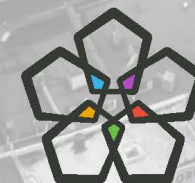


USPS Master Plan

DAR #1

EA 19-147114 DA

June 6, 2019



**PROSPER
PORTLAND**

ZGF

USPS Master Plan Study Area



JAMISON SQUARE

NW 9TH AVE

NW LOVEJOY

NW BROADWAY

NW HOYT

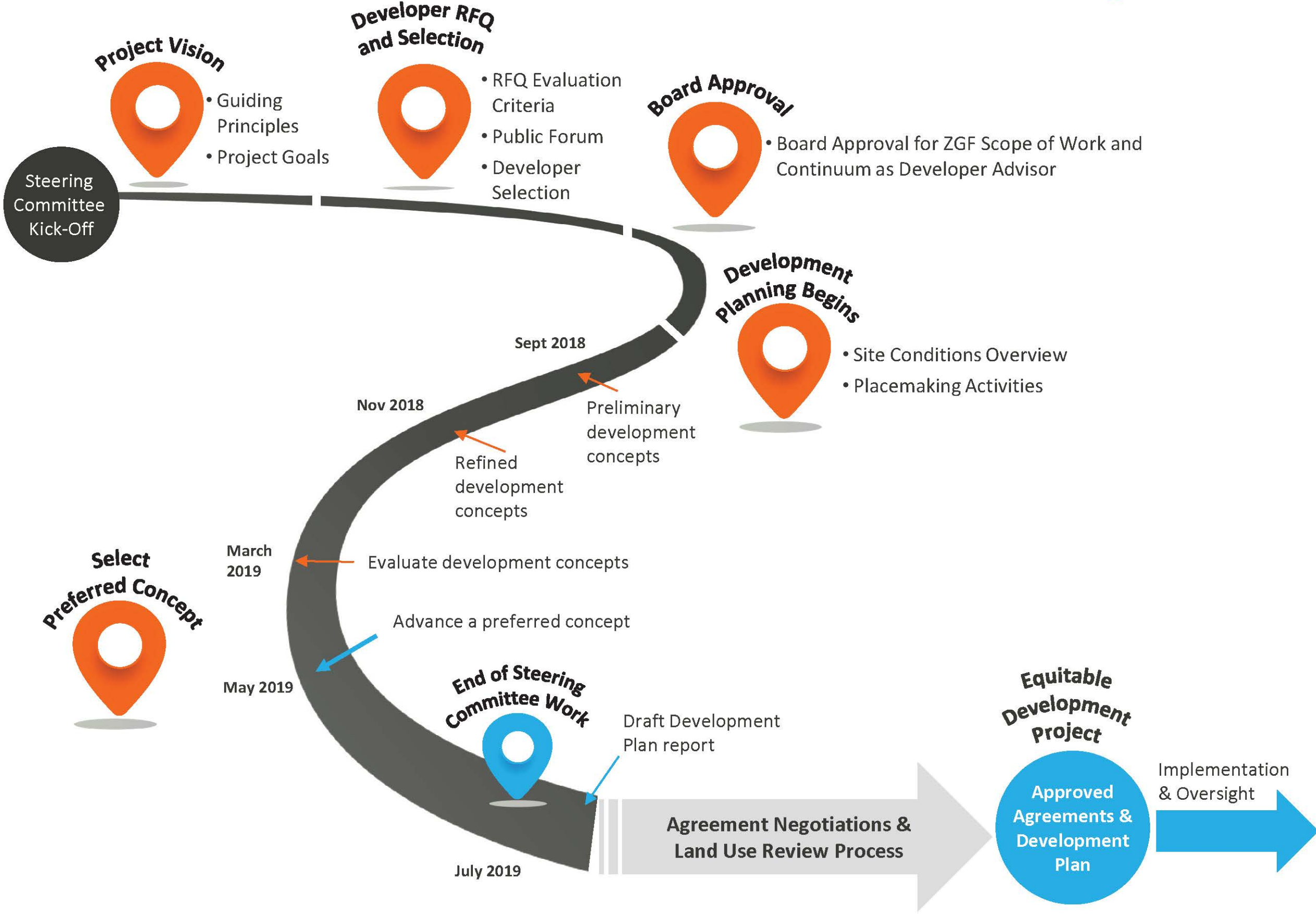
BROADWAY BRIDGE

UNION STATION

GREYHOUND STATION

PNCA

Where We've Been, Where We're Going



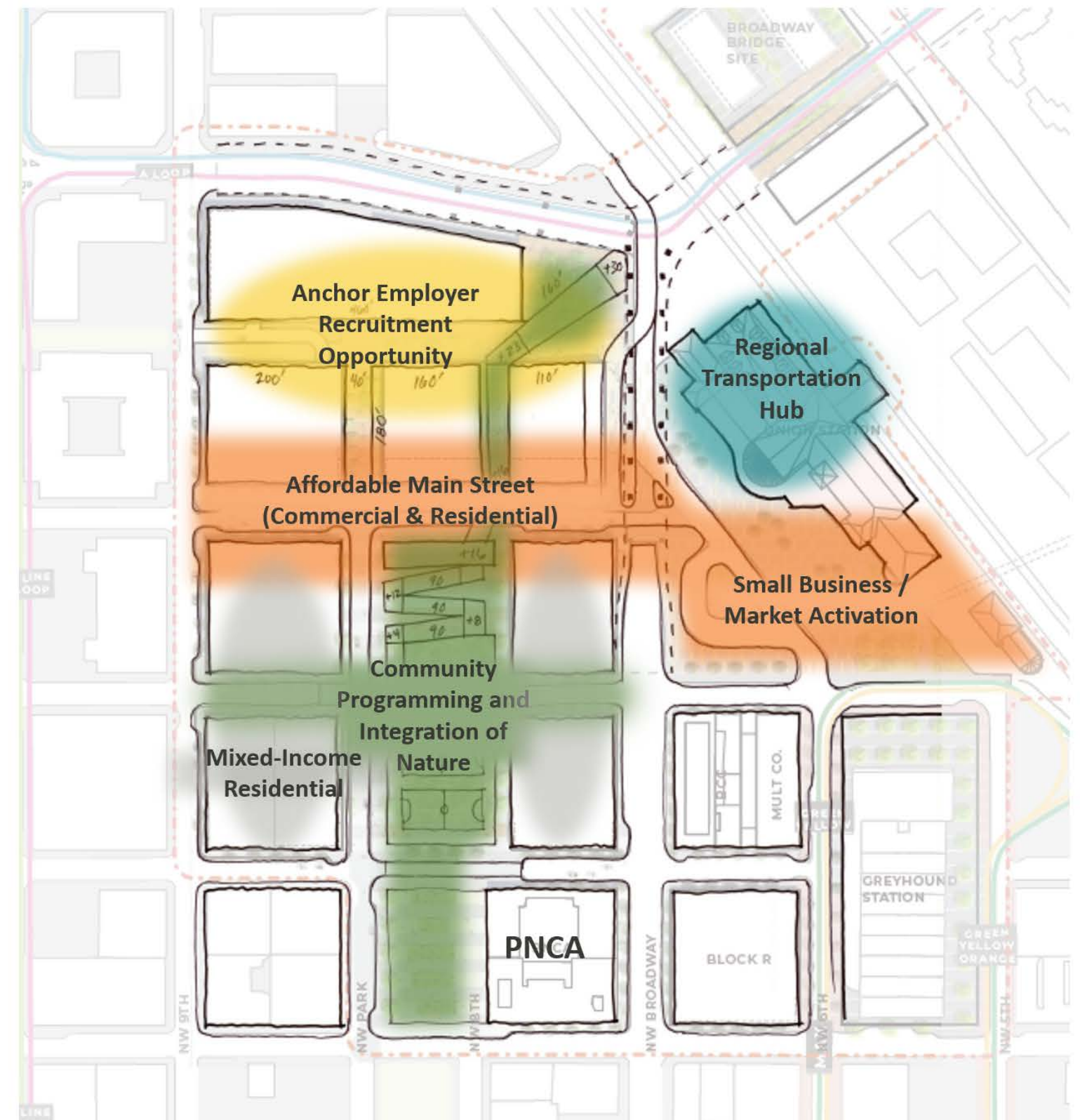
Equitable Design

Principles of Design for Racial & Social Equity

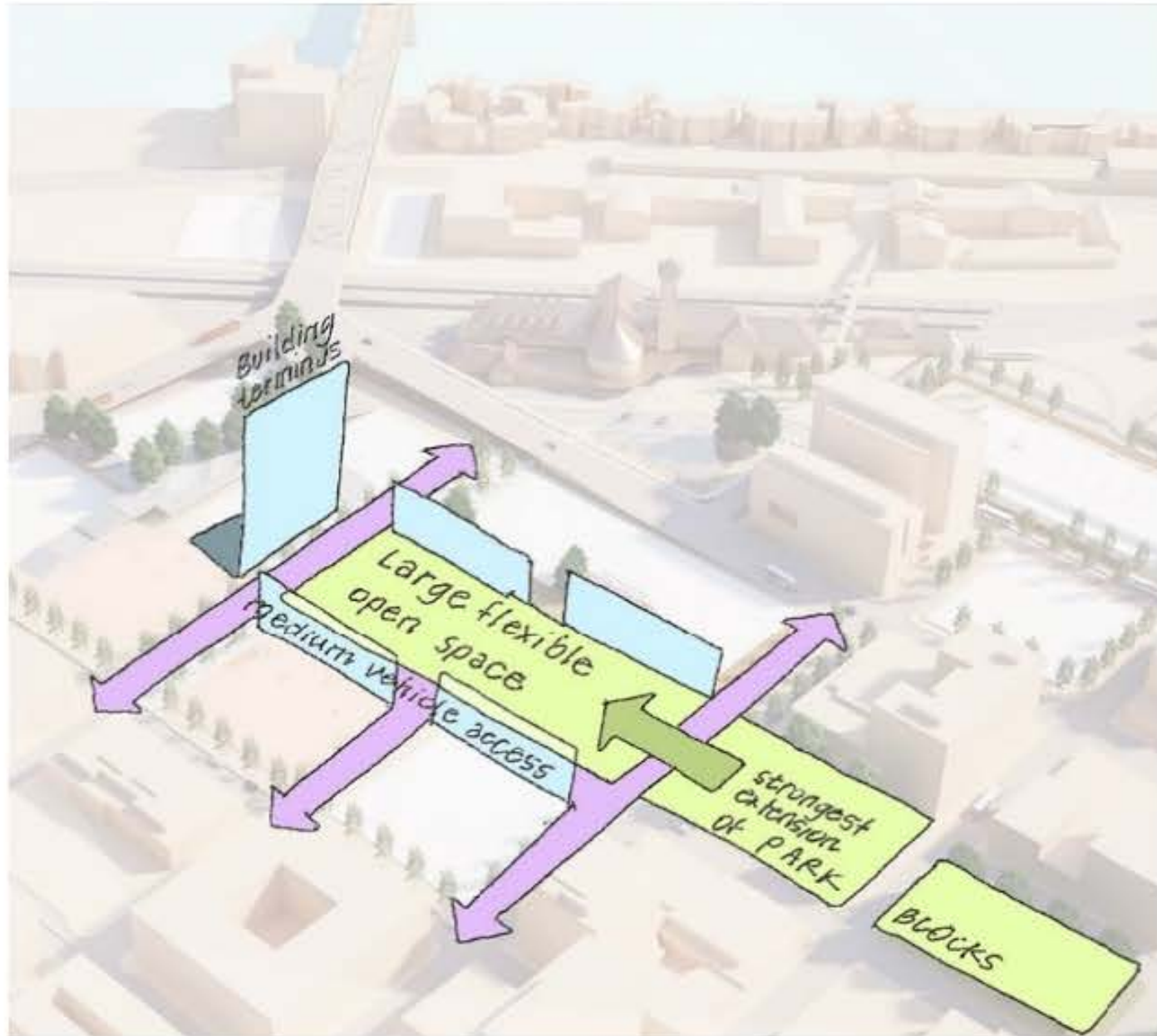
- **Engage and elevate the voices of underrepresented groups** in each phase of planning & design.
- Provide **public spaces to just be**, meaning:
 - Places that don't feel like you need a specific purpose, activity or transaction to be there.
 - Places to sit that don't appear to be connected to a building or a business.
 - Places for groups to gather.
- Create spaces in buildings and within the public realm to **accommodate businesses serving low-income customers**, particularly with respect to food and drink, including:
 - Affordable retail space in buildings.
 - Designated spaces for food carts or other street vendors.
- **Avoid excessive or unnecessary spending on infrastructure** that may limit resources available for other community priorities.

Affordable Housing

- **Multiple Medium Sized Parcels** - Breaking the PHB land into two medium sized parcels allows for flexibility in implementation.
- **Distributed Affordability** - Don't cluster affordable housing parcels in one corner or section of the project area.
- **Integrate and Connect Affordable Housing** - Don't push all the affordable housing to the edges of the site.



Feedback Received



What's Working

- Large gathering area feels **welcoming to all ages and abilities**, fosters a space for community interaction, and seems most flexible for different activities and needs.
- Feels people- and pedestrian-friendly.
- **Connectivity** to the rest of the city, between existing neighborhoods, through the Green Loop, and to Union Station is appealing.
- Utilizing this space for a small business incubator is appealing.
- **Continuation of the Park Blocks** is clear and continues the historic grid.

What's not working:

- Configuring the Park Blocks as a large open space feels unsafe and requires active ground floor uses and programming to work.
- Needs stronger connectivity from open space to Union Station.
- Space feels unorganized and has a lack of identity.

Public Realm

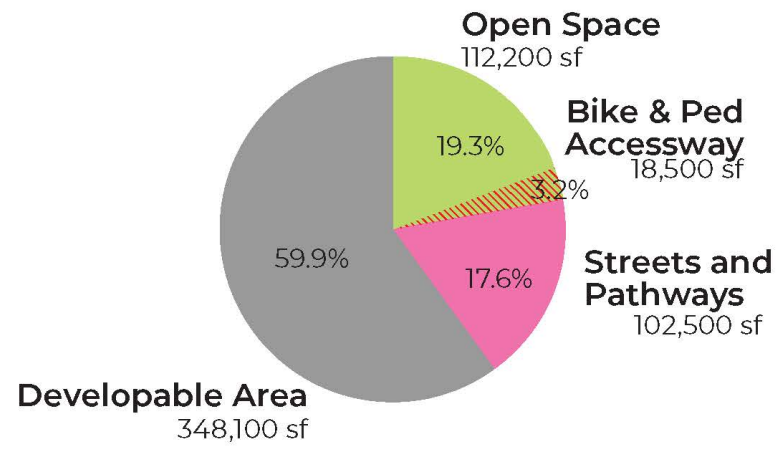
An aerial photograph of a city, likely Seattle, showing a river with several bridges. The city is densely packed with buildings, including modern high-rises and older, multi-story structures. The sky is overcast with grey clouds. The text 'Public Realm' is overlaid in large red font at the top left. Below it, three numbered items are listed in red font: '1. Streets', '2. Green Loop', and '3. Open Space'.

