concludes that the distance away from Metrorail stations affects property values negatively; the farther away a property is located from a station results in a decrease in rent, which in turn, is reflected in the property's value.

**TCRP Report 102: Transit-Oriented Development in the United States: Experiences, Challenges, and Prospects, Transportation Research Board of the National Academies, 2004. (161-179).**

Chapter 9 of this publication, titled *Real-Estate Market Impacts of TOD*, examines TODs and the implications of this sort of development on the real-estate market. Through describing specific experiences with rail and TODs in several North American cities, and through exploring research over the past two decades, this article describes the benefits of residential and commercial properties located near transit stops and within a TOD.

**The Effect of Rail Transit on Property Values: A Summary of Studies, Parsons Brinckerhoff, Cleveland, OH: NEORail II, 2001.**

This succinct article presents a broad overview of numerous rail transit studies that have found correlations between rail transit and property values. It provides an overview of the types of impacts revealed in various studies relating to commercial and residential property values influenced by rail transit implementation.

**Transit's Value-Added: Effects of Light and Commuter Rail Services on Commercial Land Values, Robert Cervero and Michael Duncan, Berkeley: CA, 2001.**

The article provides a thorough description of how rail transit and land values are interrelated through TOD and provides a history of Santa Clara County's experience with rail transit. By studying Santa Clara County, California, this article confirms a significant increase in land values near light rail services.



## Chapter Four

# **PROGRAMS**



# Affordable Home Ownership Development Model

*The model breaks with Portland and non-profit 'orthodoxy' in several ways.*

## Project model

An innovative financing strategy was used to develop the Arbor Vista Condominiums, which offered a 33/67 split between market-rate units and first-time homebuyer units affordable at 80% to 100% of median income. Traditional developer profit on the market-rate units was used to offset lower prices on the first-time homebuyer units. The non-profit developer broke even on the land, collected a development fee, and holds second mortgages on the affordable units to retain the development value over time.

The second mortgages are equal to the difference between the market rate units and the subsidized price. The mortgages do not amortize, but accrue an appreciation share and principal that is due upon sale. Upon sale, the non-profit can choose to transfer the second mortgage to a new income-eligible buyer, or it can cash out the second mortgage to capitalize new development. The portfolio of second mortgages can also be used as collateral for other projects (which makes the organization more bankable).

A grand vision of the model can foresee creating a self-sustaining non-profit that needs no external subsidization when enough volume is developed and when second mortgages begin to "mature" and are repaid.

## Applications of the model

The model does not work for every site because it is sensitive to sub-market conditions. There must be sufficient market demand for high-density condominiums on the site, and the market prices must support the "affordable" units.

In order to assure that the project doesn't become a glorified rental, the purchasers of the affordable units are offered an appreciation share in proportion to their investment (this can be formulated/structured in a variety of ways).

In the eyes of a lender, the model competes well against for-profit development because the lower prices on the affordable units reduce market absorption risks, and the model defers the "profit" through the second mortgages in a way that the private sector is unwilling to typically forego.

The model breaks with Portland and non-profit "orthodoxy" in several ways. It is not necessarily committed to long-term affordability in a specific unit and it serves a slightly higher income range (in the Goose Hollow case, up to 100% of median income). In this sense, it represents more a "third sector" model rather than a traditional non-profit model.

Since completing Arbor Vista, developer Innovative Housing, Inc., has chosen to

pursue traditional non-profit rental development. The IHI Board considered the risks of ownership housing to be too risky compared to the affordability that can be provided. IHI's experience revealed that the amount of affordability that can be provided is directly related to the sales absorption of the market-rate units. IHI's retreat from the Arbor Vista approach does not mean that the model is not viable. IHI's decision was based on the board's vision of its future mission.

## Success of the model elsewhere

The model is new to Portland, but variations have been used successfully in other markets that Portland is beginning to resemble. Bridge Housing in the Bay Area is one example. It builds mixed-income housing and is one of the country's largest non-profit developers.

# Bike and Pedestrian Programs

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As Portland citizens' advocacy for alternative transportation grew, the City created new positions and plans to help the transportation bureau evolve from traditional traffic engineering practices.

## Bike program

Founded in the 1970s to respond to a pioneering state law requiring a minimum of one percent of all transportation expenditures be spent on bicycles and pedestrians, Portland's bike program relies heavily on resident input and activism. Its main focus is implementing the Bicycle Master Plan, adopted in 1996 by the City Council. Specifically, the Master Plan calls for a comprehensive network of bikeways; end-of-trip facilities such as bicycle parking and showers; bikeway maintenance; safety education; and promotion of cycling as a means of transportation.

Portland is known nationwide for its creative implementation of bikeways on existing roadways; its innovative Bike Central program; its partnership with local businesses and community groups; its experimentation with European safety features such as colored pavement markings; and its success at increasing bicycle use. Portland has implemented over 200 miles of bikeways, along with thousands of bicycle parking spaces; five Bike Central stations; and a progressive bicycle safety program for area children.

## Pedestrian program

The Office of Transportation created the Pedestrian Program in 1993 to develop the plans and to construct capital pedestrian projects. The Pedestrian Advisory Committee (PAC) was also formed in 1993. The

Office of Transportation adopted the Pedestrian Master Plan and Pedestrian Design Guidelines in 1998. These documents guide the development of pedestrian projects and facilities in the City of Portland.

The goals and objectives of the Pedestrian Program were integrated into the organization as a whole as part of the reorganization of the Office of Transportation in 1999. All Office of Transportation staff are to implement policies and guidelines to develop a more pedestrian friendly environment. The Office of Transportation continues to fund a separate pedestrian position, the Pedestrian Coordinator. The Street Systems Management Section of BTED also works on pedestrian facilities especially as they relate to sidewalk cafes, sidewalk requirements as part of development, and other issues related to private use of the ROW, including the sidewalk.

## Pedestrian master plan and design guide

The Pedestrian Master Plan is a 20-year vision for increasing opportunities to walk in the City of Portland. The plan includes policies, street classifications, a list of 159 capital projects, and strategies for funding the estimated \$120 million cost of the recommended projects. The Pedestrian Master Plan project began in September, 1994, and the final plan was adopted in 1998.

The Portland Pedestrian Design Guide establishes guidelines that integrate a wide range of design criteria and practices for elements in the public right-of-way. It seeks to place pedestrians on equal footing with

other transportation modes and promote a better walking environment. The guidelines were developed with the assistance of affected city bureaus, other agencies interested in the right-of-way, and citizen working groups.

More than 150 Office of Transportation employees and other bureau employees were trained in the Pedestrian Design Guidelines. The Pedestrian Coordinator conducts training twice a year.

## Pedestrian access study

This study established a planning and design framework to increase transit ridership by improving pedestrian access to transit. It analyzed factors that influence the use of transit and provides a set of design improvements that enhance transit access. The study also identified target areas with the best opportunity to increase transit use, as well as design ideas for prototype projects targeting areas within the city.

## ADA curb ramp request program

The ADA Curb Ramp Request Program identifies and builds new curb ramps throughout the city to enhance accessibility. Each year staff and area residents identify locations that need ramps. The Pedestrian Coordinator works with Bureau of Maintenance staff, administrative staff, and the Metropolitan Human Rights Center with outreach, database maintenance, site inspections, prioritization, and construction of approximately 100 ramps each year.

# Business Energy Tax Credits

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**To date, more than 7,400 energy tax credits have been awarded to Oregon businesses.**

The Oregon Legislature created the Business Energy Tax Credit to encourage Oregonians to save energy. The program, administered by the Oregon Department of Energy, promotes investments in energy conservation, renewable energy resources, recycling, and less-polluting transportation fuels.

Any Oregon business may qualify. Projects may be in office buildings, stores, apartment buildings, manufacturing plants, or in transportation. A project owner may also be an Oregon non-profit organization, tribe, or public entity that partners with an Oregon business or resident who has an Oregon tax liability. Projects must be located in Oregon and project owners must apply for the tax credit before they start the project.