1. Streets

2. Green Loop

3. Open Space

Concept Diagram



CCMP Open Area Requirements:

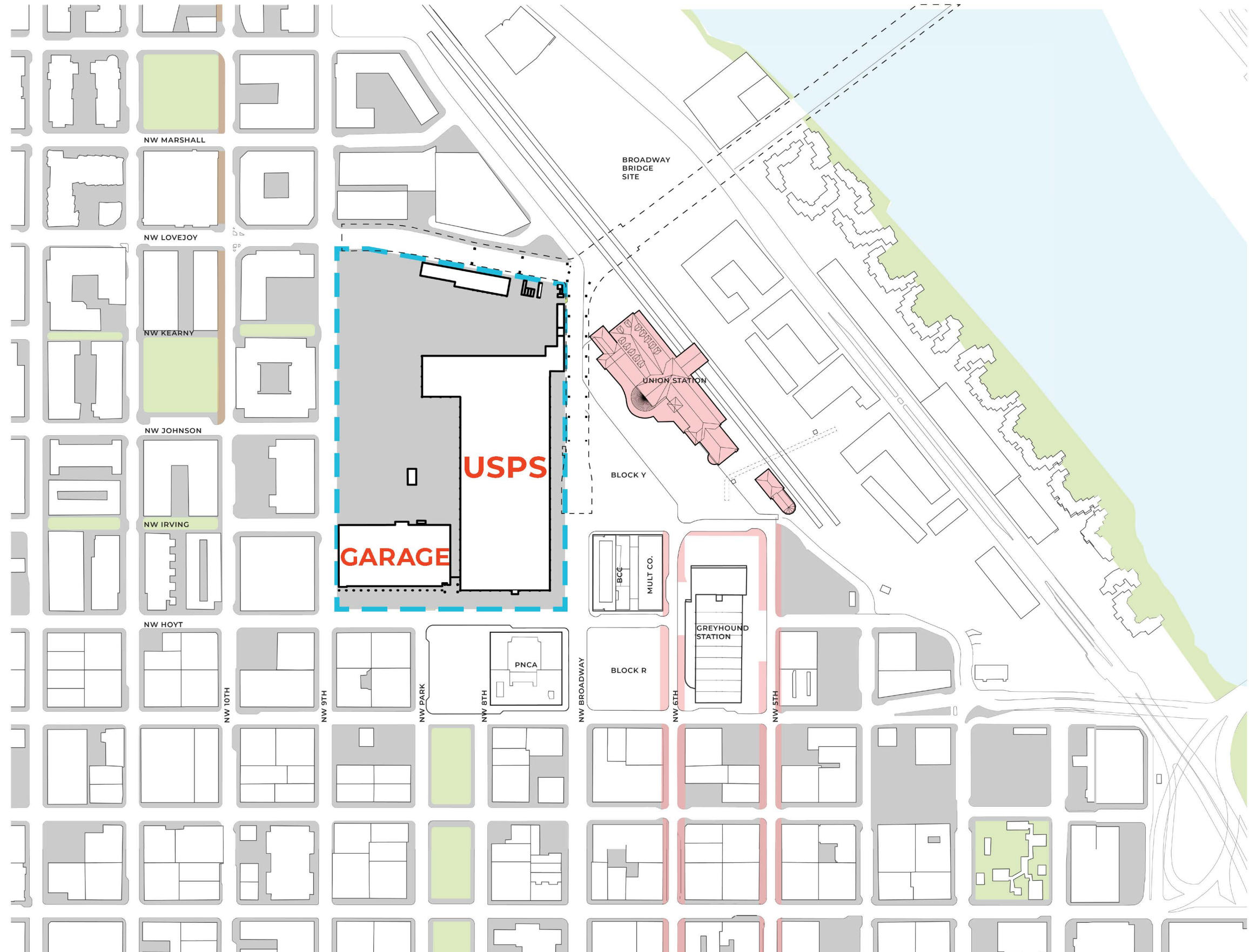
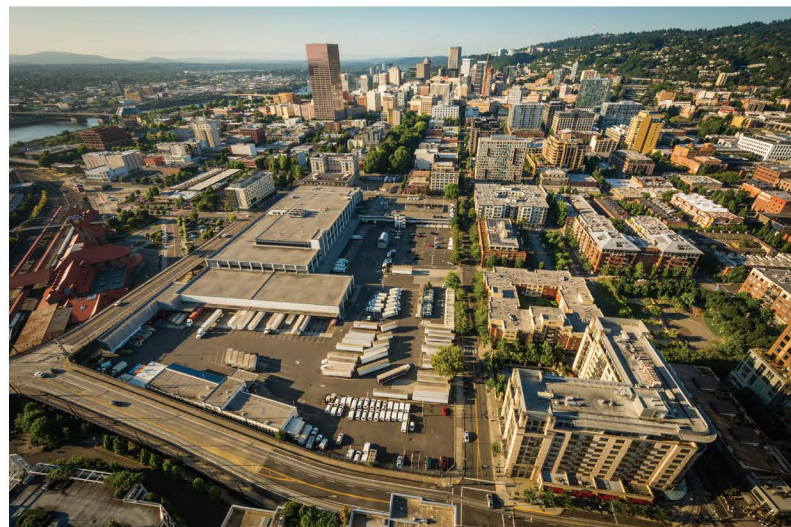
1. Minimum of 20% of Master Plan area must be devoted to open area.
2. At least 20,000 sf of the required open area must be designated parks or plazas. At least one park/plaza must allow a 50' x 50' square to fit entirely within it.
3. Bike and pedestrian accessways may not constitute more than 25% of required open space.



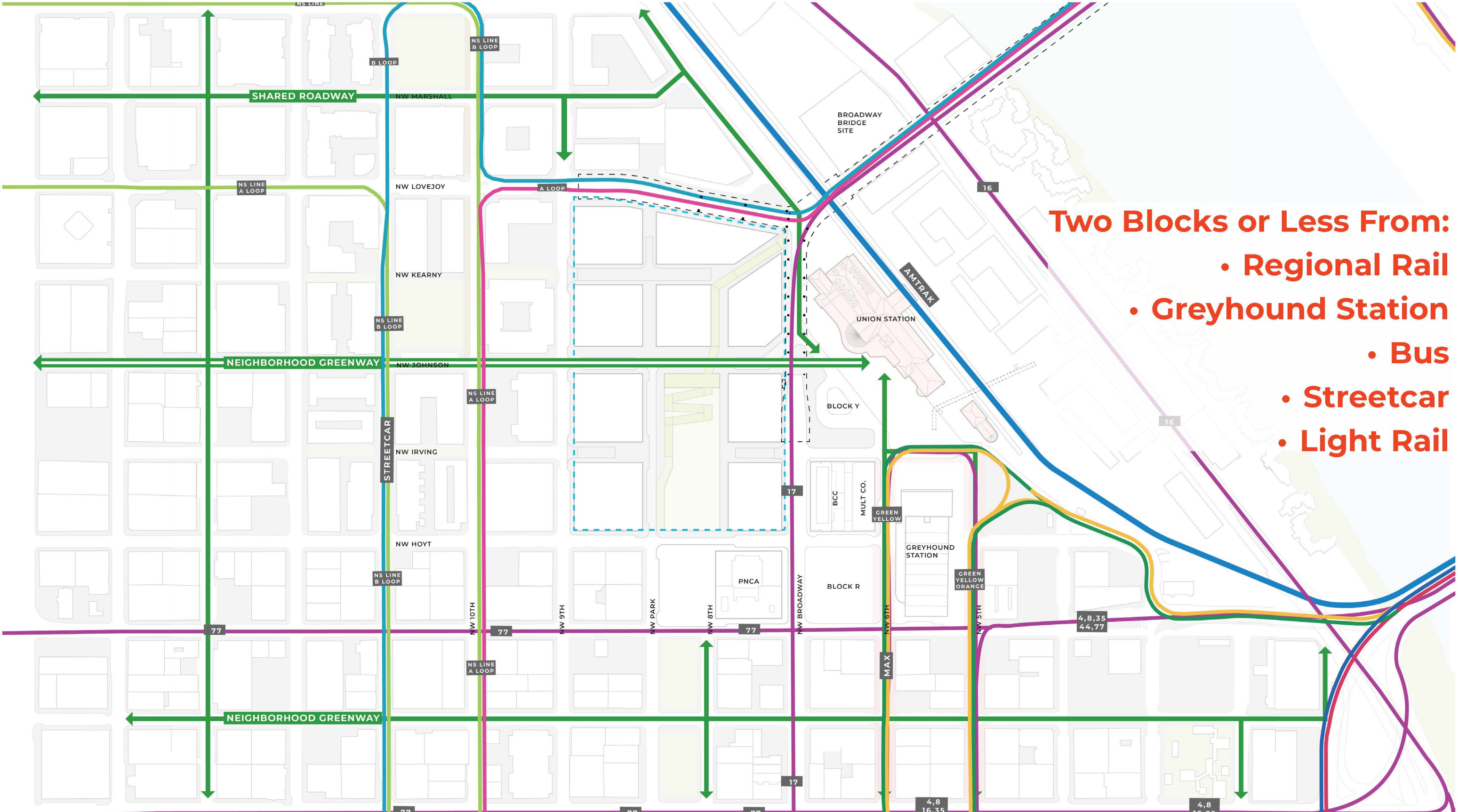


Streets

Existing Conditions



Transit Access + Greenways



Two Blocks or Less From:

- Regional Rail
- Greyhound Station
- Bus
- Streetcar
- Light Rail

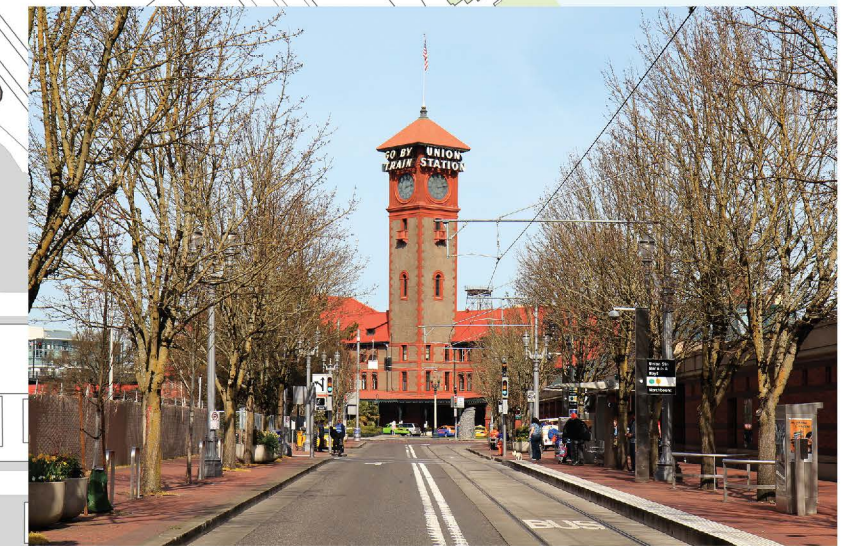
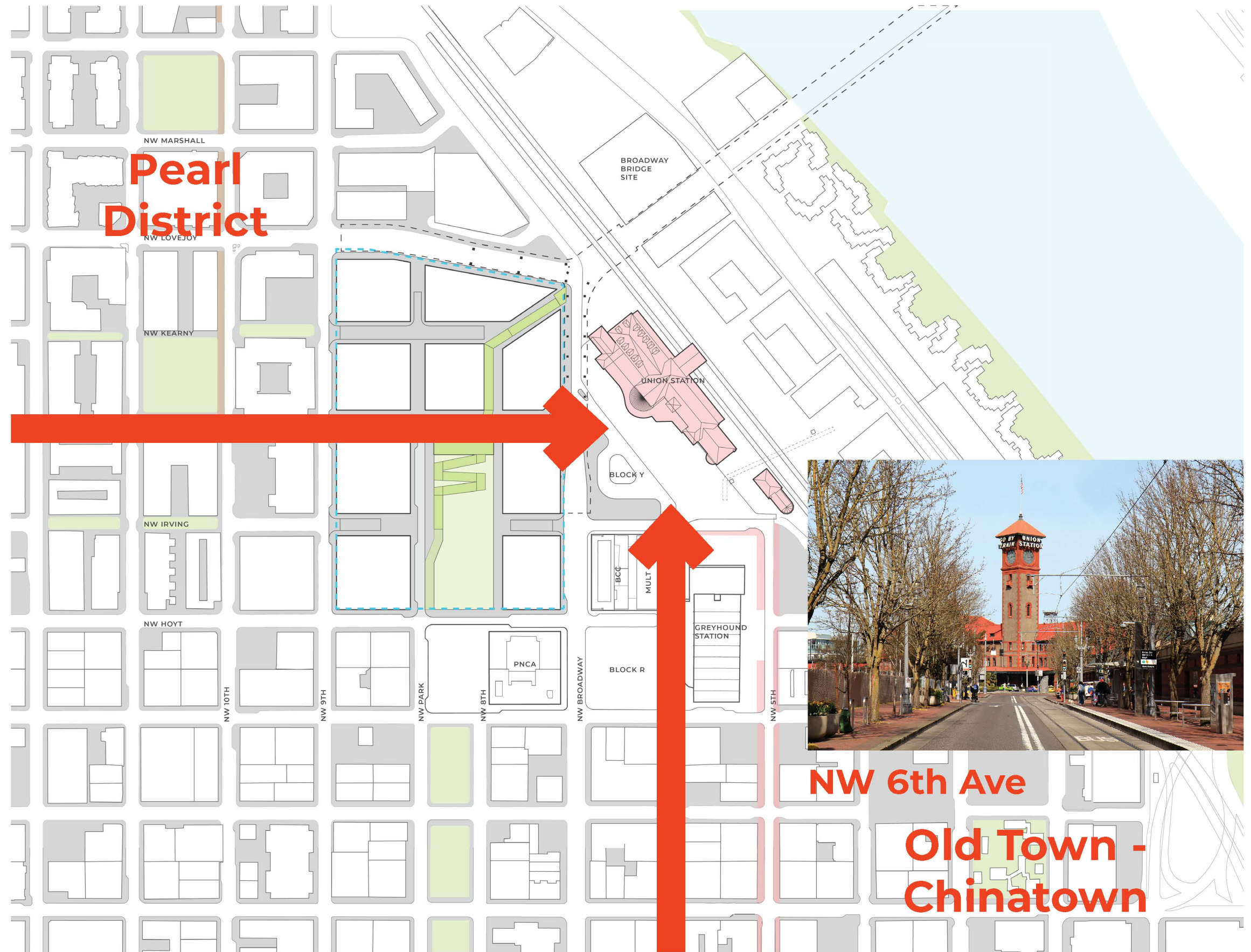
View Corridors