The Business Energy Tax Credit is 35% of eligible project costs, taken over five years: 10% in the first and second years and 5% in the last 3 years. If project costs are \$20,000 or less, the business may take the tax credit in one year. The eligible costs for a single project may not exceed \$10 million.

Transportation projects that reduce vehicle miles traveled may qualify for a tax credit. Three targeted projects are:

- **Telework.** Telework is working at locations other than the traditional workplace one or more days a week. Businesses can get a tax credit for purchasing and installing new or used equipment that allows an employee to telework. Computers, fax machines, modems, phones, printers, software, copiers and other equipment

necessary for telework are eligible cost for the tax credit. The employee must telework at least 45 days per calendar year.

- Employers that subsidize transit passes for employees or provide vehicles for vanpooling or carpooling are eligible for the tax credit.
- Business owners who buy a hybrid vehicle or one that uses alternative fuel may also be eligible for a tax credit.

The Oregon Department of Energy has issued 7,461 tax credits from 1980 through 2003. The energy projects receiving tax credits during this time period cost \$618.6 million and saved 19,146 billion Btu or generate 3,531 billion Btu of energy per year.

*One Btu (British thermal unit) is equal to the amount of heat required to raise the temperature of one pound of liquid water by 1 degree Fahrenheit at its maximum density, which occurs at a temperature of 39.1 degrees Fahrenheit. One Btu is equal to approximately 251.9 calories or 1055 joules.*

# Employee Commute Options

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***The incentives must have the potential to reduce commute trips by ten percent within three years.***

The Employee Commute Options (ECO) rules (Oregon Administrative Rules 340-242-0100 through 0290) were adopted by the Environmental Quality Commission in July of 1996. As part of a federally required plan, the rules are intended to keep the air clean in the Portland area through 2006. The plan, which also includes the Vehicle Inspection Program and Consumer Products rules, will prevent illness due to air pollution, remove industrial growth impediments, avoid sanctions on federal transportation funds and reduce traffic congestion. Approximately 85% of affected employers have complied or are in the process of complying.

An advisory committee, comprised largely of business stakeholders, met for a year and a half before the rules were adopted. The biggest challenge during rule development was creating a program that was equitable within the business community and realistic in its goals, yet still provided a significant, positive impact on air quality in the region. The ECO program is currently reducing almost 40 million vehicle miles traveled annually.

Under the ECO program, employers in the Portland area with more than 50 employees reporting to a single work site are required to provide incentives for employee commute options other than driving alone. The incentives must have the potential to reduce commute trips to the work site by ten percent within three years. Annual employee surveys measure progress toward this goal.

Typical incentives offered by employers include transit subsidies, carpool matching and preferential carpool parking, bike

programs, compressed work weeks and tele-commuting. Alternative compliance methods include reducing other vehicle traffic to or within the work site, reducing air pollution emissions from non-auto sources at the work site, or paying a fixed fee. New development may comply by limiting construction of new parking spaces.

In addition to meeting regional air quality requirements, the ECO rules are eliciting many secondary benefits. There is a heightened awareness about the impacts of driving on quality of life, on the ability to transport goods and people, and on the environment. Businesses and citizens are becoming more vocal about their needs and desires regarding transit service and involving themselves in the process. Transportation management associations are forming to help employers understand and meet their transportation needs. Employers are initiating policies for tele-commuting and flexible scheduling. In essence, the culture of the workplace is changing to accommodate the change in employee commuting behavior.

# Fareless Square

**About 50 percent of transit riders downtown use Fareless Square service, and about 3,000-4,000 trips are made in Fareless Square each weekday.**

In 1974, a City staff report recommended a Fareless Square for transit service covering Portland's entire Central Business District (CBD). The following benefits and objectives were cited in the report:

- Promotes transit riding by providing people who do not currently use transit an opportunity to try it.
- Reduces auto generated air pollution by eliminating short auto trips within the free fare zone.
- Helps provide higher mobility and coordination of travel within downtown.

The Transportation Control Plan outlined methods for addressing air quality

problems in the Portland air shed. Fareless Square was promoted as a component of this plan. Other elements of the plan included the downtown parking lid and staggered work hours. In addition, Fareless Square was promoted as an element of downtown revitalization.

## Commuters use transit

Fareless Square encourages commuters to leave their cars at home and use transit by providing alternative transportation during the day. Once downtown, Fareless Square offers these transit riders free access to business and retail locations. About 50% of transit riders downtown use Fareless Square service and about 3,000-4,000 trips are made in Fareless Square each weekday.

## Business support

Fareless Square is an attractive amenity for downtown businesses. Merchants and business groups in downtown Portland believe that the elimination of Fareless Square would have a negative effect on their businesses because transit provides an economic and convenient alternative to driving downtown.

Because the City limits commercial parking spaces allowed in downtown, transit service is critical to help carry the increased trips that result from new development and job growth. The highest density of development and the greatest restrictions on parking are along the transit mall. Fewer restrictions are placed on parking and lower-density development in the areas of the downtown that are not as accessible to transit as the fareless square area.

Portland benefits from TriMet's service to downtown and the Fareless Square policy. At the same time, TriMet benefits from the City's policies. The growth in TriMet ridership to downtown is directly related to the transit-supportive land use and parking policies of the City of Portland.

## State implementation plan

In the mid-1970s, the air in downtown Portland violated federal health standards one day out of every three. To clean up the air, the region adopted the Carbon Monoxide and Ozone State Implementation Plan (SIP) in 1977. Key elements of the SIP were the federal motor vehicle emissions control standards for new automobiles, the DEQ's vehicle inspection and maintenance program, and the City of Portland's downtown parking lid.

Fareless Square was included as an element of the SIP for two reasons. By offering downtown workers and shoppers free transit service within the CBD, Fareless Square would reduce short auto trips made within the CBD, thereby reducing air pollution. In addition, Fareless Square was important for making the City of Portland's parking policies work for the public by providing free intra-downtown mobility to workers and shoppers who take transit to downtown Portland. Downtown Portland air has not violated federal air quality standards since 1984.

# Flexcar

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*In one month, I don't even spend on Flexcar what I spent parking downtown.*

Portland is the birthplace of car-sharing in the United States. Because the majority of the cost of owning a vehicle (insurance, car payments) is fixed and the cost of operating a vehicle (gas, repairs) are minor, once a person invests in car ownership he or she tends to drive more often than necessary. The unit pricing of vehicle use in car-sharing more accurately reflects the true cost of owning and operating a vehicle and provides an incentive to use transit, biking and walking.

Car-sharing allows individuals to have the benefits of auto use for personal trips without the drawbacks of car ownership (high insurance, maintenance, etc.). This provides incentive to use the appropriate transportation mode depending on the nature of the trip. Flexcar can also provide car-sharing services to businesses. A company may offer it as a benefit to employees to use a car for personal trips when they take transit, walk, or bike to work or a company may choose Flexcar in lieu of owning and maintaining its own fleet.

Flexcar maintains a fleet of four-door sedans, including gas-electric hybrids, as well as specialty vehicles such as pickup trucks, minivans and two-seater convertibles. Vehicles are located in more than 20 locations in neighborhoods, downtown and soon at MAX stations in the suburbs. The cost of membership depends on hours and miles of vehicle usage. Gas, insurance, maintenance and repairs are included. In 2002, occasional users paid a \$25 lifetime membership and \$3.50 an hour plus \$0.90 a mile.

Members can quickly schedule any vehicle in the fleet by the half hour using a simple telephone touch-tone system and on the web. At the start of the trip, the member uses a special code to unlock the vehicle and takes a trip, returning the vehicle to the same location.

Flexcar members cite freedom, saving money, ease of use, increased options and mobility as reasons to join. Member David Fitzgerald explains, "I drove every day to work and paid for parking. I felt I always needed my car; just in case. With Flexcar, there is a car within blocks pretty much everywhere I go. So now I take the bus to work and reserve a car if I have a dentist appointment or a lunch meeting. In one month, I don't even spend on Flexcar what I spent parking downtown."

Flexcar Portland originally started as CarSharing Portland in March 1998 and merged with Flexcar, a Seattle-based company, in August 2001. Portland members can also drive vehicles in other Flexcar cities, including Vancouver (Wash.), Seattle, Washington DC, the San Francisco Bay area, Long Beach and other Los Angeles areas.

# Gresham TOD

## Tax and Fee Exemptions

*A 26.9 percent discount is available as an incentive to locate new development in pedestrian and transit districts.*

The City of Gresham is the eastern terminus of the MAX Blue Line. The City has adopted several programs to promote transit-oriented development.

### Property tax exemption

A property tax exemption program encourages transit-supportive housing and affordable mixed-use projects on vacant or underutilized sites within the city and within walking distance of transit.

All projects must meet the following conditions:

- Minimum 10 units
- Minimum 35 rental or 24 for-sale dwelling units per acre or district minimum, whichever is greater (may include structured residential parking).
- Mixed use projects with ground level commercial uses minimum 20 (rental) or 18 (for-sale) dwelling unit per acre average or district minimum commercial 0.25 floor area (may include structured residential parking).

### Key approval criteria:

1. Every project must include enhanced Crime Prevention Through Environmental Design (CPTED), a security program and a maintenance plan. The plan must be developed by the applicant and Gresham Police and must be recommended by the Police Department.

2. Projects must include one or more of the following design elements that benefit the general public, in addition to any design review or other development requirements:

- Parks or public open spaces such as a landscaped plaza
- Public meeting rooms and offices
- On-site day care open to general public
- Enhanced transit or pedestrian access facilities
- Ground-floor commercial use which serves residents, neighbors and transit riders.

3. The following elements are guiding principles that also meet City goals for the Downtown and Civic Neighborhood districts and Gresham's 2040 Regional Center and include:

- Mixed use projects of residential and ground floor commercial
- Affordable housing
- Special needs housing
- Mixed-income housing
- Residential density of at least 50 units per acre
- On-site day care open to general public.

4. Demonstrate that property tax exemption is necessary to achieve the proposal including the costs incurred by program requirements.

5. Convenient access to transit

Projects granted exemption must be constructed by January 1, 2006. Once constructed, the tax exemption is allowed for ten years. Following this, the property goes on the tax rolls at market value. Only the improvements are exempted, not land. The estimated property tax exemption amount is \$10.01 per \$1000 or assessed value.

### Fee reductions

Street System Development Charges, also known as Traffic Impact Fees (TIF), help fund roadway improvements to ease congestion problems throughout Gresham. This fee is calculated based on how many peak hour trips the new development will generate.

An automatic 26.9% discount is available as an incentive to locate new development in pedestrian and transit districts. New community services, commercial, industrial, and mixed-use development that front designated transit streets outside of transit and pedestrian districts receive an automatic 10% discount.

A Transportation Demand Management (TDM) program is available to all new development. This program encourages reduced trips during peak hours by using other modes of transportation, and by generating trips during alternate hours. A TDM plan can also be used to justify discounts in TIFs.

# Hillsboro Local Improvement District

*Mid-block benches, trash receptacles and drinking fountains provide a pedestrian friendly atmosphere.*

A portion of Hillsboro's Central Business District (CBD) has been revitalized through the community's investment in new infrastructure improvements at the heart of downtown. The project area is located along Main Street between First and Fourth Avenues and along Second and Third Avenues between Lincoln and Baseline Streets. These improvements match the street improvements that were constructed by the Westside Light rail Project, which parallels Main Street one block to the south.

## Connections to light rail

Although several downtown property owners already had benefited from the upgraded light rail frontage improvements, they voluntarily participated in the formation of a local improvement district (LID). A LID is a temporary property tax increase dedicated to specific improvements. Property owners saw the value of a cohesive downtown retail and commercial district visually linking the main retail street with light rail.

## The project

The new streetscape reflects a coordinated effort between downtown property owners, merchants, design consultants, and city staff. Brick patterned sidewalks are complemented by street trees and antique acorn style luminaires accented with hanging flower baskets and banners. Intersections are narrowed with large landscaped sidewalk bulb-outs connected by red paved crosswalks. Mid-block benches, trash receptacles and drinking fountains provide a pedestrian friendly atmosphere. The City's capital improvements include street construction, water line replacement, sanitary sewer rehabilitation, and storm sewer modifications. These upsized public utilities will accommodate future growth (density) in Hillsboro Central Business District.

## Time line

The project encompassed years of planning by the Downtown Business Association (DBA), the Chamber of Commerce and the City of Hillsboro. The timeline established for the improvements assured completion before light rail service opened to downtown Hillsboro in September 1998.

The LID was formalized by the Hillsboro City council in August 1996, the contract was awarded in June 1997, and construction was completed by the summer of 1998. The total construction contract was \$3.8 million, with a maximum of \$1.6 million for assessable LID improvements; the rest was funded through various capital improvement accounts.

The enhancement of downtown Hillsboro

can be credited to a strong commitment to open communication and the continuous efforts and patience of downtown merchants and property owners; city, county and light rail staff; and the public at large. These improvements have established the character of the CBD and a framework for future downtown development in accordance with the Downtown Hillsboro Light rail Station Community Plan.

# Portland Green Building Program

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*In just two years, G/Rated's efforts have gained much local and national attention.*

## Development in Portland

Portland is growing, and the buildings going up so rapidly today will shape our lives for many years to come. As we continue to better understand the long-term impacts that buildings have on people and the environment, new tools are needed to create healthy, resource-efficient buildings. Green building takes a longer view of costs and quality by asking simple questions:

- Will this building be safe for workers and residents?
- What resources will the building use through its lifetime?
- How much waste will it create?
- Will the building be a good neighbor?

## Building momentum

Development and construction related industries are main contributors to the depletion of natural resources and a major cause of unwanted side effects such as air and water pollution, solid waste, deforestation, toxic wastes, health hazards, global

warming, and other negative consequences. However, a handful of Portland developers, designers and building professionals are demonstrating that development can cost effectively integrate ecological design and resource conservation in projects like the Brewery Blocks, Buckman Heights, Jean Vollum Natural Capital Center, Norm Thompson Outfitters, Viridian Place, Station Place, and 1 Waterfront Place.

In 2000, the Office of Sustainable Development, led by Portland City Commissioner Dan Saltzman developed G/Rated, an innovative green building-outreach program. The program promotes the benefits of energy and resource-efficient, healthy, and durable buildings through policy development and program implementation. To encourage local leadership and put demonstration projects on the ground, G/Rated created an incentive program for commercial, residential, and affordable housing projects and emerging technologies. Incentives include small grants awarded on a competitive basis. State tax credits and local utility programs are also available.

G/Rated is also compiling an expanding number of technical resources and information. Products include the Portland LEED™ Green Building Rating System, tenant improvement guidelines and an affordable housing resource guide. G/Rated staff is available to answer questions and track down information.

In just two years, G/Rated's efforts have gained much local and national attention. Today, green building is gaining momentum throughout the U.S., helping to forge a

strong link between environmental stewardship and livable communities.

## G/Rated: Comprehensive services and resource

G/Rated provides tools and resources practical information, design guidelines, case studies, research, technical assistance and incentives –to help developers, designers, contractors, businesses, and homeowners achieve “greener” results when designing and constructing buildings. Services include:

- Financial incentives
- Personalized technical and design assistance
- Web-based resource center

For more information, visit the G/Rated website, a collection of resources and tools that reflect the evolving landscape of design: [www.green-rated.org](http://www.green-rated.org)

# Portland TOD Tax Exemptions

***The applicant also must demonstrate that the property tax exemption is necessary to make the project financially feasible.***

The 1995 Oregon State Legislature amended legislation on the Core Area Tax Exemption to include transit-oriented developments (TODs). The legislative purpose is to promote higher-density residential and mixed-use development near major public transit facilities.