NW Johnson St



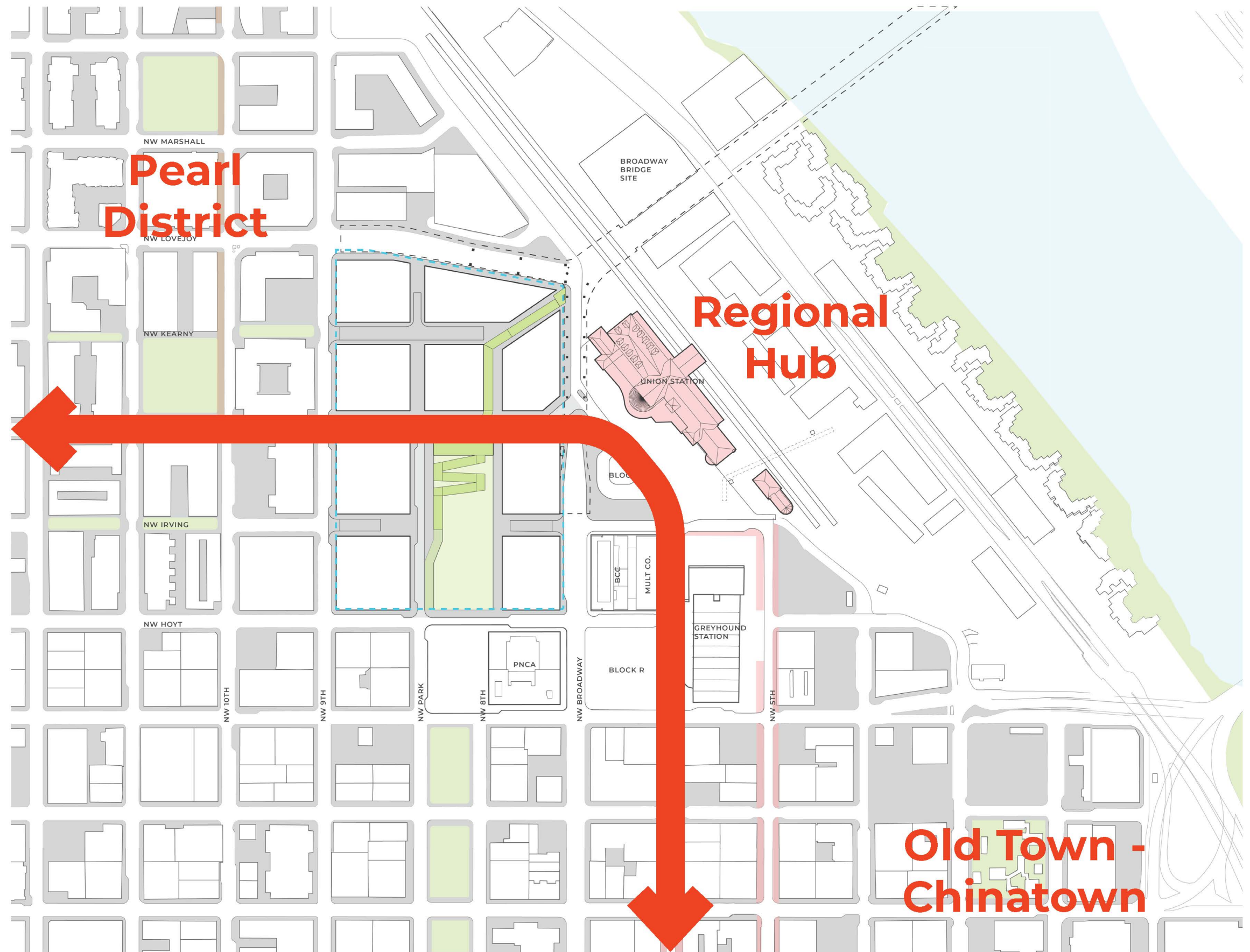
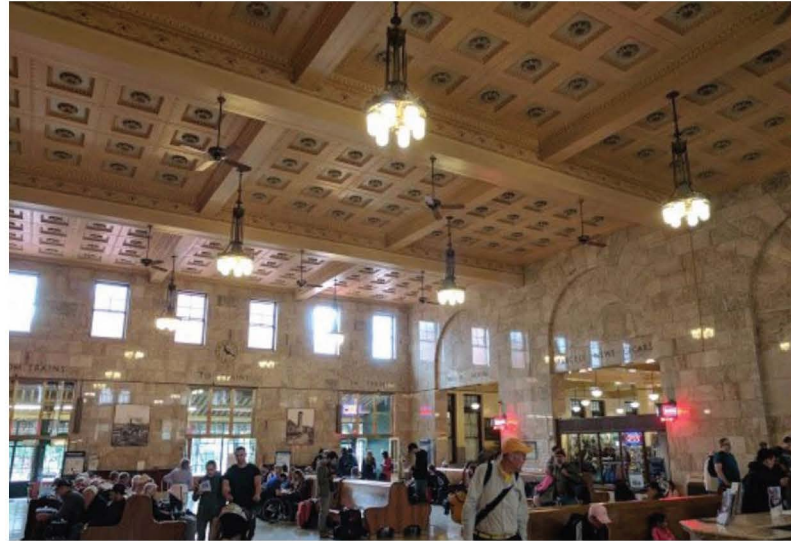
Union Station