The city adopted this local option program in October 1996, guided by the following adopted policies:

- Livable City Housing Initiative, which established a goal of 50,000 new housing units in the City within the next twenty years.
- State Transportation Planning Rule to reduce single occupant vehicle miles traveled.
- Region 2040 Framework Plan to promote increased densities within the Urban Growth Boundary in strategically designated Town Centers and Transit Corridors.

- Consolidated Plan policies to promote the construction of low and moderate income mixed-use development.
- Outer Southeast Community Plan policies that designated Town Centers, Transit Corridors and Main Streets, and established residential and mixed use zoning to promote transit supportive densities of at least 35 units per acre.

## Eligible projects

Eligible projects will be exempt from property taxation on the residential improvements for up to 10 consecutive years. Rental and for-sale housing are eligible. The exemption does not include the value of the land nor any improvements that do not provide a public benefit.

Eligible sites must be located within light-rail station areas within a quarter mile radius of an existing light rail station. Maps showing these areas are available from the Portland Development Commission.

Projects must provide a residential unit per acre density equivalent to at least 80% of the applicable maximum density for the site or meet affordability requirements or provide other public benefits such as child care. Projects seeking the exemption under the affordability requirements must designate 20% of units affordable to and occupied by tenants with household income of less than 60% of median family income or 10% of units affordable to households earning 30% or less of area median income. In projects providing for-

sale units, the units must be sold to household earning 100% or less of the median family income for a family of four and the sales price may not exceed 95% of the minimum sales price established by FHA loan guidelines.

The applicant also must demonstrate that the property tax exemption is necessary to make the project financially feasible. The applicant must provide two operating pro formas detailing the financial performance of the project, with the same rent schedules. One should assume the property tax exemption and the other should not. The maximum allowed internal rate of return (IRR) is 10%.

# **TOD Implementation Program**

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***At the project level, TODs face considerable financial and market hurdles.***

The Portland metropolitan region's adopted growth management plan (the 2040 Growth Concept) calls for the region to grow up rather than out into farmland and open space. Specifically, the plan limits expansion with an Urban Growth Boundary (UGB) and focuses growth around transit.

The Transit-Oriented Development (TOD) Implementation Program assists the construction of transit villages and projects that demonstrate TOD concepts at light rail transit stations throughout the Portland region. These compact, relatively dense, mixed-use, mixed-income developments concentrate retail, housing and jobs in pedestrian-scaled urban centers, increase non-auto use (transit, bikes, walking) and decrease regional congestion and air pollution.

Independent studies indicate that a TOD will reduce congestion and air pollution by up to 30% compared with typical suburban development and that joint development is 8 to 14 times more cost-effective than new rail starts or extensions. TOD Program projects will substantiate or refute these findings.

The TOD Program utilizes site control, financial participation and other "joint development" tools. It operates through a series of cooperative agreements between the region's elected regional government (Metro) and local jurisdictions or private developers. It is funded with federal and local transportation funds.

## **Program issues**

At the Federal level, officials are just beginning to understand the need for financial participation in development that surrounds light rail stations in order to help shape community served by transit (as stated in current Federal Transit Administration policy on joint development). At a regional level, any type of public/private partnership in which the public sector invests specifically for the benefit of the private development—even if that private development has myriad public benefits—may be politically sensitive. At the local level, issues associated with TODs such as increased densities and mixed uses can be perceived negatively by stakeholders adjacent to a project.

At the project level, TODs face considerable financial and market hurdles. Three specific issues that must be addressed in the planning, design, construction and marketing of most TOD projects are designing cost-effective buildings over 35 units to the acre; securing construction and long-term debt financing for mixed-use elements; and defining and locating parking.

The TOD Program is currently working on nine projects. Projected financial participation ranges from \$50,000 to \$2 million per project.

# Transportation & Growth Management Program

*The program helps local governments manage the effects of growth.*

Initiated in 1993, the Transportation and Growth Management (TGM) program is a joint effort of the Oregon Department of Transportation and Land Conservation and Development. The TGM program provides grants as well as direct community assistance to help local governments plan for balanced, multimodal transportation systems that support vibrant, livable communities. The program's chief source of funding is the Federal Transportation Equity Act of the 21st Century (TEA-21).

## Grants to local governments

The TGM grants typically used by local governments to develop, update, or refine transportation system plans, through which local transportation needs are examined. The grants are also used to support transportation-efficient land use plans for downtowns, residential neighborhoods, or industrial, commercial and mixed-use districts.

## Direct community assistance to local governments

Besides providing transportation planning grants, TGM offers three types of direct community assistance to local governments on transportation and land use issues:

- TGM Quick Response projects make transportation, land use and urban design specialists available to help local governments work with developers and neighborhood groups to solve problems and improve access to local destinations through better road, sidewalk, bike lanes and transit connections.
- TGM Code Assistance projects help local governments to reassess their planning and zoning codes with a view to identifying and adopting code revisions that yield greater transportation efficiencies in new development.
- TGM Outreach projects increase public awareness and understanding of transportation and growth-management concepts that improve the mobility of Oregonians. Outreach typically occurs through workshops, public forums and conferences held in Oregon.

## Publications

TGM has also developed a series of publications that address a wide range of common transportation and growth management issues. Some titles include:

- Main Street: When a Highway Runs Through It
- Model Development Code and Users Guide for Small Cities
- Neighborhood Street Design Guidelines
- The Principles of a Balanced Transportation Network
- Parking Management Made Easy: A Guide to Taming the Downtown Parking Beast

To obtain a TGM publication, visit [www.oregon.gov/LCD/TGM/index.shtml](http://www.oregon.gov/LCD/TGM/index.shtml) and click on Trans. and Growth Mgmt. or call 503-986-4221.

## Program successes

Between 1993 and 2004, the TGM program provided approximately \$9 million in grants to local and regional agencies in the Portland Metropolitan Area. Grants range from \$12,000 to \$261,000 for an average of 31 grants each biennium to 27 cities, counties and regional agencies. Projects included planning for streets and their connections; bike and pedestrian plans; transit plans; streetscape design plans; freight and other industrial access plans; capital improvement plans; transportation-efficient land use plans for downtowns, residential neighborhoods, industrial, commercial and mixed-use districts.

# Transportation Demand Management Program

*In the first year, trips by employees and students driving alone declined by 15 percent, and transit ridership increased by 46 percent.*

TriMet's Regional Transit Demand Management (TDM) program reduces trips by expanding commute options for the region and by providing commuter support service for areas not served well by transit. Since 1990, the program has grown to include rideshare matching services, technical assistance to employers, planning and program assistance for area transportation partnerships, and newly forming Transportation Management Association (TMAs). In addition, TriMet augments regional TDM programs and services to help employers and local jurisdictions comply with regulatory requirements such as the Employee Commute Option (ECO) Rule. The annual program budget is currently just over \$51 million, and more than 70% comes from federal congestion mitigation and air quality (CMAQ) funds. The program provides outreach to over 700 employers who represent nearly 250,000 employees in the Portland

metropolitan area. In addition, the program utilizes its resources in partner with local and regional organizations to provide a variety of innovative transportation options in specific areas of the region.

## Marquam Hill Partnership Plan

The Marquam Hill Partnership Plan involves three clustered major medical facilities with more than 10,000 employees, students, patients and visitors each day. Fixed-route transit service from downtown is frequent and reliable, but typically requires a transfer and does not provide direct, convenient service. Although each institution had implemented demand management measures in the past, this was the first effort to create a combined strategy involving the three facilities. The Plan established new express buses, a new coordinated carpool/vanpool database and substantially reduced transit pass rates. An extensive marketing program was funded using 30% public and 70% private dollars. In the first year, trips by employees and students driving alone declined by 15% and transit ridership increased by 46%. In the third year of the program, two additional express routes were added and the rate of drive alone trips continued to decline.

## Lloyd District Partnership Plan

The Lloyd District, a high-density employment and residential area, was identified by the City of Portland for new transportation strategies to enhance livability, reduce reliance on the single occupancy vehicle,

attract development, and prevent traffic congestion. Transit service in the Lloyd District is both frequent and reliable, but is designed to target through or transfer trips rather than directly serve the growing business and retail core of the District. In January 1996, the Lloyd District TMA, TriMet and the City of Portland began work on the Lloyd District Partnership Plan. The adopted Plan now provides an employer-based fare program, which supports parking meter installation, rideshare and bicycle alternatives and transit improvements. The Plan is a unique agreement that ties service demand to service improvements. To date, employers representing about 40% of the total employees in the Lloyd District subsidize and distribute reduced rate transit passes.

# TriMet Public Art Program



The goal of TriMet's public-art program is to promote increased transit usage and community pride by integrating temporary and permanent art into the public-transit system. The art recognizes the cultural richness of the region served by TriMet and celebrates public transportation.

TriMet initiated the Public Art Program as part of the planning and construction of the Westside extension of the MAX Blue Line in 1992. TriMet formalized its commitment to art by passing a resolution to establish an agency-wide program in 1997. Public art is now a component of all new rail projects and is also being introduced to the bus system.

## MAX Blue Line

The vision of artists was incorporated into the planning and design of the Westside extension of the MAX Blue Line. Two volunteer citizen committees (supported by TriMet Public Art Program staff) oversaw the work of eight design team artists and 15 project artists.

More than 100 permanent art elements bring individual identity to each of the 20 MAX stations and honor the history, culture and landscape along the line. For

example, at several stations a photographer documented the station areas as they appeared in 1994 (mid-construction). The photos are etched on the windscreen glass. These "time windows" allow riders to compare the present with the past. Many more descriptions of station art can be found at [trimet.org](http://trimet.org).

The enthusiasm for art at Westside Stations caused TriMet to "retrofit" Eastside stations constructed in the 1980s. There is now public art at several high volume stations east of downtown, and a new project is underway to add art glass to all station windscreens.

## MAX Red Line

The most conspicuous art incorporated into the Airport MAX project is the "Fishbird" pedestrian bridge, which spans I-205 to link the light rail platform at the Parkrose/Sumner Transit Center stop to bus bays and Sandy Boulevard. Even the attention of drivers is drawn to the transit system by the unique bridge design.

Artists developed an Art Plan to guide the Airport MAX program and worked with project architects to design system-wide art elements. These elements include a shelter canopy form inspired by airplane wings, signal buildings painted "banner blue" and windscreen glass patterns that provide color and design on the platforms.

## MAX Yellow Line

MAX Yellow Line runs through diverse neighborhoods. The Public Art Program will establish a unique identity for each of the 10 stations along the new line. The

program was guided by an advisory committee comprised of citizens and art professionals who live or work in and near the Interstate corridor. Eighteen artists and writers developed approximately 50 art elements that draw upon the history and culture of the individual station areas.

## Bus shelters

The Public Art Program is leading an innovative pilot project to reuse graffiti-damaged glass bus shelter panels by sandblasting them into artwork that enhances communities, saves money and reduces waste.

In the pilot project, vandalized panels are removed, sandblasted with an artist-designed motif and then reinstalled. Several designs are being implemented.

Each year, about 750 panels are so severely scratched by vandals that they must be replaced. Etching the glass by sandblasting removes the scratches and costs under \$20; a new panel costs about \$200. The etching is expected to save TriMet at least \$100,000 a year.



## Chapter Five

# **ORGANIZATIONS**



# **1000 Friends of Oregon**

***In its early years,  
staff of 1000  
Friends were  
the watchdogs  
of SB 100.***

**1**000 Friends of Oregon is a nonprofit tax-exempt organization founded in 1975 by Governor Tom McCall to act as the citizen's advocate for planned growth. Governor McCall knew that it would take more than government action for Oregon's land-use planning law—Senate Bill 100—to succeed. It would take the support and vigilance of Oregon's citizens.

In its early years, staff of 1000 Friends were the watchdogs of SB 100. They reviewed hundreds of pages of plans and zoning regulations submitted by local jurisdictions to make sure the letter and spirit of the law were implemented at the local level. 1000 Friends challenged some submittals to make sure improvements were required before being accepted as compliant with SB 100.

By 1986, the last local land-use plan was adopted and approved. 1000 Friends shifted its focus to monitor the administration and performance of adopted plans. Deficiencies identified by 1000 Friends led to changes in land-use laws to provide better protection of resource land.

Today, 1000 Friends of Oregon focuses on several central objectives of the Oregon Planning Program: protecting Oregon's productive farm and forest lands, promoting compact, livable cities with housing and transportation choices, protecting natural resources and areas of special beauty, and promoting the role of citizens in planning for the future of Oregon and their communities.

1000 Friends of Oregon carries out its mission through advocacy, research and educational activities:

- Advocacy includes presentations to local and regional governments, lobbying the Oregon legislature, and strategic litigation. 1000 Friends has also helped campaign against statewide ballot initiatives that would gut land-use planning requirements. Voters have rejected most attempts to significantly diminish the requirements of SB 100.
- Research activities have included a major study of the relationship of land use, transportation, and air quality (LUTRAQ), which won awards from the American Planning Association and the Environmental Protection Agency. LUTRAQ demonstrated that policies aimed at development patterns of mixed-use moderate density activity centers located on transit corridors promote alternative forms of transportation. This type of development was estimated to decrease auto trips by 8% and increase transit, bike and

walk trips by 27%. The study helped kill a freeway bypass proposal in suburban Portland.

- Educational efforts include public speaking engagements and technical training in Oregon land use law and procedure for organizations and interested citizens.

# Bicycle Transportation Alliance



**T**he Bicycle Transportation Alliance (BTA) is a non-profit organization working to promote bicycle use and to improve bicycling conditions throughout the state of Oregon. Since 1990, the BTA has worked in partnership with citizens, businesses, community groups, government agencies and elected officials to create healthy, sustainable communities by making bicycling safer, more convenient and more accessible.

Since 1990, the BTA has:

- Initiated the concept of “Bikes on TriMet,” gathering 5000 signatures and working with TriMet to institute this innovative program. Today, all bus routes in Portland, Eugene, and Salem are bike accessible.
- Stopped legislation that would have repealed Oregon’s 30-year old Bicycle Bill.
- Taken cyclists’ rights to the Oregon Court of Appeals to make sure that bike lanes are included on all major new or rebuilt streets throughout the state, as called for in the Bicycle Bill. (Research shows that bicycle/ motor

vehicle crashes drop by more than half when bike lanes are provided on busy streets.)

- Provided secure bicycle parking for hundreds of cyclists at events such as the Oregon Brewers Festival, the Waterfront Blues Festival, The Bite, neighborhood street fairs and more.
- Convinced the City of Portland and Multnomah County to widen the sidewalks on the Hawthorne Bridge during bridge repairs in 1998-99.
- Helped plan, implement, and recruit volunteers for the annual Providence Bridge Pedal. This is the second largest bicycle ride in the Northwest, where more than 17,000 people celebrate cycling in Portland.
- Administered a free bike locker project, in partnership with TriMet, at transit stations in the metro area.
- Contributed changes to the Oregon Vehicle Manual that give bicyclists’ rights more prominence and enhance cyclist safety.
- Organized a statewide letter-writing campaign to protect funding for bicycle and pedestrian programs when the Department of Transportation threatened budget cuts that would have eliminated funding. The bicycle and pedestrian programs survived fully funded.
- Successfully passed the 2001 “Safe Routes to School” law requiring cities,

counties and school districts to plan for bicycling and walking routes to school.

To promote bicycle riding among adults and youth, our innovative education and promotion programs include: “Bike Commuting 101” workshops; humorous but hard-hitting “share the road” TV commercials; the Bike Commute Challenge; an intensive on-the-bike Bicycle Safety Education Program for middle-school youth; and Safe Routes for Kids which combines a comprehensive, in-school bicycle safety education program, parent outreach, and community involvement to help develop transportation policies that encourage children to bike and walk to school.