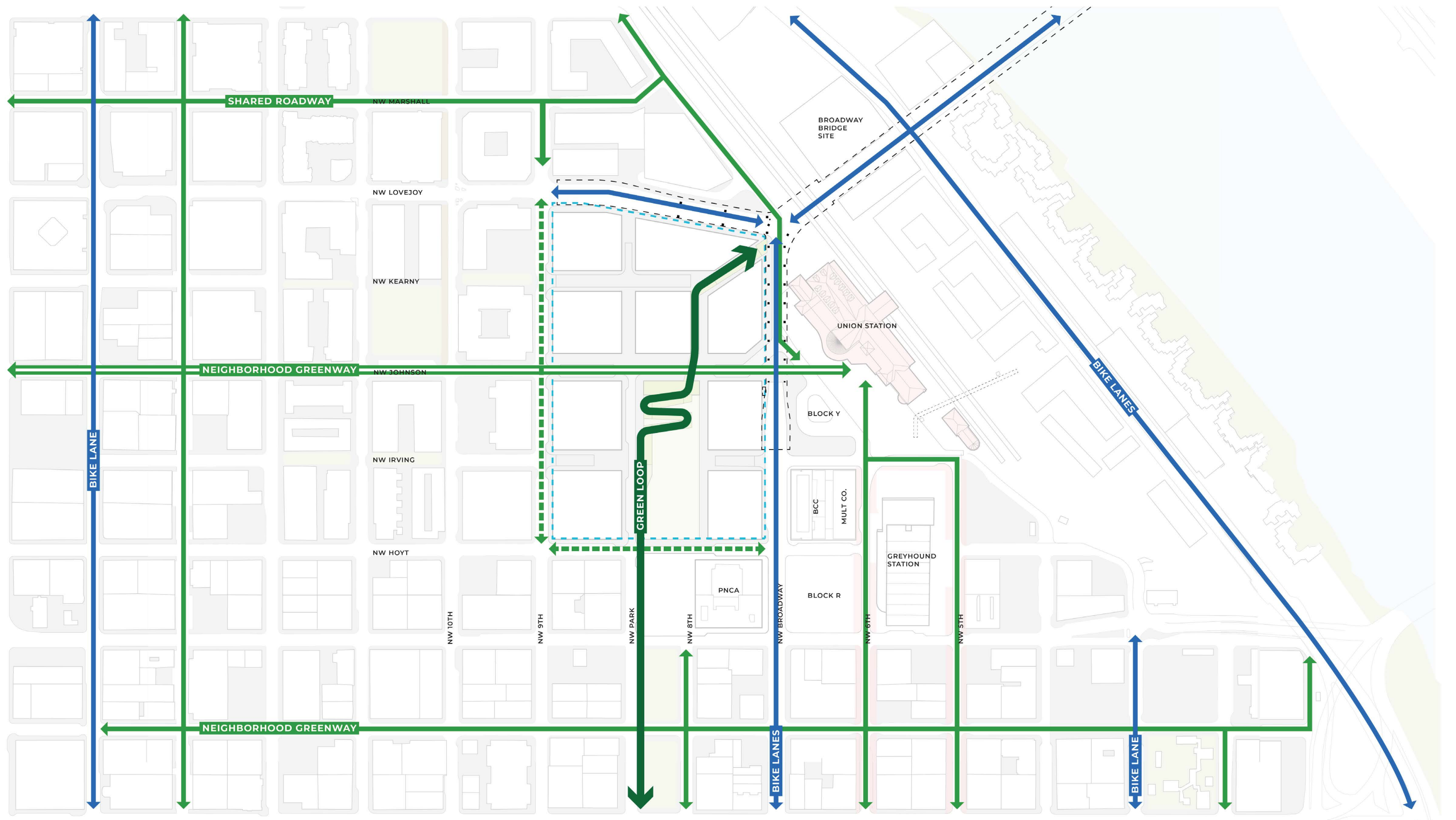
NW 6th Ave

Old Town - Chinatown

Connections



Bicycle Circulation



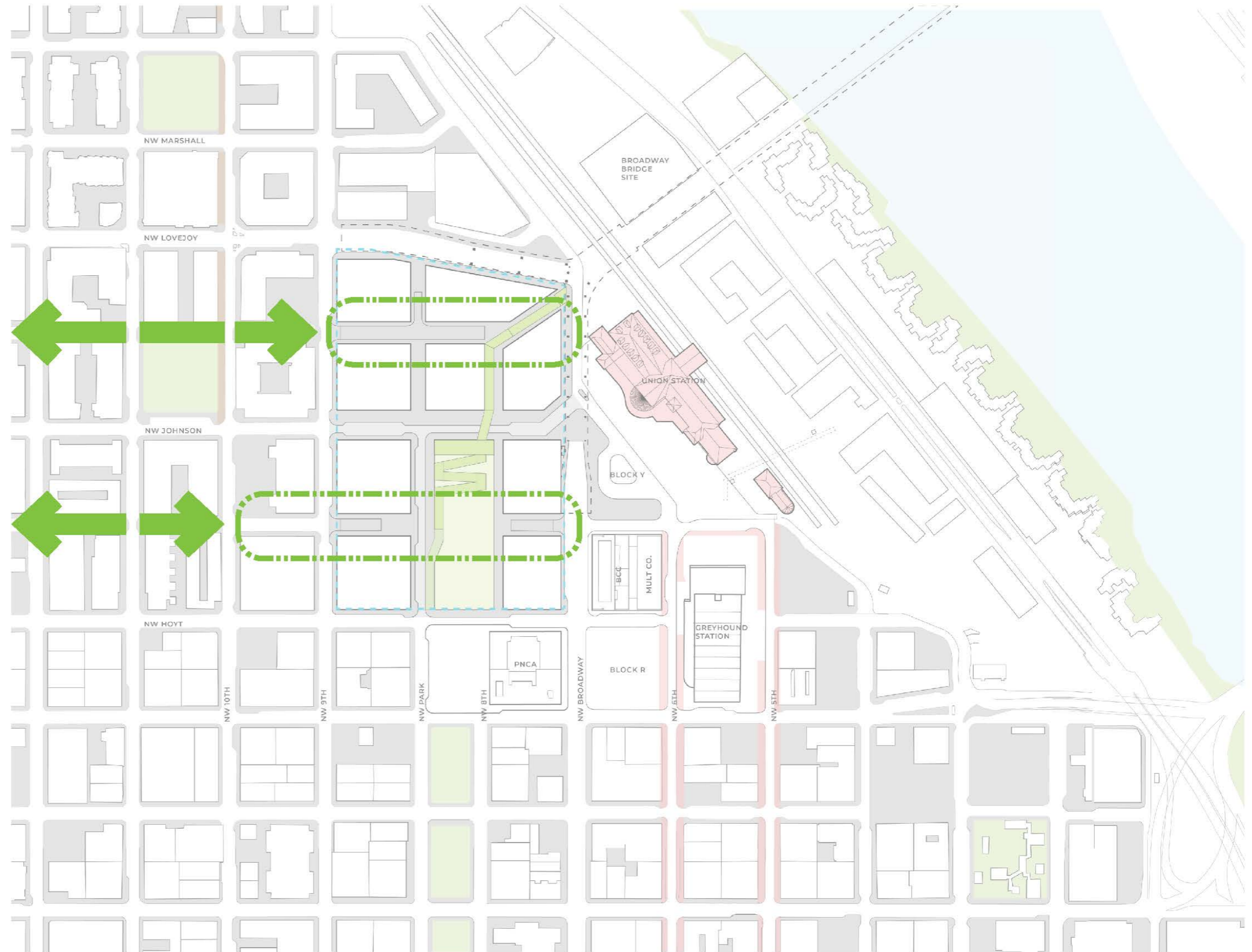
Pedestrian Greenways



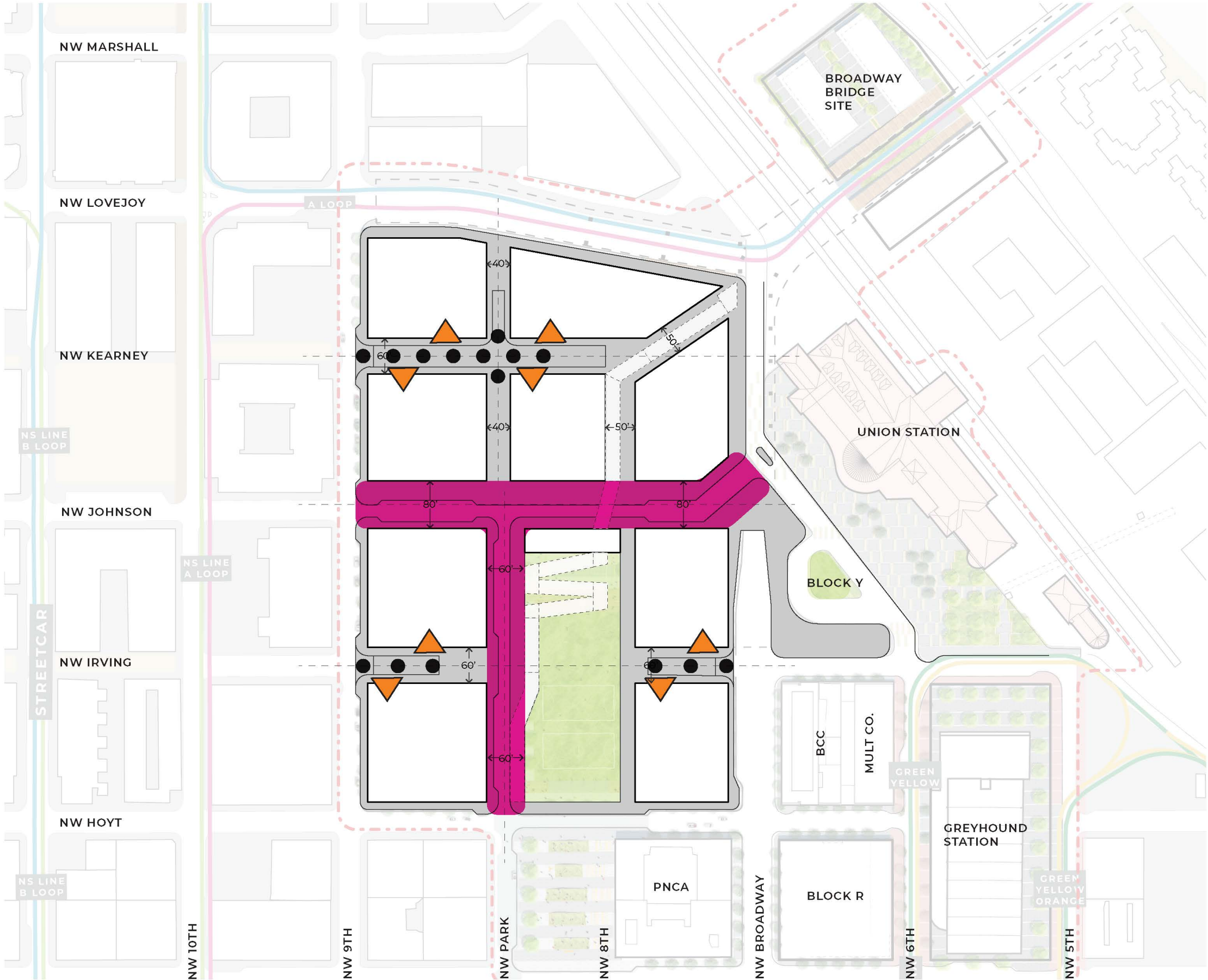
NW Kearney



NW Irving



Street Plan

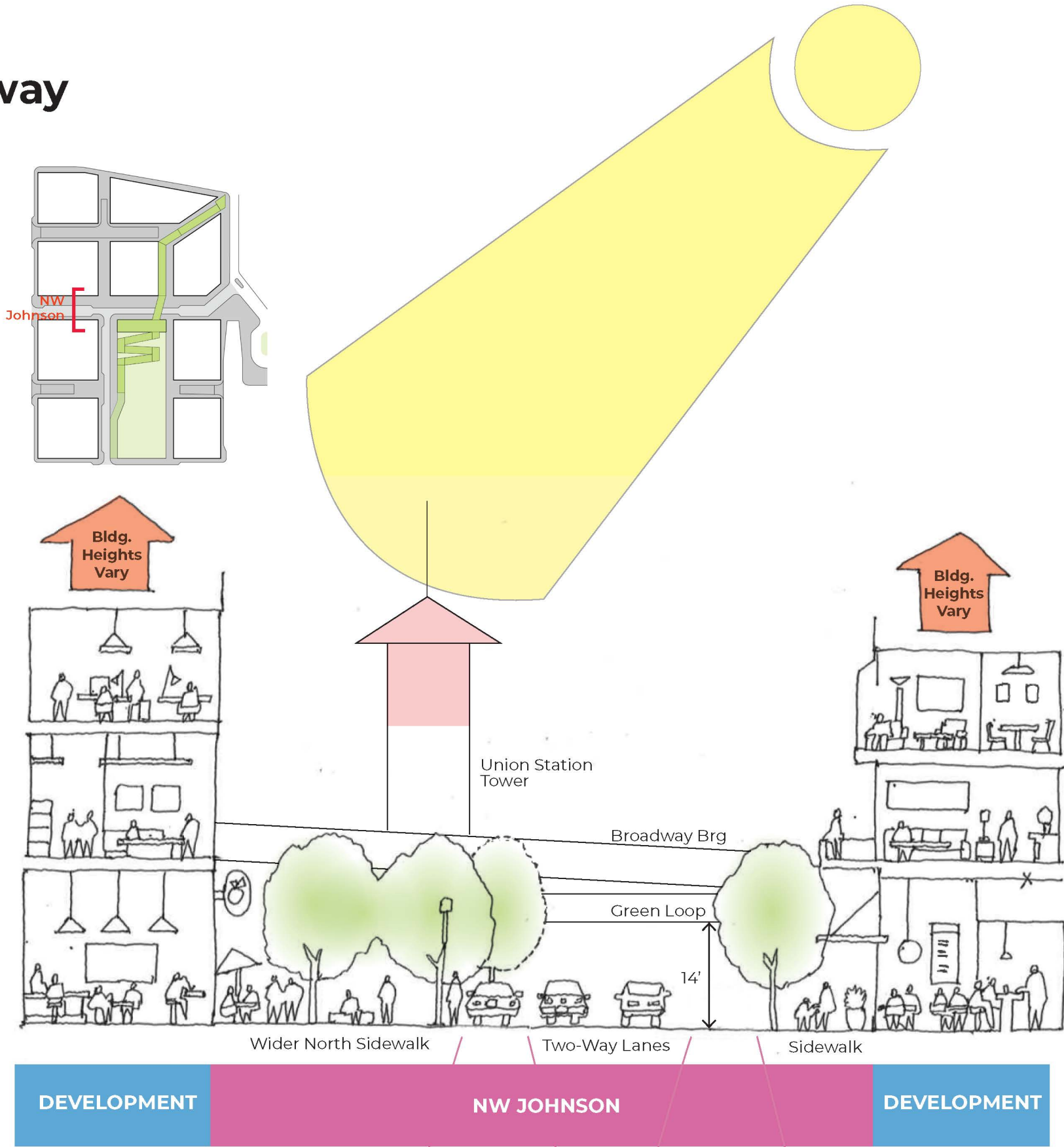


Street Sections

NW Johnson Street Neighborhood Greenway



Wider North Sidewalk



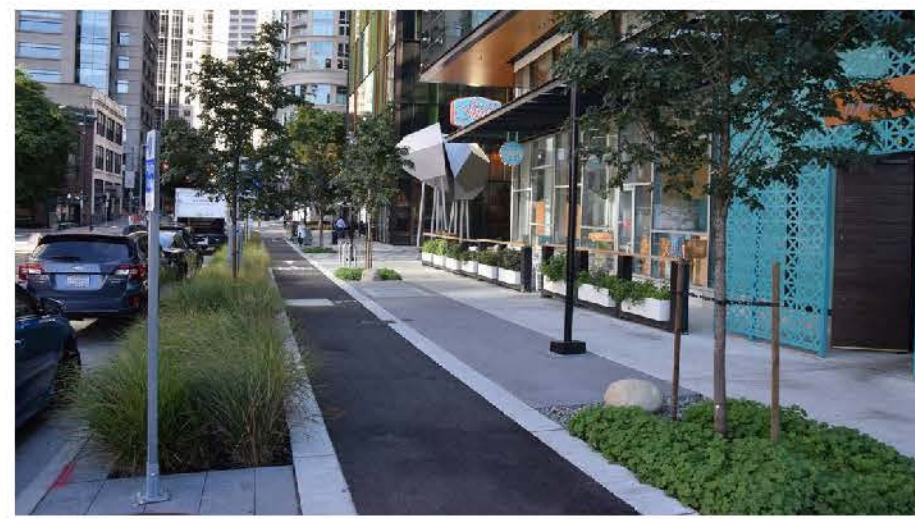
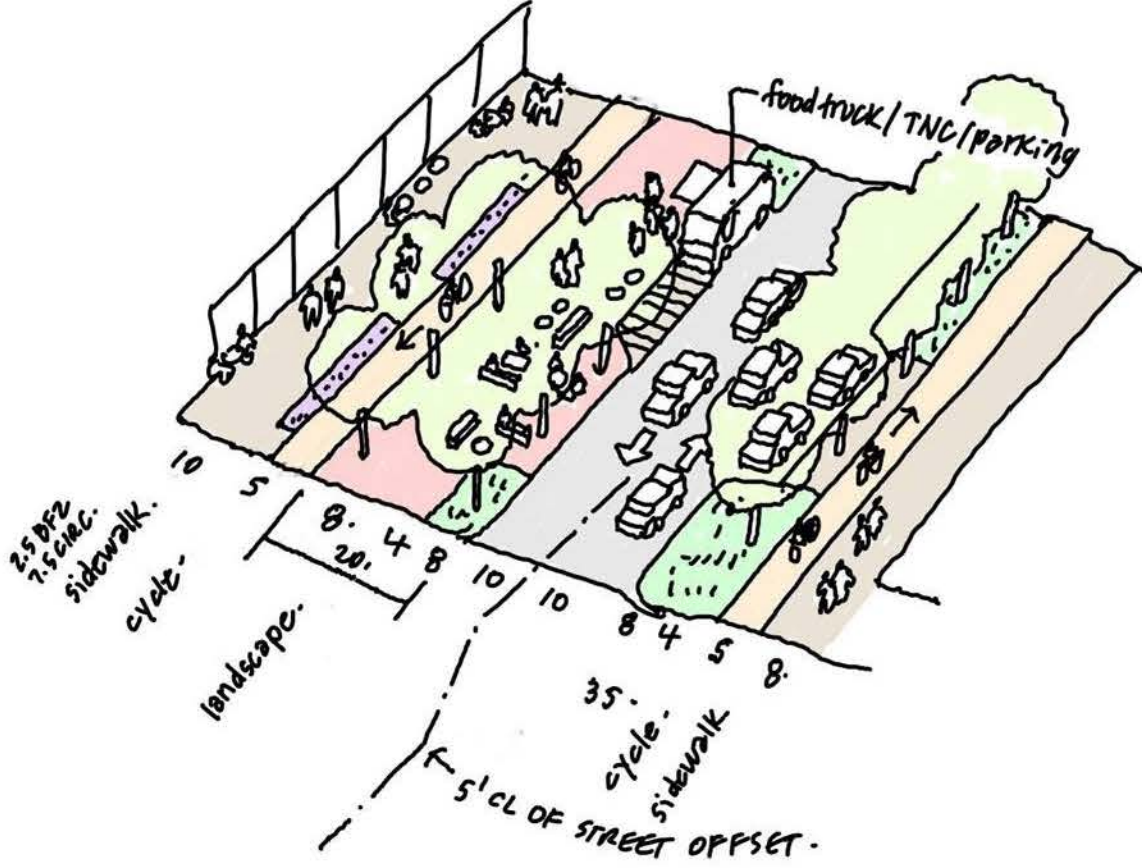
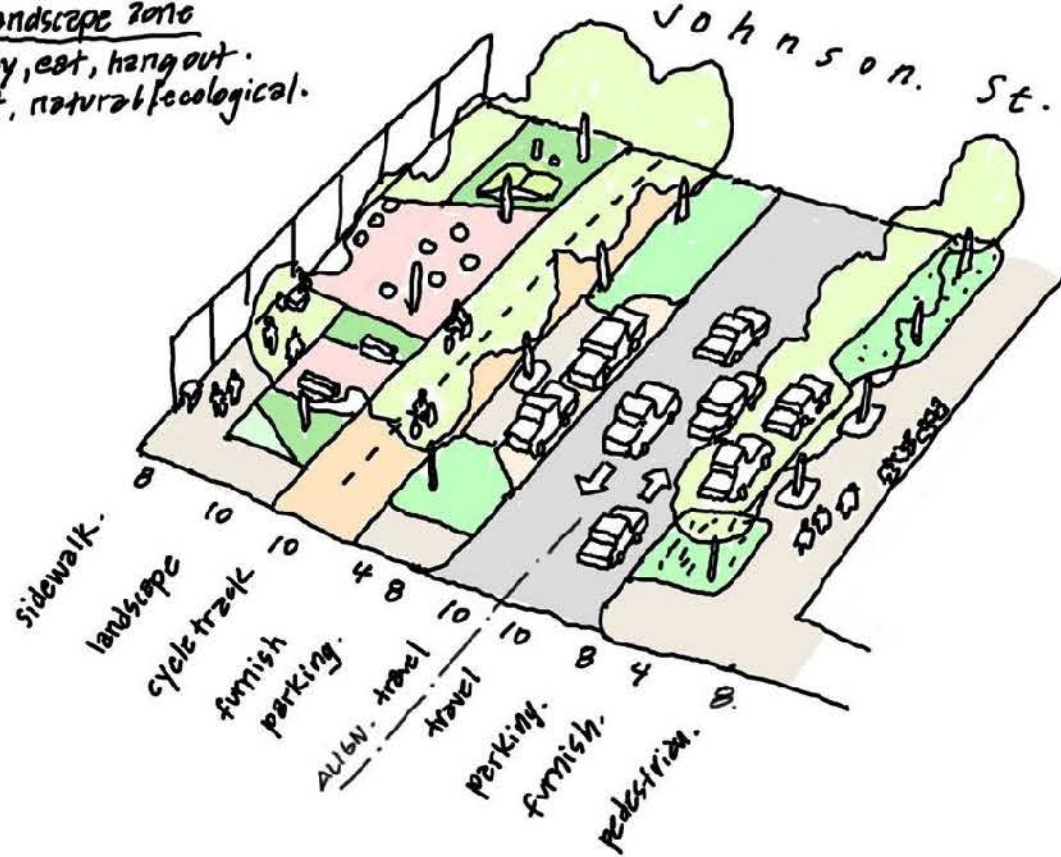
Flexible Lane with a variety of uses, including food carts, parking, pick-up and dropoff

Protected Bike Facility

Street Sections

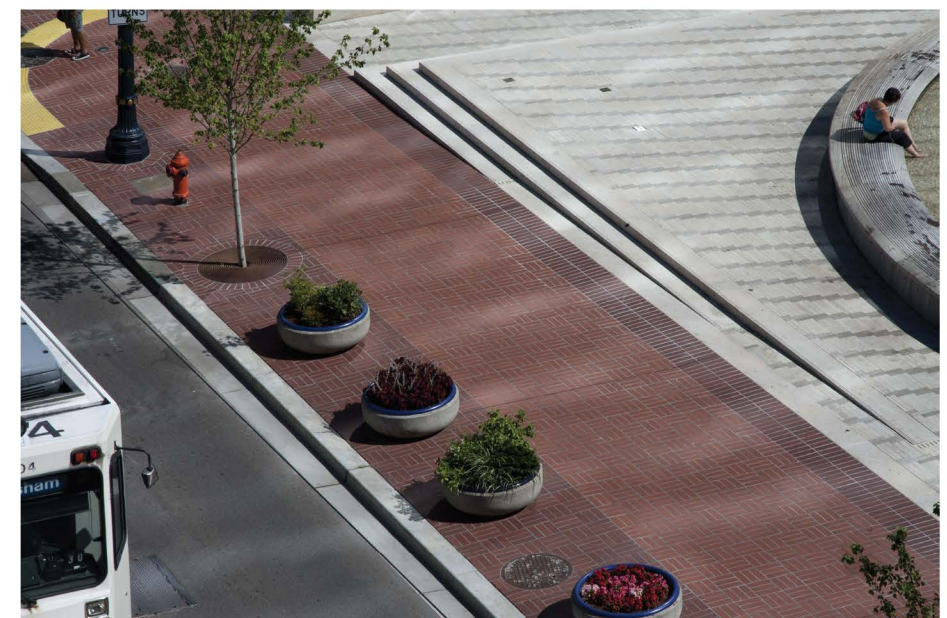
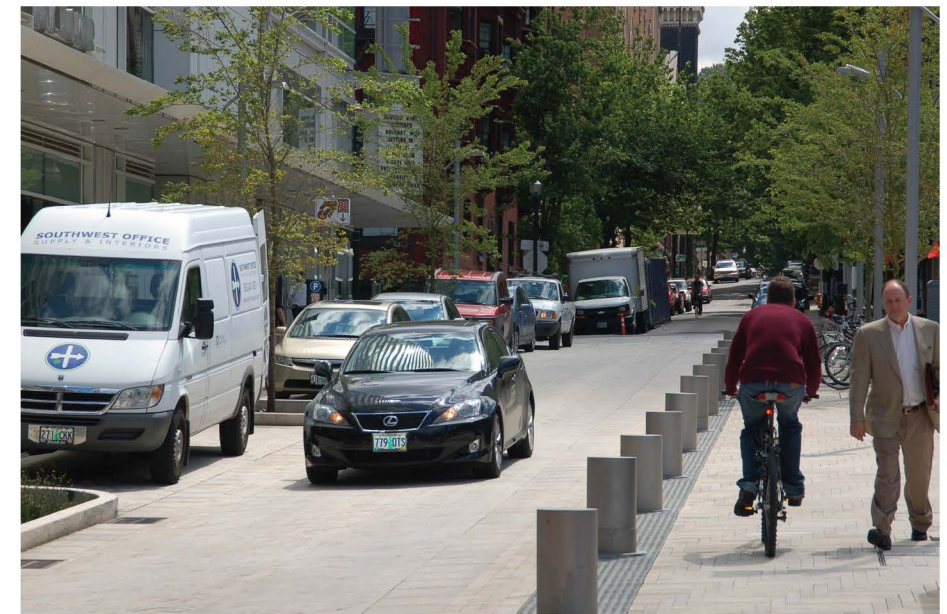
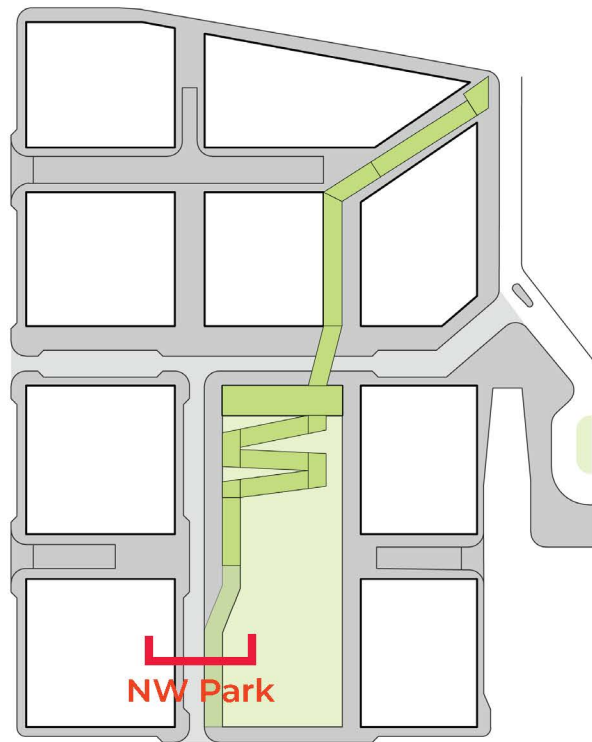
Alternate Street Layouts - NW Johnson

Landscape zone
 play, eat, hang out.
 art, natural/ecological.