The BTA is a membership organization, with nearly 4,000 members in Oregon and SW Washington. Members provide steady financial support and act as the BTA’s eyes and ears in the community, helping to monitor advocacy needs. The BTA also receives funding through individual gifts, corporate sponsorships, contract activities and government and foundation grants.

The BTA is guided by a volunteer board of directors from across the state and has a staff of eight in their Portland office, as well as instructors around the state who teach the BTA’s Bicycle Safety Education Program.

# Citizens for Sensible Transportation

## Recent accomplishments and activities include:

- Defeated the Western Bypass freeway by promoting better development patterns and transportation choices in Washington County.
- Participated on numerous local, regional, and state advisory committees on transportation.
- Founded the Coalition for a Livable Future.
- Developed the People's Transportation Plan—building support for a balanced regional transportation plan that provides sensible and affordable choices and protects the environment.
- Founded GO RAIL!—Building a strong public constituency for rail systems—light rail, commuter rail, street car, and high speed rail—in the Portland region.
- Provided resource information and contacts for citizens addressing local traffic issues.

Citizens for Sensible Transportation began as, Sensible Transportation Options for People (STOP). STOP was formed in February 1989 by a small group of people concerned about plans for a new urban freeway southwest of Portland, Oregon. This freeway, the “Western Bypass,” threatened to destroy productive farmland, rural communities, sensitive wetlands and wildlife habitat outside Portland’s urban growth boundary. Although plans for the freeway had been in the works for over 10 years, it had received little or no public attention; local and state officials considered it a “done deal.”

Sensible Transportation members became immersed in learning about the transportation planning process, Oregon’s land use planning goals, and significant environmental issues: regional air quality, wetlands preservation, and wildlife habitat. Based on that information, Sensible Transportation brought suit against Metro (the regional government) for ignoring critical land use issues. It published a critical analysis of the transportation study that had recommended the freeway, casting serious doubts on the effectiveness of the Western Bypass to solve our growing traffic crisis.

These efforts began to show results. The Oregon Department of Transportation (ODOT) agreed to restudy the problem, this time including citizen participation. ODOT and the Oregon Department of Land Conservation and Development worked together to develop a statewide Transportation Planning Rule (TPR) that addresses land use goals. Sensible Transportation participated in the development and refinement of the TPR which has emerged

as a key tool in working against auto dominance.

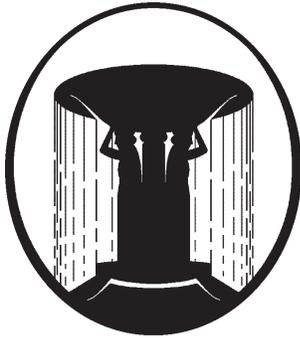
In the Western Bypass process, we learned that we cannot just oppose a freeway. We must actively contribute to creating a solution that works. And the solution is clearly not in building more and bigger roads, but in reducing the number of cars on existing roads. Better transit service, increased emphasis on demand management techniques (such as carpools and flexible work schedules), and land use patterns that allow people to easily and safely walk and bike to their destinations.

By 1995, ODOT had finally completed a Major Investment Study for the Western Bypass Study and released its recommended alternatives. The bypass was removed as an option. Sensible Transportation continues to monitor this situation closely, as some local officials still press to build the bypass.

Sensible Transportation continues to keep a high profile in the “post bypass” era. Its mission, “to support transportation systems that foster livable communities,” allows us to press for practical solutions to traffic problems on local projects, continue to educate on a local and national basis through our books and videos, and to create a Youth Education Project— how to design communities for people— for use in the schools.

# City Club of Portland

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## City Club of Portland

City Club of Portland is a nonprofit, nonpartisan civic affairs organization that promotes civic engagement and active citizenship to build a stronger community. Through unbiased research and compelling programs, City Club connects citizens with ideas and issues that affect our community. City Club is open to everyone who wants to interact with other citizens and shape the future of our city and state, providing a neutral forum for many diverse voices.

### City Club's mission

"To inform its members and the community in public matters, and to arouse in them a realization of the obligations of citizenship."

Through weekly Friday Forums, citizen-based research reports, issue committees, and other special programs, the Club examines issues of importance to the Portland metropolitan region, the state, and society as a whole. Membership is open to all, and over 1,500 members represent a cross section of people in

business, government, social services, and other professions – all of whom are committed to making a positive difference in the Portland community.

### Land use and transportation

When famed urban scholar Lewis Mumford spoke before City Club challenged Portland with these words in 1938.

"I have seen a lot of great scenery in my life, but I have seen nothing so tempting as a home for man as this Oregon country. The view I got in the Columbia Gorge knocked me flat. It is one of the greatest in the world. You have here a basis for civilization on its highest scale, and I am going to ask you a question which you may not like."

"Are you good enough to have this country in your possession?"

"Have you got enough intelligence, imagination and cooperation among you to make the best use of these opportunities?"

City Club continues to offer a forum for the region to discuss, debate, and develop land-use and transportation policy.

### Recent speakers and reports

Recent speakers at City Club have included such urban planning luminaries as: Robert Putnam, Myron Orfield, Jim Kunstler,

Timothy Egan, Gordon Price, Fred Kent, David Rusk, and Ray Suarez in addition to local, regional, and state leaders.

Recent reports have included:

- Opposition to State of Oregon Ballot Measure 37, September 2004
- Portland Development Commission: Governance, Structure, Process, January 2005
- Affordable Housing in Portland, February 2002
- Building a Sustainable Future for Portland, April 2001
- Increasing Density in Portland, November 1999
- South/North Light rail, September 1998
- Planning for Urban Growth in the Portland Metropolitan Area, March, 1996

In addition, the 'Growth Management and Environment' Issue Committee meets once a month to engage local experts in discussion. The meetings are typically held the first Thursday of each month; please check the web-site or contact the City Club office for information about the next meeting.

# City of Gresham

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***The improvements provide a direct link to light rail and contribute to the appealing retail environment.***

**G**resham is the State's fourth largest city and continues to attract new residents. The city's population has increased greatly over the past decade to over 90,000 people.

Before MAX light rail came to Gresham, much of the region viewed the City as a suburb of Portland. Although inaccurate, its image as a small town with little to offer was widespread. Light rail has provided the City with an opportunity to shape its growth and to attract desirable business, industry, and housing to the area. Its influence has been fundamental to revitalizing the community. MAX is a valuable addition to Gresham's transportation choices.

Light rail in Gresham sparked interest in commercial opportunities with complementary uses such as office, retail, service, and residential. New apartments and townhouses located within walking distance of the stations provide residents with easy access between work and home.

With increased light rail ridership and Park & Ride lots at capacity, the City and TriMet recognized that more parking was needed to attract new transit ridership. Together the agencies constructed a new three-story parking structure, designed to accommodate ridership needs into the next decade. The garage is a mixed-use facility with 8,000 square feet of retail/commercial space on the ground floor. For bicyclists, a secure, covered storage area is also available free of charge.

Gresham developed several programs to better facilitate the link between transportation and land use. In Gresham's

downtown district, streets were narrowed, utilities were placed underground, and attractive pedestrian amenities were added, such as historic lighting, street trees, curb extensions, textured crossings, and pedestrian walkways. The improvements provide a direct link to light rail and contribute to the appealing retail environment. This project has been expanded to a citywide program, Ped-to-MAX, aimed at improving safety, convenience, and aesthetics between Gresham's eight light rail stations and surrounding activity areas. The program works both inside and outside the public right-of-way to add mid-block pedestrian crossings, medians, pocket parks, public art, and other pedestrian amenities.

The planning and development of Gresham Civic Neighborhood is another success story. It's discussed in detail in Chapter 2: Plans and Policies of this Sourcebook.