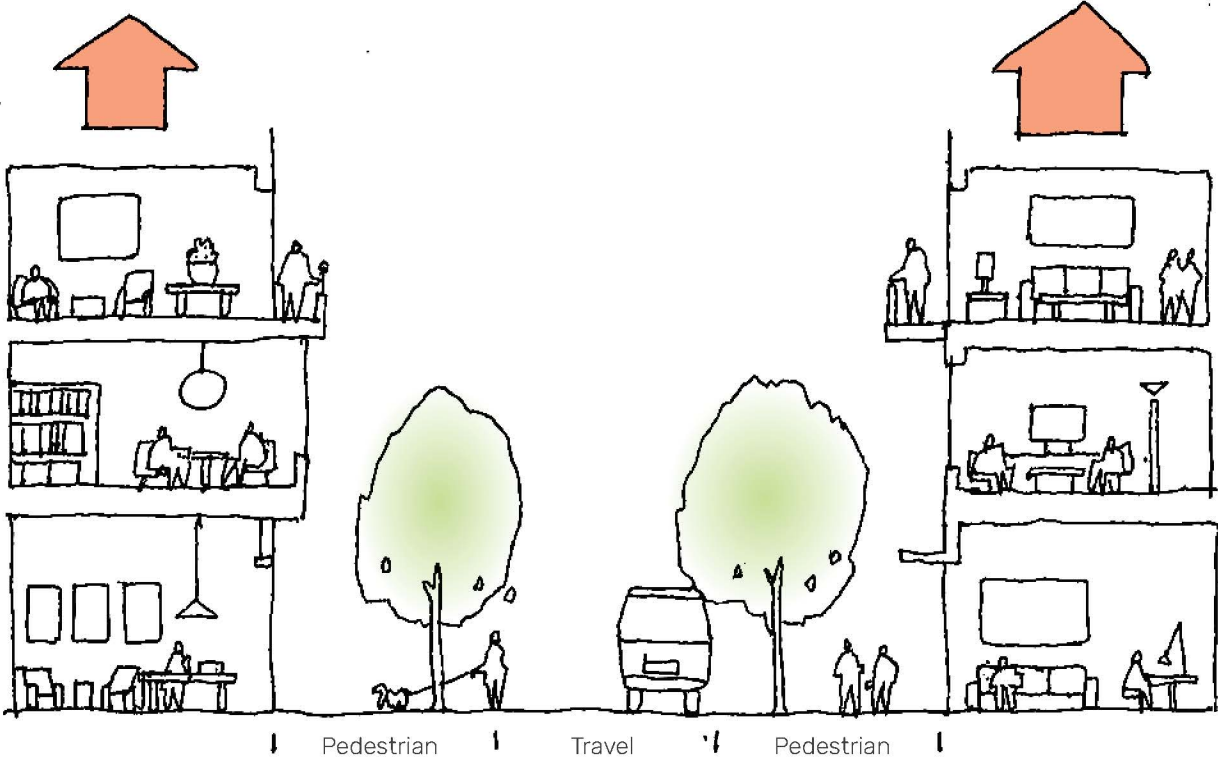
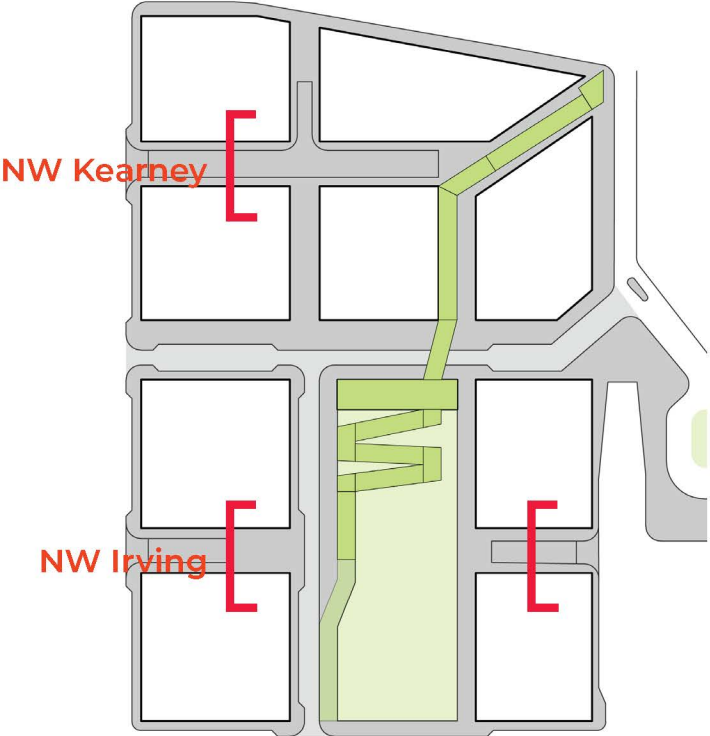
Street Sections

Proposed Street Layout - NW Park



Street Sections

Proposed Street Layout - NW Irving and Kearney



Ground Floor Active Use

1. Required

- Active Use
- Assume Requirement is Waived

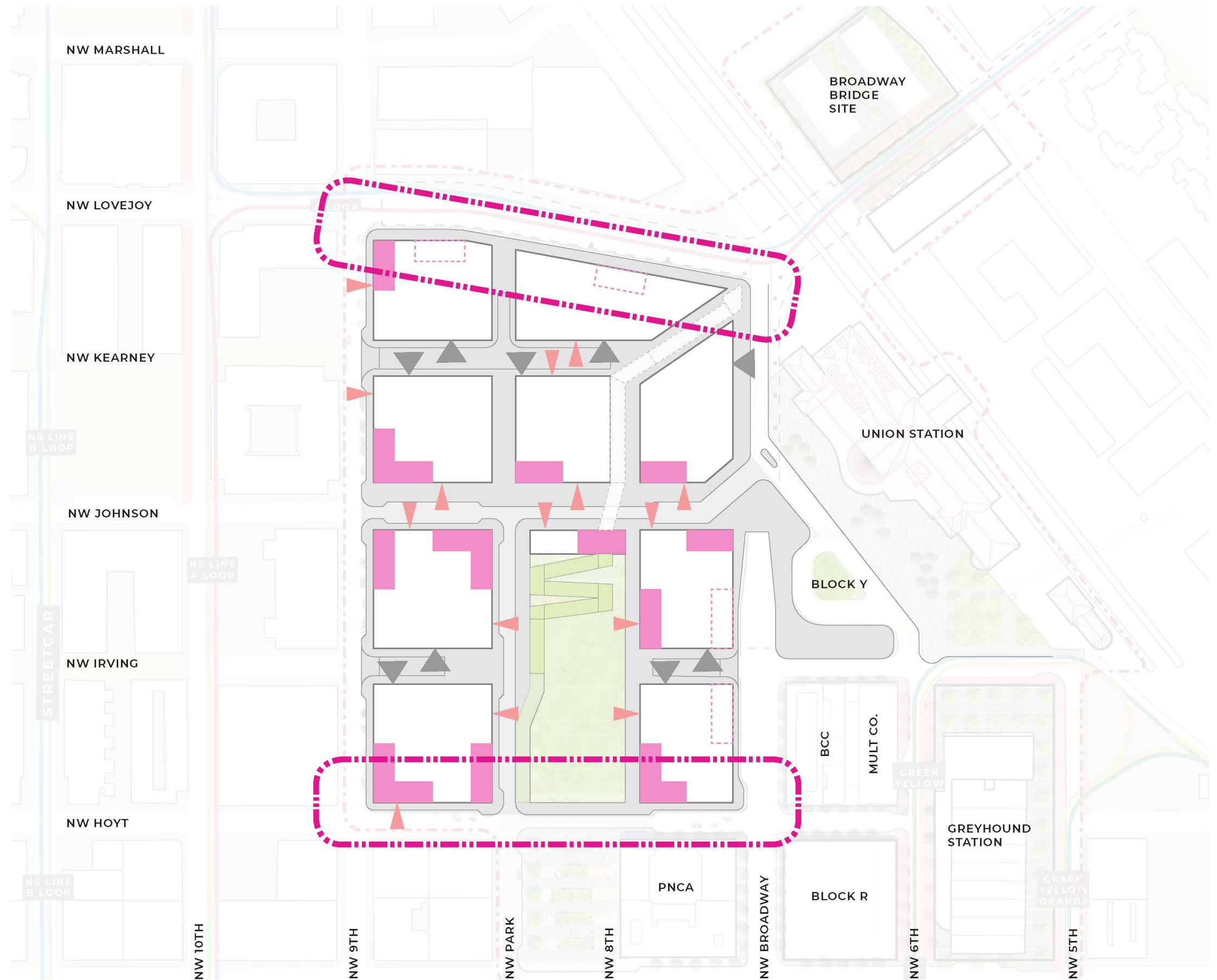
- Main Access
- Vehicular Access

Approval Criteria 5:

The master plan demonstrates that development within the plan boundary will establish an overall building orientation through massing, the location of entrances, and the location of ground floor uses that result in an edge that embraces adjacent public park rather than creating an abrupt edge between the plan area and parks, and ensures that development within the plan boundary will not excessively shade the adjacent park.

Approval Criteria 11:

The master plan demonstrates that, to the extent practical and feasible, inactive uses, such as, but not limited to, parking and access, loading, and trash and recycling are shared or consolidated, with the goal of activating the pedestrian environment.



Ground Floor Active Use

2. Proposed

- Active Use
- Assume Requirement is Waived

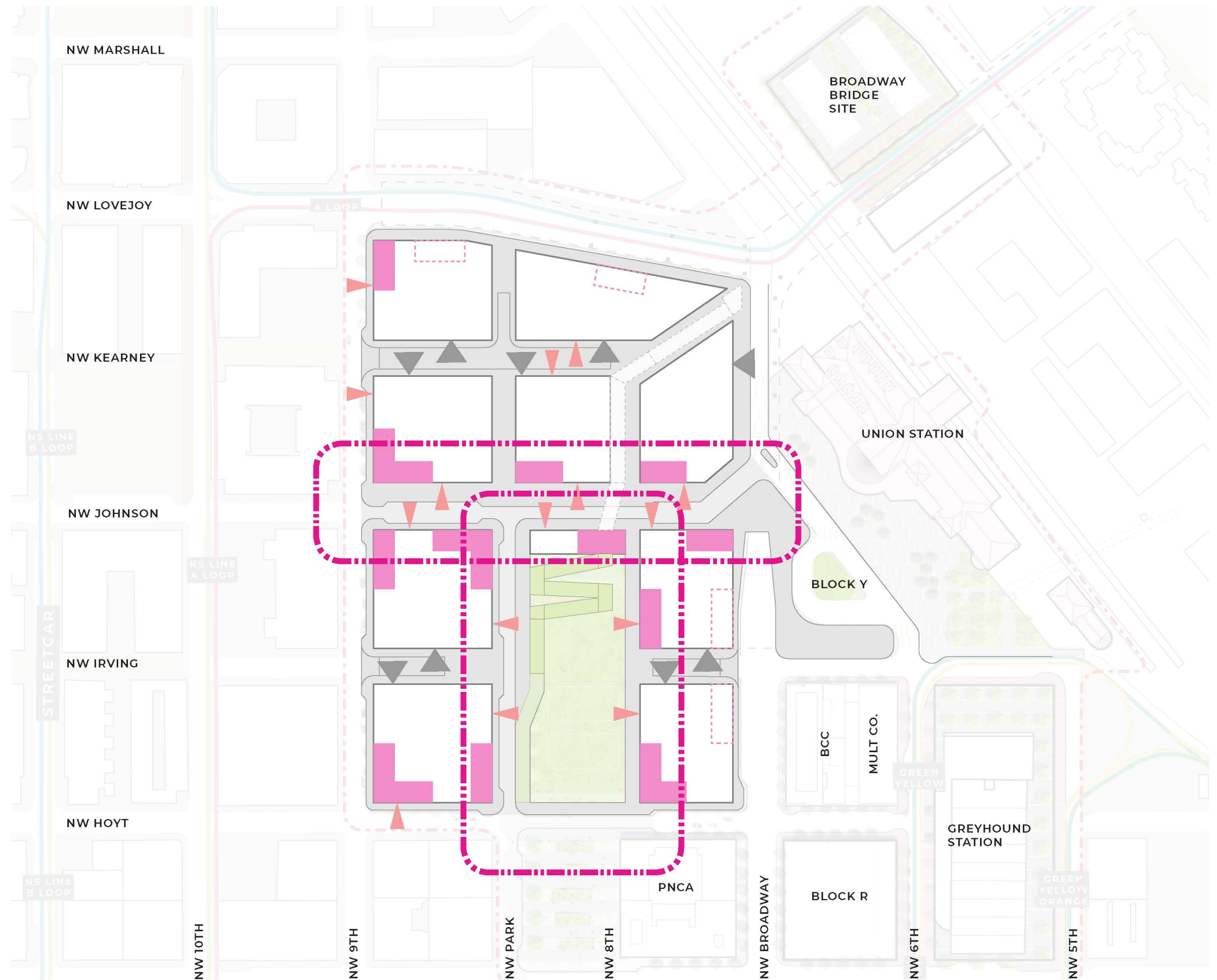
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Right of Way

- Public Right of Way
- Public Access Easements (No Vehicles)
- River District Pedestrian Street
Private Street (with Vehicles) Bike / Ped Access
- Green Loop

Approval Criteria 6:

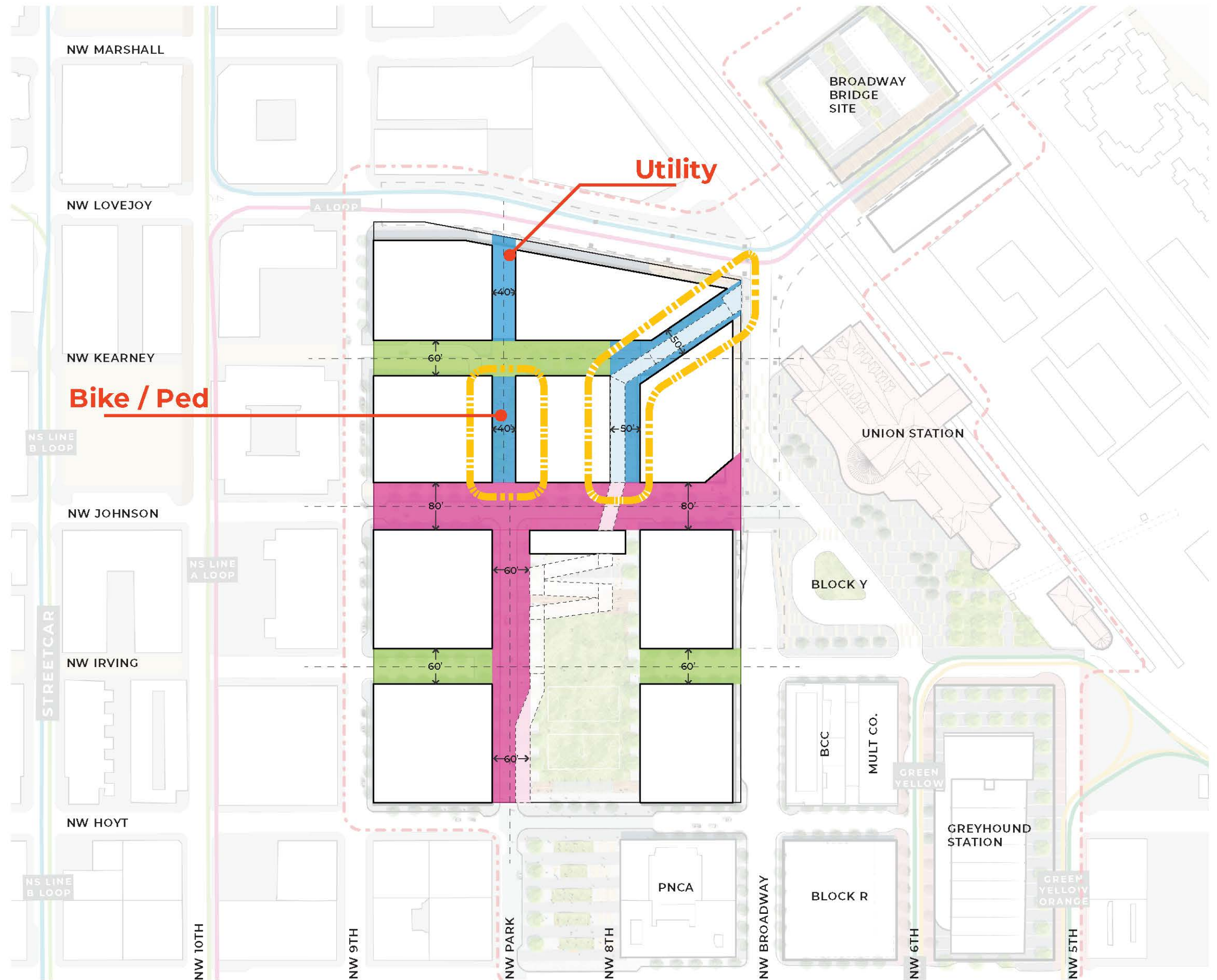
The master plan demonstrates that easy and safe access will be provided to transit stations located within or immediately adjacent to the master plan boundary, and any buildings located immediately adjacent to a transit station include ground floor uses that create an active and safe pedestrian environment throughout the day, evening, and week.

Approval Criteria 8:

The transportation system is capable of supporting the proposed uses in addition to the existing uses in the plan area.

Approval Criteria 9:

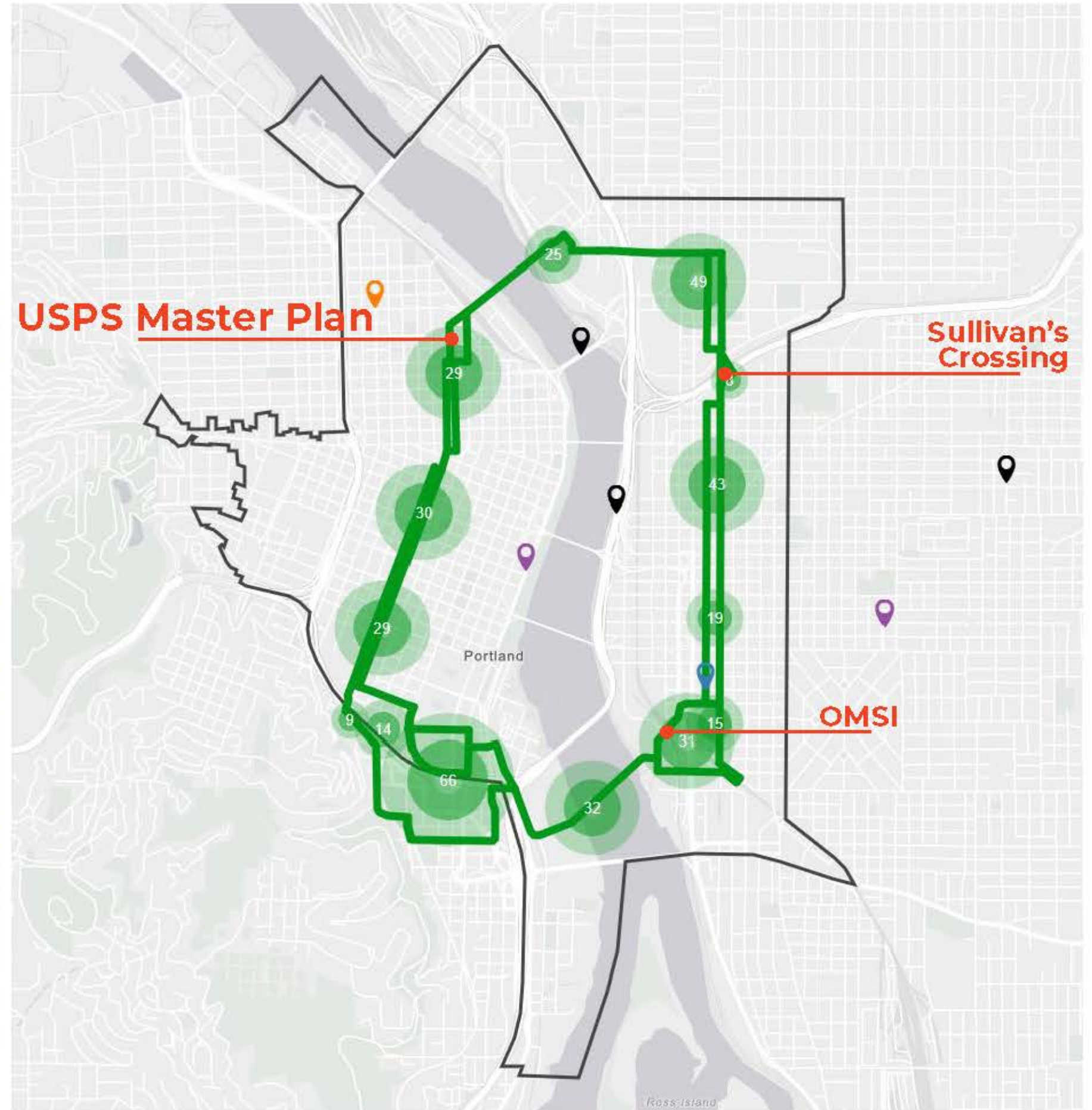
The proposed street plan must provide multi-modal street connections to support the surrounding street grid pattern.





Green Loop

Green Loop



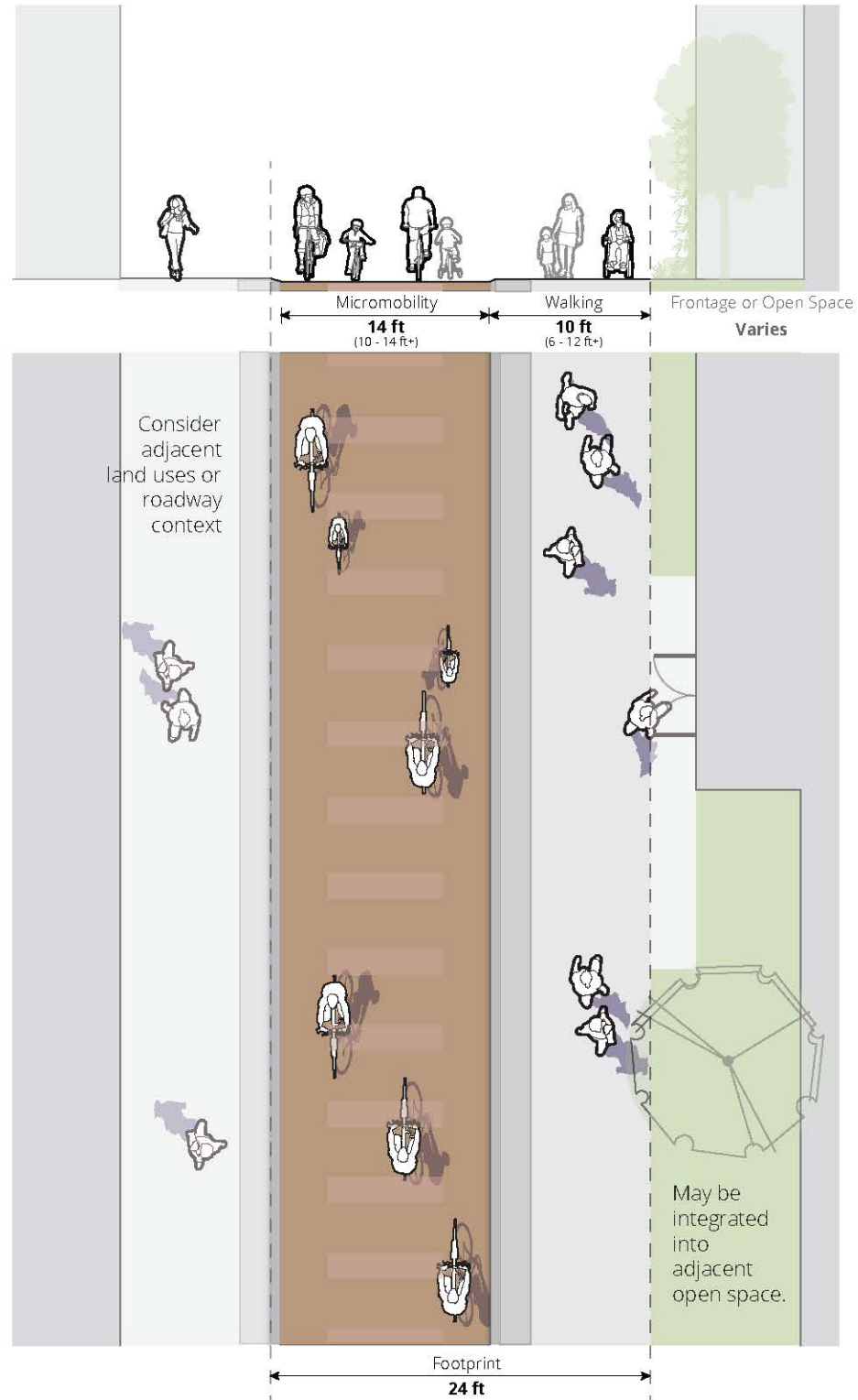
SOURCE: <https://www.portlandmaps.com/bps/grconloop/#map>

Green Loop - Guidance Dimensions

GREEN LOOP

Proposed Functional Minimum Dimensions

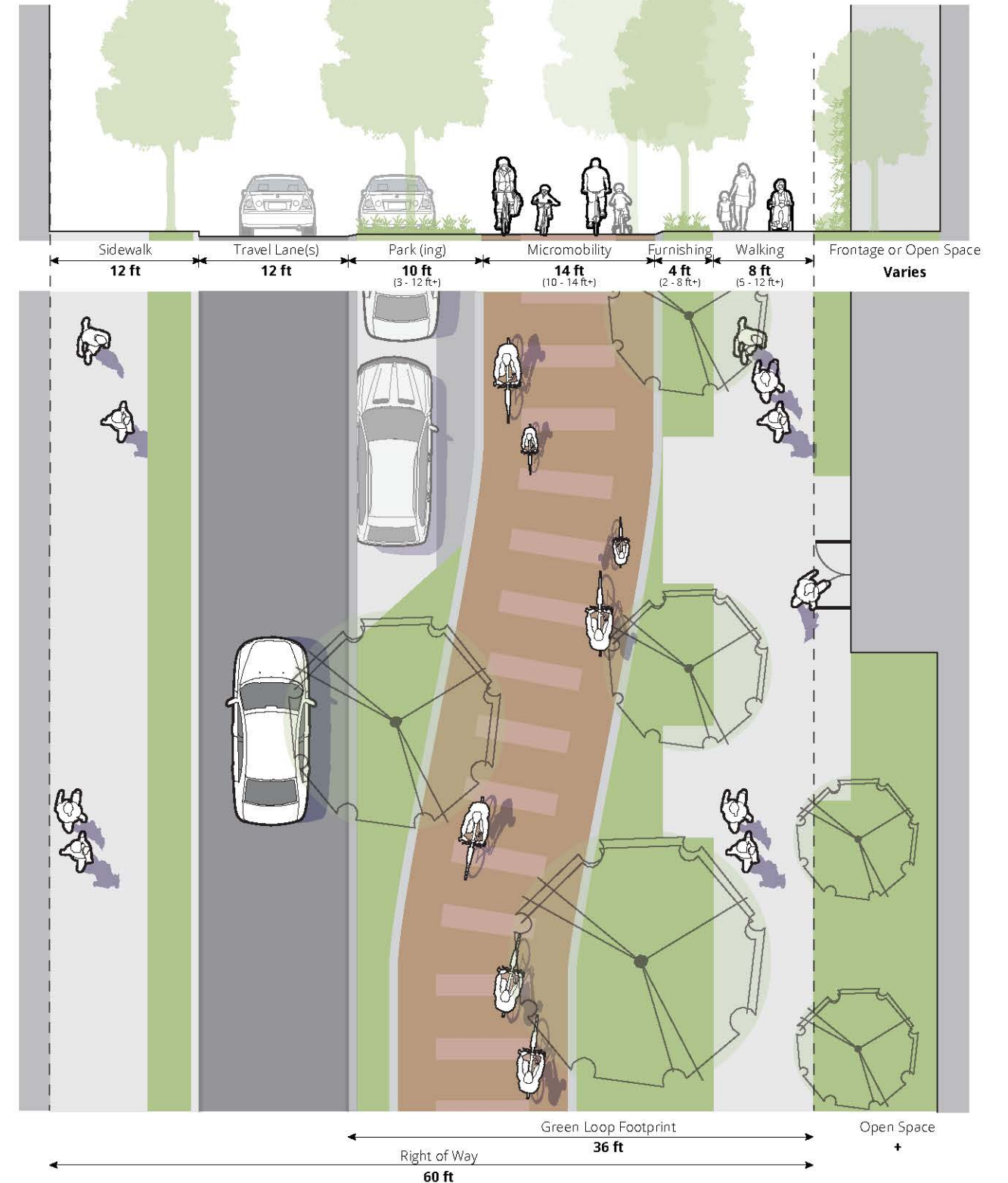
DRAFT 5.10.2019
nick.falbo@portlandoregon.gov



GREEN LOOP

Proposed Preferred Minimum Dimensions

DRAFT 5.10.2019
nick.falbo@portlandoregon.gov



Green Loop



INLET PARK, NEW YORK



INLET PARK, NEW YORK



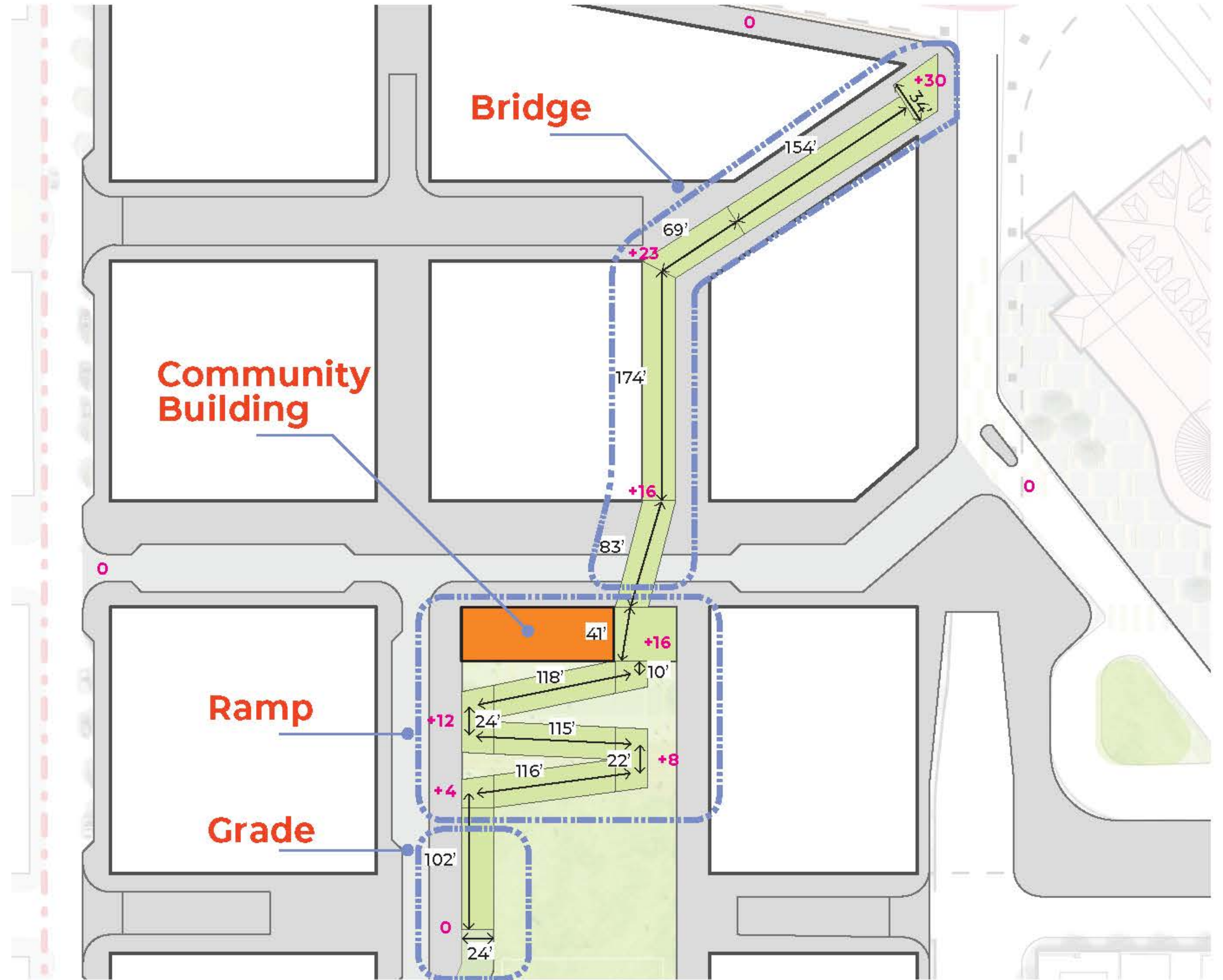
Green Loop - Grading & Dimensions



HYPAR PAVILION, NEW YORK



HYPAR PAVILION, NEW YORK



Green Loop

- **Celebrate and define** the end of the Park Blocks
- **Encourage active edges** at adjacent properties
- **Integrate natural elements** and green spaces



Green Loop

- Create **places to pause** and enjoy the view
- Prioritize **pedestrian safety and experience**
- Facilitate **safe multimodal interaction**



Green Loop Views



A.