# City Repair Project



*We create public gatherings and events that engage people to connect with the community around them.*

**B**orn out of a successful grassroots neighborhood initiative that converted a nondescript residential street intersection into a neighborhood public square, City Repair began its work with the idea that localization (of culture, of economy, of decision-making) is a necessary foundation of sustainability. By reclaiming urban spaces to create community-oriented places, we plant the seeds for greater neighborhood communication, community empowerment and local culture.

With a completely volunteer staff and the help of hundreds of volunteer citizen activists, our projects:

- Educate people about why so many American neighborhoods are socially isolating and culturally inactive;
- Inspire people to both understand themselves as a part of a larger community and fulfill their own creative potential; and
- Activate people to be part of the communities around them and to participate in decisions about the future of their communities.

We create public gatherings and events that engage people to connect with the community around them. We also help people physically change their neighborhoods to be more community-oriented, ecologically sustainable, and simply more beautiful. Here are just some of our projects:

**Intersection Repair**, helps people convert neighborhood streets into public squares - the most essential neighborhood infrastructure for community building. This project helps communities determine their own future, while bringing public gathering and local culture back into the hearts of our neighborhoods. Project sites include Sunnyside Piazza (SE 33rd/Yamhill) and Share-It Square (SE 9th/Sherrett).

**T-House**, a mobile public square and tea house, hosts community potlucks in public spaces. Organizers and neighbors help set up the T-House together, like a barn raising, making each event a true community collaboration. This project lets people experience their neighborhood as a village, and helps them form community bonds.

**Community Visioning Workshops**, helps people consider how their communities are built, create a vision that describes their dreams, and organize to make them reality. This project puts community planning and design into the hands of residents, challenging and empowering them to build the community they want. Projects include "Creating a Sense of Place on Division Street" (Portland) and "Bay City Vision Plan" (Tillamook County).

**Earth Day Celebration**, brings people together in a temporary urban village of green vendors, hands-on workshops, service projects, and lots of music and dancing! Every few years City Repair also initiates Hands Around Portland, which attempts to ring the city in a human chain as both a physical reminder of community and bold gesture of hope. These projects bring environmental education and community activism together in huge public events that celebrate local culture and are accessible to everyone.

# Coalition for a Livable Future

***Fundamentally, the Coalition is about drawing connections between regional issues that have historically been viewed as separate.***

The Coalition for a Livable Future (CLF) is a network of 60 nonprofit organizations working together to promote an integrated approach to planning in the Portland area. Its mission is to protect, restore, and maintain healthy, equitable, and sustainable communities, both human and natural, for the benefit of present and future residents of the greater metropolitan region.

Fundamentally, the Coalition is about drawing connections between regional issues that have historically been viewed as separate. Recent research sponsored by CLF demonstrates that metropolitan patterns such as the nonstop expansion of wealthy suburbs and the rapid decline of the urban core are not disconnected issues. In fact, they are inextricably linked.

As residents in our region follow new industrial and commercial development

and move from urban centers to the suburbs, their departure reduces local tax bases in their former neighborhoods, which become poorer and more economically isolated. Businesses begin to close down and life becomes more desperate in these communities. Schools falter and eventually close. Crime rates rise, causing still more people to flee to the suburbs—if they have the means to do so.

Meanwhile, greenspaces, farms, and forest land are consumed by sprawling subdivisions and shopping malls along the outer rim of the metropolitan region. Most new jobs, including low-wage jobs, are created in the suburbs, forcing long commutes by inner-city residents traveling between affordable housing in the city and available employment in the suburbs. Problems of concentrated poverty, failing inner cities, loss of open space, suburban sprawl, shortage of affordable housing, clogged freeways, rising crime, and overburdened governmental services are all interrelated.

Land use planning, affordable housing strategies, transportation reform, equitable distribution of government finances for schools and social services, inner city revitalization, economic vitality, enlightened urban design, preservation of open spaces, and economic and social justice are all interconnected determinants of metropolitan livability. The Coalition for a Livable Future represents an attempt to bring together activists and experts from all of these areas to speak with a common voice in their efforts to influence public policy on regional issues like tax base sharing, proposed light rail expansion plans, and the responsibility of all communities in the

region to provide their fair share of affordable housing.

But CLF also serves another equally important function: that of mutual education. Because our members' issues are so closely related, and the problems we face as a region so tightly intertwined, it is critical that individual organizations know how proposed solutions to seemingly separate problems affect the work of their counterparts in other issue areas.

Ultimately, solutions to these problems cannot be sustainable unless they are carefully integrated into a larger framework. By learning from each other through working together, Coalition members hope to arrive at these kinds of solutions.

CLF working groups include transportation reform, affordable housing, natural resources, food policy, religious outreach, economic vitality and urban design.

# Friends of Trees



***The impact is tremendous, and neighbors meet others in their community, often for the first time.***

**F**riends of Trees inspires community stewardship of our urban forest by bringing people in the Portland-Vancouver area together to plant, care for, and learn about city trees. Trees are an essential part of the urban ecosystem. They help keep our water and air clean, prevent erosion, provide wildlife habitat, and make our neighborhoods greener, more beautiful places to live. Since its founding in 1989, Friends of Trees volunteers have planted more than a quarter of a million trees and shrubs.

A recent Portland State University study showed that while most urban areas in the United States have lost trees in the past three decades, Portland's tree cover has increased from 25.1 to 26.3 percent. The greatest increase has been in neighborhoods where Friends of Trees has planted. According to the study's co-author, Joe Poracsky, "The study would strongly support the idea that Friends of Trees is having an impact."

The Neighborhood Trees program trains three key sets of volunteers: neighborhood coordinators who organize street and yard tree plantings in their neighborhoods; crew leaders who guide other volunteers in planting the trees; and a team of summer tree care volunteers who make sure the newly planted trees are cared for during the first summer after planting.

To organize a planting event, neighborhood coordinators help their neighbors choose which trees to purchase and plant in their yard or parking strip. They also publicize the event within the neighborhood and organize the planting day, which often includes a community meal.

Home and business owners who participate pay \$20 to \$75 per tree, or even less, if Friends of Trees has received a grant to subsidize the cost of trees in their neighborhood. Selections are made from a list of trees appropriate to the size of their parking strip, based on whether there are overhead wires. The price of the tree includes hole-digging, stakes and ties, assistance on planting day, and a year of tree monitoring. Friends of Trees will replace any street tree that dies during the first year after planting from any cause other than negligence.

On planting day, property owners and other volunteers plant between 60 and 150 new street trees in their neighborhood. The impact is tremendous, and neighbors meet others in their community, often for the first time. All are welcome to join any neighborhood tree planting event. Just be sure to come ready to plant and dressed for the weather!

The Natural Area Restoration program involves restoration of degraded urban natural areas throughout the four-county Portland metro area. Trained crew leaders guide other volunteers in planting native trees and shrubs to restore habitat for endangered fish, bird and other animals. In addition, the Branching Out Program provides low to no-cost trees for yards, which provide fruit as well as stormwater benefits.

***Metro is responsible for maintaining the urban growth boundary (UGB) for the Portland region.***

**M**etro, the nation's only elected regional government, is responsible for regional land-use and transportation planning. These responsibilities underscore the Portland metropolitan region's commitment to maintain a home-rule charter, approved by voters in 1992, and enhance the livability of the region.

Metro covers approximately 460 square miles of the urban portions of Clackamas, Multnomah and Washington counties in northwestern Oregon. There are 24 cities in the Metro service area.

When Metro was formed in 1979, the voters approved a merger of a council of governments (Columbia Region Association of Governments) that had land-use and transportation planning responsibilities, with the Metropolitan Service District, which had been created to provide regional services that included solid waste management and operation of the metropolitan zoo. Over time, the state legislature assigned added responsibilities to Metro, including construction and operation of the Oregon Convention Center, management of the Portland Center for the Performing Arts and Portland Civic Stadium, and management and ownership of the Multnomah County parks system and the Expo Center.