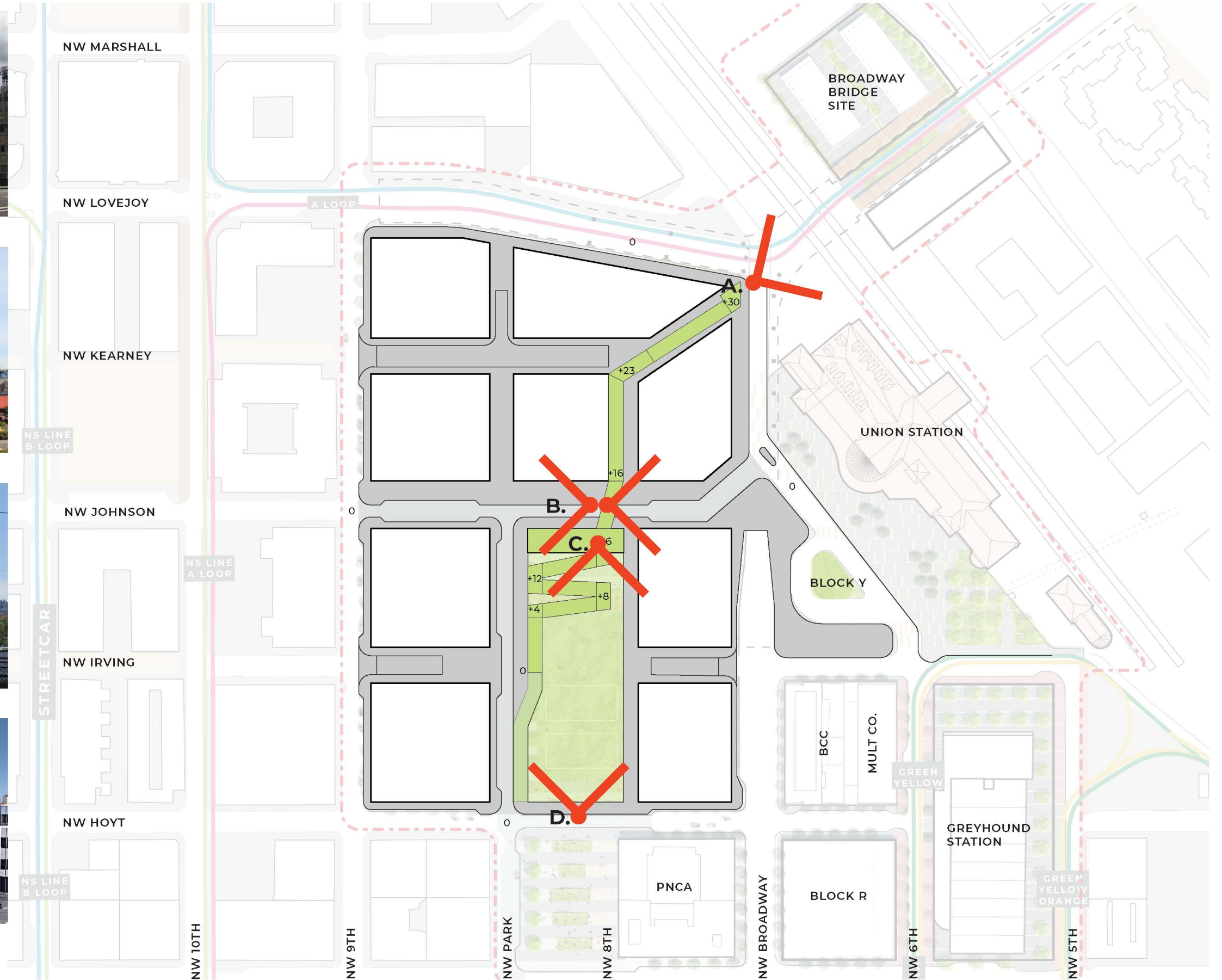
B.



C.



D.



Below the Green Loop



Underside as a design element



art + light = delight



structure as a design element



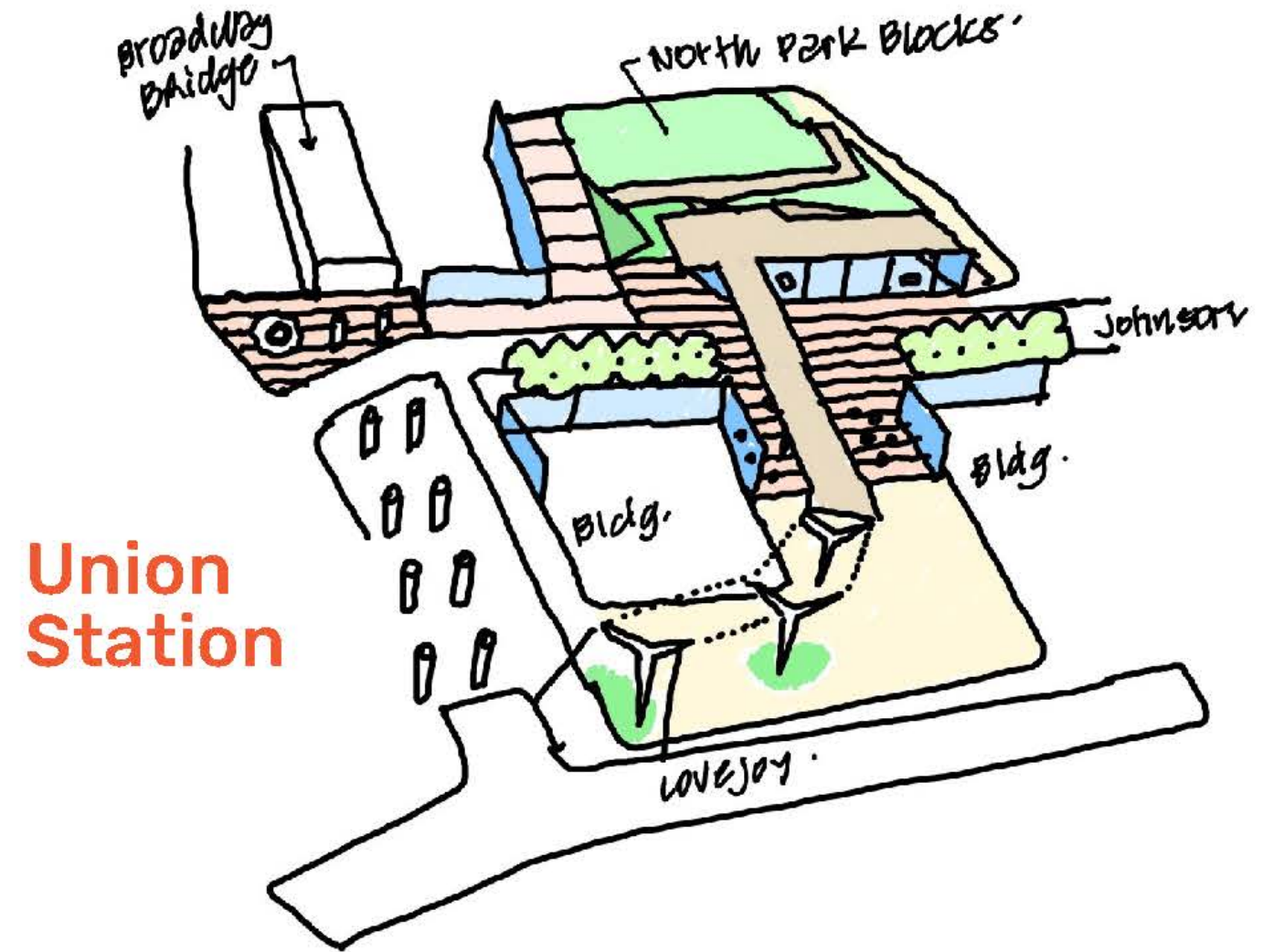
activity and furnishing under bridges



lighting to invite and define



art as a focus



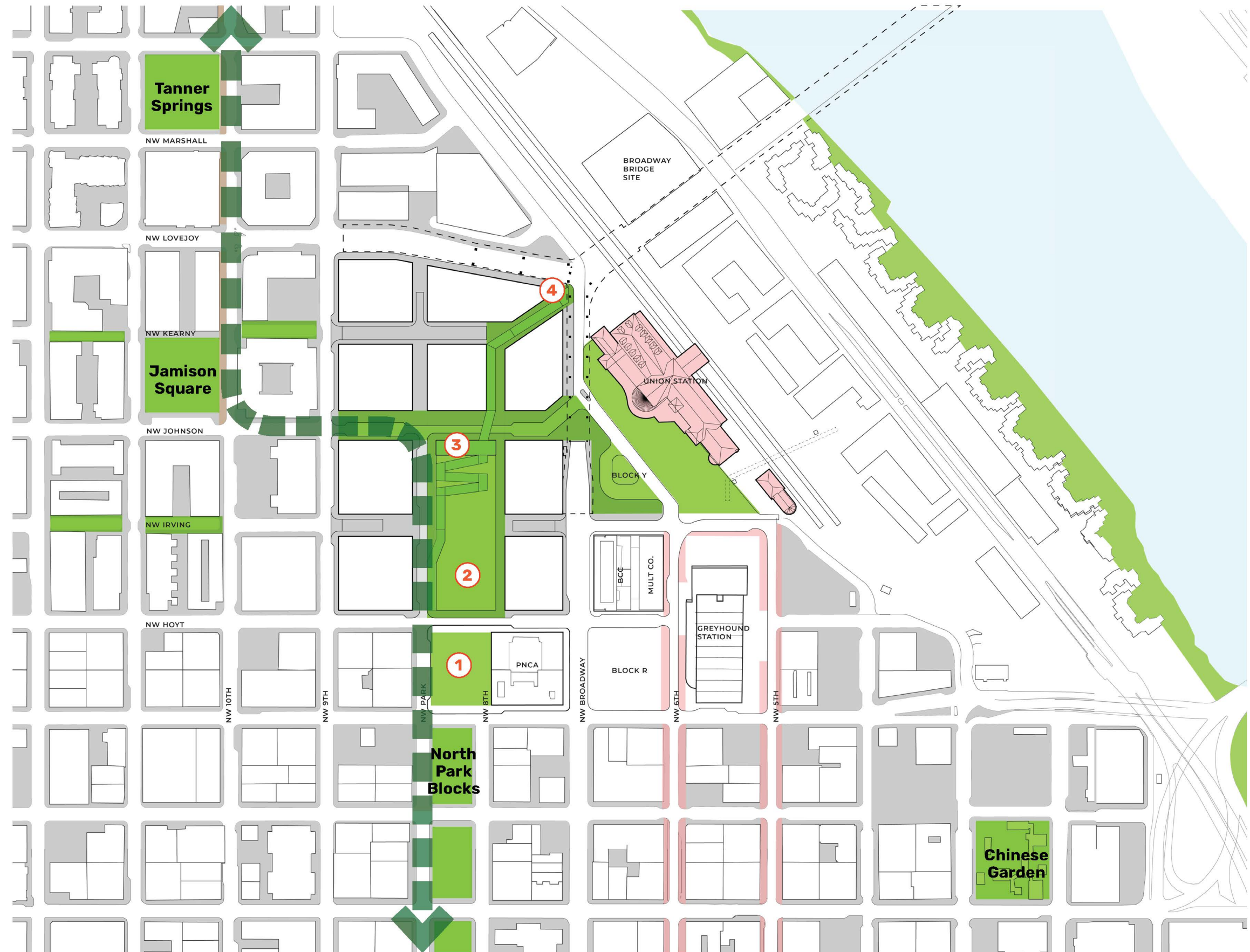
Below the Green Loop



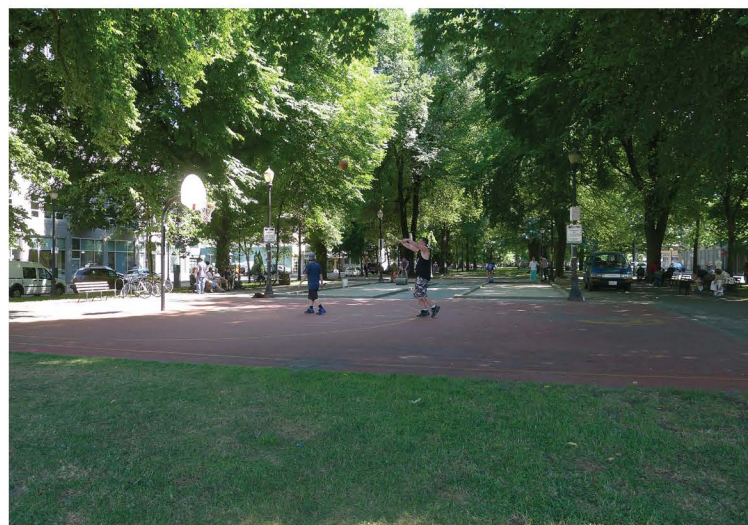


Open Space

Open Space Network



1. Strong linear extension of the North Park Blocks
2. Multi-purpose open space at the center
3. Green loop moves through the north end of the site
4. Elevated open space at the Broadway Y



Open Space

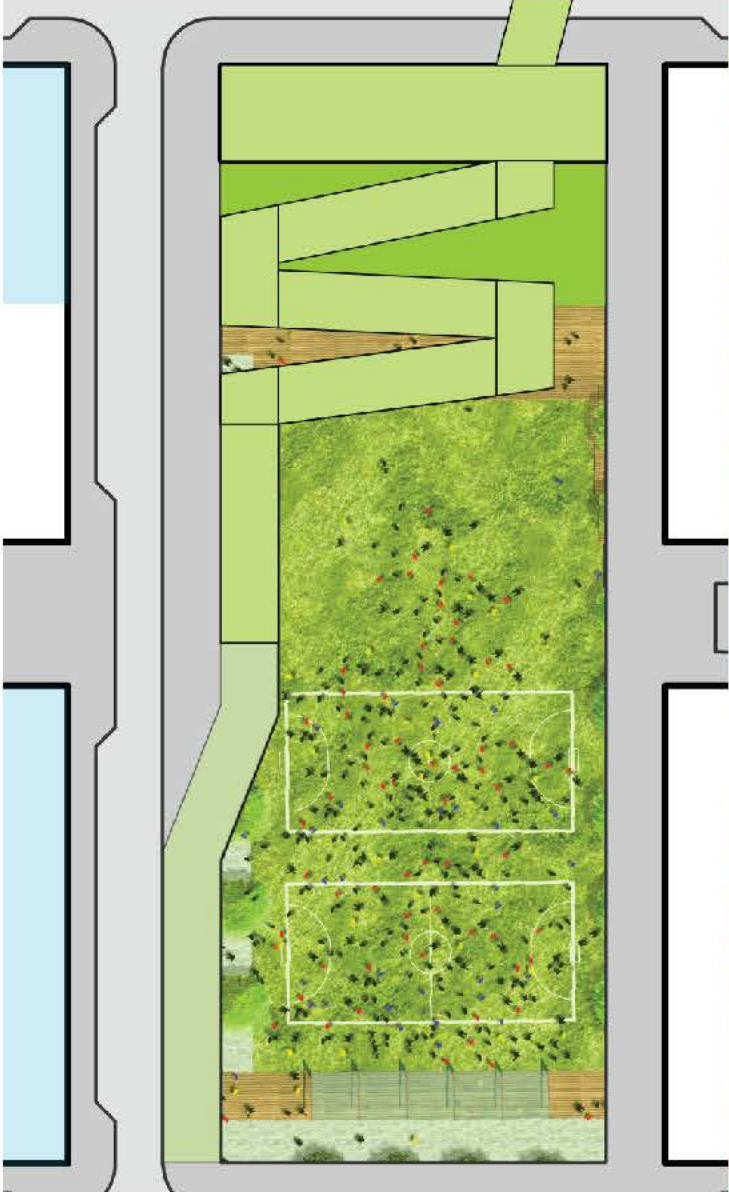
Approval Criteria 7:

Internal open areas are accessible within, and distributed thought-out, the master plan area and have connections to the surrounding neighborhood and to any adjacent open space. Internal open areas enhance visual permeability through the site, especially the Willamette River. The size and location of each open areas must be adequate to accommodate the intended use of the space.