## **Regional Planning Functions**

Metro is the designated metropolitan planning organization, responsible for allocating federal transportation funds to projects in the region. The region's success in attracting federal funding for highway

and transit projects is due, in large part, to Metro's role in building and maintaining regional consensus on projects to be funded and ensuring that funding is allocated to high-priority projects.

In connection with its responsibility for transportation planning, Metro has developed a regional Data Resource Center to forecast transportation and land-use needs. Local jurisdictions now rely on and contribute to the center, eliminating duplication between governments and conflicts over dueling data. This has allowed jurisdictions in the region to focus on important policy choices rather than arguing about assumptions.

By adopted state land-use planning law (Senate Bill 100), Oregon's local governments are required to prepare comprehensive land-use plans. Metro is the agency responsible for establishing and maintaining an urban growth boundary (UGB) for the Portland region. By enforcing the UGB pursuant to Oregon's land-use laws, the region has maintained its unique character and is now a national model for urban growth management planning.

# Oregon Environmental Council

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*More than one-third of Oregon's heat-trapping CO<sub>2</sub> emissions are from cars and trucks.*

The Oregon Environmental Council (OEC) works to curb global warming pollution from cars and trucks. Global warming is a major threat to people and the environment, and more than one-third of Oregon's heat-trapping carbon dioxide (CO<sub>2</sub>) emissions are from transportation. CO<sub>2</sub> is the main gas creating a blanket around the earth, trapping heat that would otherwise escape into space. But pollutants such as volatile organic compounds and carbon soot are also building up in the atmosphere, impacting our climate and the quality of the air we breathe. Transportation is a major source of these pollutants, as well. In order to play our role in stabilizing the world's climate, we must utilize new technologies and strategies to make Oregon's transportation system climate friendly.

OEC focuses on changing the two most important factors that cause excess CO<sub>2</sub> emissions from cars: the amount we drive them and their fuel efficiency. We help drivers understand and take control of the costs of driving, promote and accelerate the purchase of cleaner vehicles and fuels, and educate Oregonians about the connection between driving and global warming.

## OEC projects 2005

**"Hey, Cool Car!"** In 2003, OEC surveyed nearly 600 hybrid car owners - 45% of hybrid owners in Oregon. In 2004, we released a market publication highlighting the stories of six of these hybrid owners. We've held "drive-ins" for hybrid owners in Medford, Bend and Portland and are undertaking other marketing efforts to promote hybrids in 2005. Our near-term goal is to double the number of hybrids on Oregon's roads. Based on the results of our survey, the average hybrid car owner achieves an additional 25 miles per gallon when they upgrade to a hybrid.

**Green Auto Maintenance.** Working with the Northwest Auto Trades Association, OEC is developing a partnership with the automotive service industry to offer "green" auto maintenance options to drivers in conjunction with maintenance work or oil changes. The green option will include re-refined motor oil and other environmentally preferred products, such as recycled antifreeze. Drivers will receive educational materials at time-of-service to increase their awareness that the way a vehicle is driven can be equally important (in terms of environmental benefits) as maintenance.

**Biodiesel.** OEC is working to expand the use and production of biodiesel in Oregon. Biodiesel is a cleaner, nontoxic and renewable alternative to petroleum diesel. Made from waste grease or oil-rich plants, such as canola, biodiesel can be used in a conventional diesel engine. Through a marketing campaign, technical assistance to businesses and agriculturalists, coalition building, and legislation, OEC will reach its

goal of displacing at least 15 million gallons of petroleum diesel with biodiesel.

**"Pay-As-You-Drive" (PAYD) Insurance.** PAYD insurance will give drivers the option to pay for their insurance by the mile, rather than in an annual lump sum, saving participating drivers up to 25% on their premium and reducing driving by 15%. OEC passed legislation in 2003 providing tax credits for corporations that offer a per-mile insurance option. We are currently encouraging insurance companies to test per-mile premiums in Oregon and managing a growing database of drivers who want a PAYD insurance option.

# Portland Development Commission



PDC administers a number of financial products to support various types of residential development. Direct financial products to support multifamily development include:

- Subordinate loans with favorable terms;
- Equity gap contributions which are repaid as cash flow is available;
- Favorable loans for nonprofit community service facilities; and
- Grants for special initiatives.

Indirect financial assistance includes tax abatement and fee waiver programs.

Department fall into three primary categories:

- Business retention, expansion and recruitment;
- Business financial and technical assistance; and
- Business policy and advocacy.

**Targeted industries are:**

- Semiconductors and electrical equipment
- Metals/transportation equipment
- Creative services
- Biosciences
- Environmental services/sustainable development
- Professional services

**C**reated by Portland voters in 1958, the Portland Development Commission (PDC) has played a major role in keeping Portland one of America's most livable cities. During the past 40+ years, PDC has taken forward 20 urban renewal plans that have helped change the face of the city making it a better place for all Portlanders.

Waterfront redevelopment, small business loans, affordable housing, new retail opportunities, transit-oriented development, business recruitment and retention all this and more make up the day-to-day work of the staff at PDC.

PDC program areas include:

## Housing

PDC strives to bring together community resources to achieve Portland's vision of a vital economy with healthy neighborhoods.

## Development

In addition to housing, PDC develops retail, office and other projects. PDC helps bring together resources for projects and also provides market analysis, district planning and site planning. Programs providing financial support include the Development Opportunities Services Program for predevelopment assistance, the Storefront Improvement Program and other loan and tax incentives. Recent projects include the extension of the Portland Streetcar to RiverPlace, the Eastbank Esplanade, and the Fremont/MLK Vision Study.

## Economic development

PDC assists business and industry in creating jobs and investment that provide a full range of employment opportunities and economic benefits to all residents. Services provided by PDC's Economic Development

## Transportation connection

Tax increment funds raised through urban renewal districts have provided a significant source of financing for the Airport and Interstate MAX lines. Tax increment funds have also been used repeatedly to build and improve streets for all modes of transportation. Streetscape projects are especially important to support retail and residential development.

PDC's investment in transportation infrastructure recognizes the critical role of mobility and access in both business and residential location decisions.

# ShoreBank Pacific

**Put simply, ShoreBank Pacific's goal is to build a conservation-based economy.**

**S**horeBank Pacific is a unique commercial bank that supports small and medium size businesses interested in increasing their bottom lines through conservation-based management activities. Activities include:

- Using natural resources efficiently;
- Minimizing waste streams; and energy inputs
- Providing equitable opportunities for employees.

Put simply, ShoreBank's goal is to build a conservation-based economy. The Bank's target area is the Northwest coastal temperate rain forest, which includes the Puget Sound region, the Willapa Bay and lower Columbia River watersheds, and the greater Portland area.

ShoreBank Pacific was created by two innovative organizations: ShoreBank Corporation and Ecotrust. ShoreBank Corporation, founded in 1973 in Chicago, is a development bank holding company created to invest in urban neighborhoods and rural communities. In Chicago, ShoreBank is one of the largest Small Business Administration lenders in its region and is an expert at small business lending.

Ecotrust, based in Portland, Oregon, fosters conservation-based development in the coastal temperate rain forests of North America. Ecotrust works in places

where community residents are committed to increasing economic opportunities in harmony with their environment.

ShoreBank Corporation and Ecotrust joined together in 1992 to promote development and conservation in the coastal temperate rain forest. In 1994, ShoreBank Enterprise Pacific (formerly ShoreTrust Trading Group) was formed. This nonprofit economic development affiliate's products and services include marketing and conservation-based management assistance and higher-risk, nonbank loans.

## Loans

ShoreBank Pacific's initial offerings meet small business financing needs: equipment purchases, working capital, business-use real estate, business acquisitions, refinancing and selective start-ups.

Flexible loan maturities, competitive rates, no prepayment penalties and guaranty programs are available. Loan offices are located in Ilwaco, WA, Portland, OR, and Seattle, WA.

## EcoDeposits

EcoDeposits provide the support for ShoreBank Pacific's conservation-based development mission. All ShoreBank Pacific accounts are FDIC insured up to \$100,000.