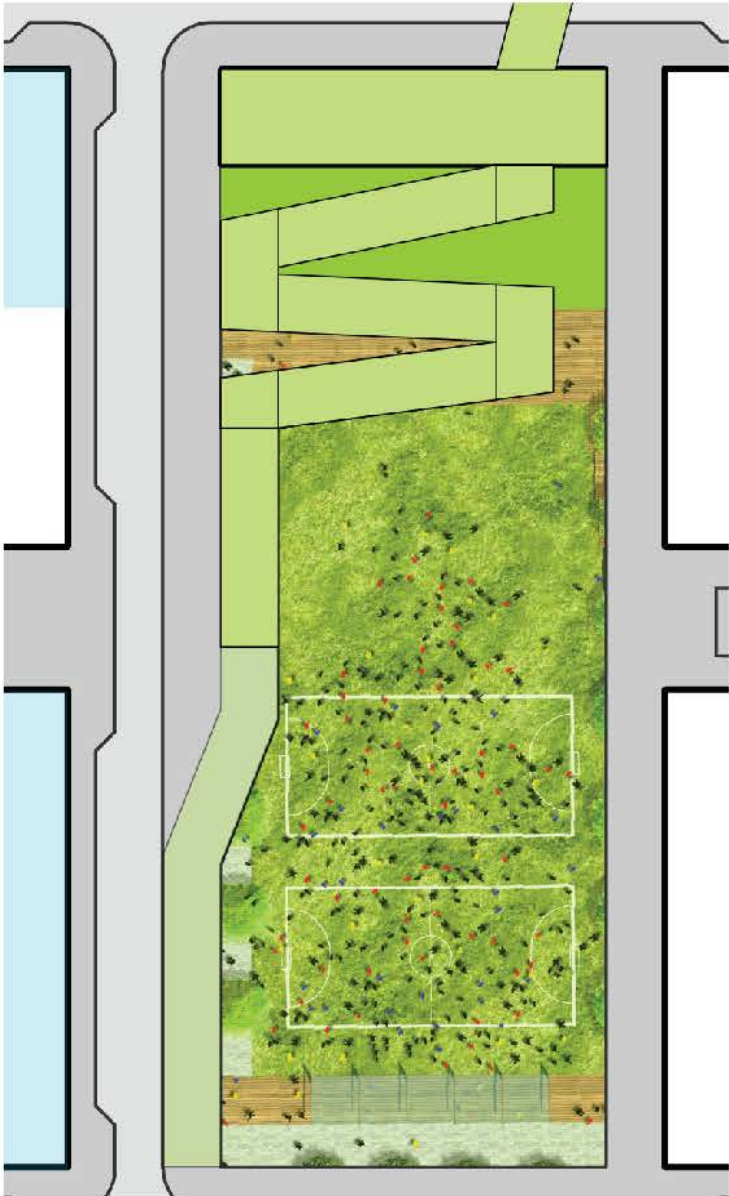
Open Space Character - Public Gathering

The large central open space is intended to be flexible, accommodating a wide range of people and activities at different times of the day, week, and year.



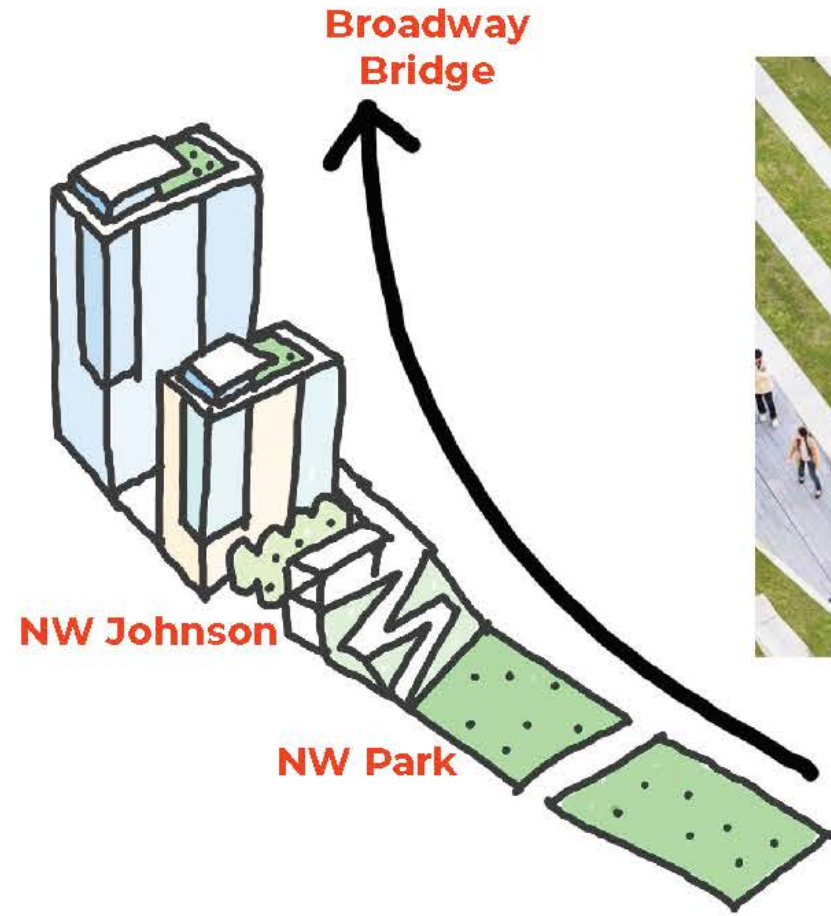
Open Space Character - Sports and Rec

The large central open space is intended to be flexible, accommodating a wide range of people and activities at different times of the day, week, and year.



Open Space Character

GREEN LOOP & NEW PARK BLOCK

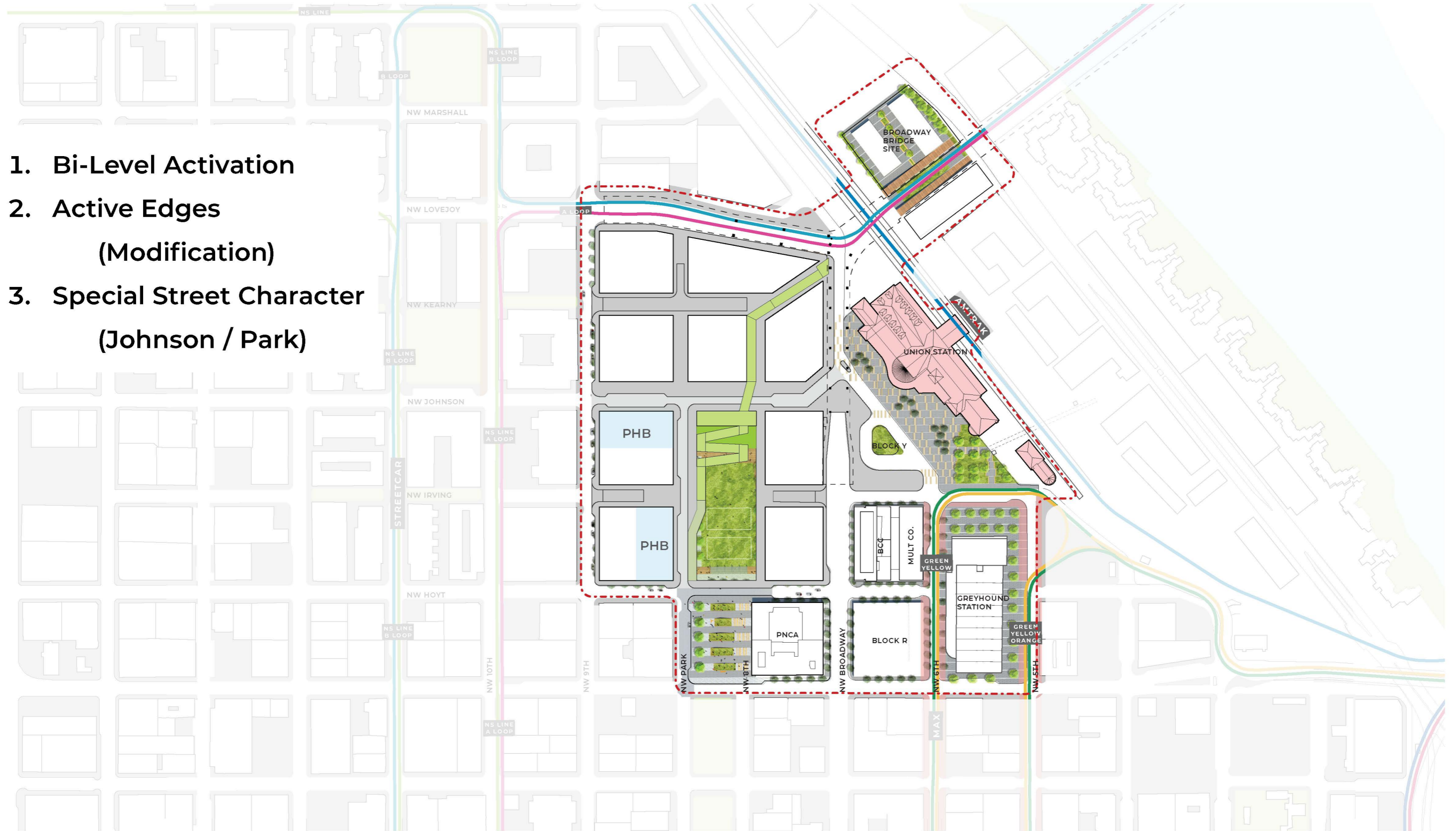


North Park Blocks



USPS Master Plan

1. Bi-Level Activation
2. Active Edges
(Modification)
3. Special Street Character
(Johnson / Park)

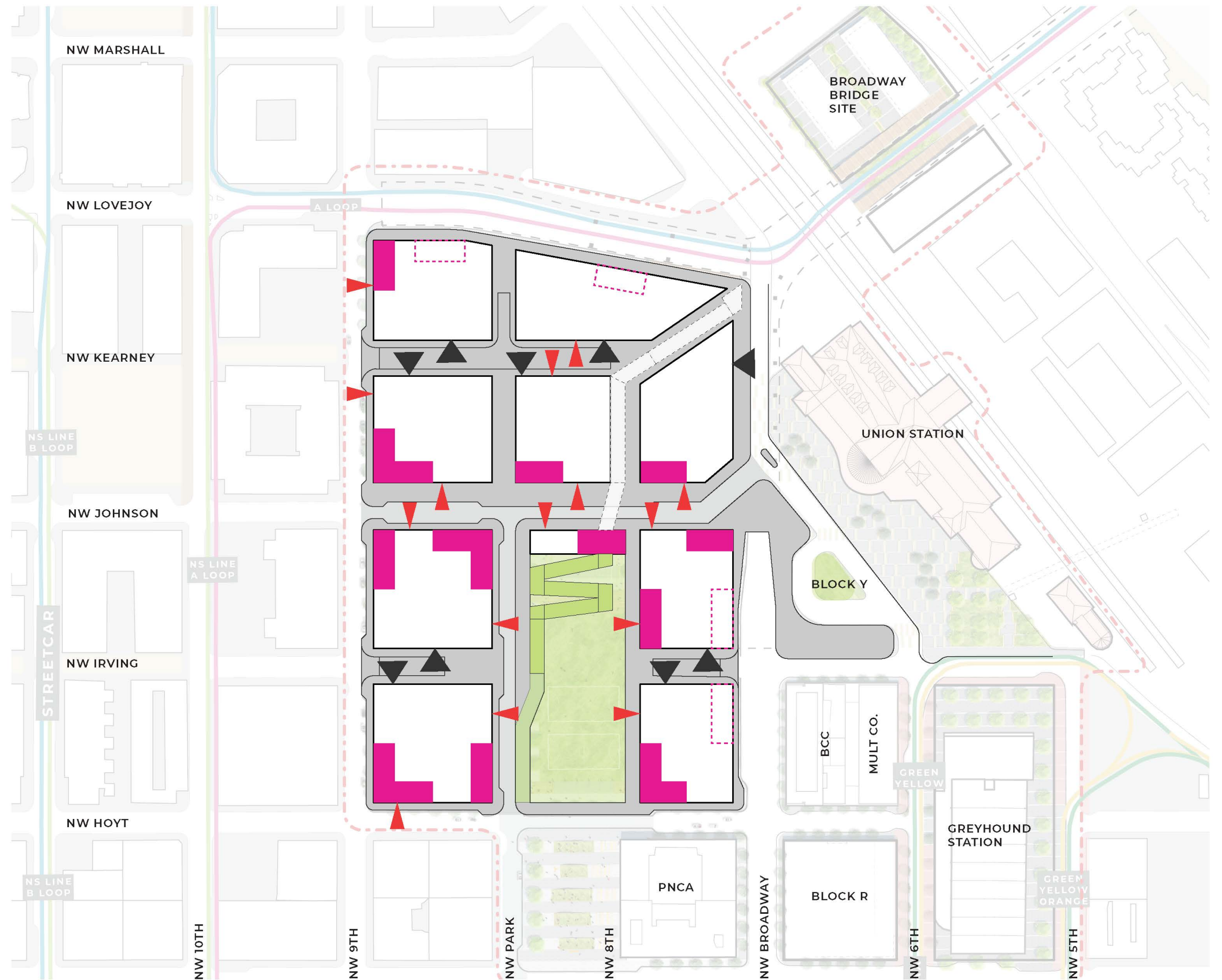


End of Presentation

Ground Floor Active Use

- 1. Required
- 2. Proposed

- Active Use
- Assume Requirement is Waived
- 50%
- Main Access
- Vehicular Access



STREET FRONTS



A. Burlington Tower



B. Pearl Court



C. Ecotrust Building



D. 10th @ Hoyt Apartments



E. Honeyman Lofts



F. Pacific Northwest College of Art

Key Discussion Areas

Key Approval Criteria Addressed in DAR #1

Approval Criteria 5

The master plan demonstrates that development within the plan boundary will establish an overall building orientation through massing, the location of entrances, and the location of ground floor uses that result in an edge that embraces adjacent public park rather than creating an abrupt edge between the plan area and parks, and ensures that development within the plan boundary will not excessively shade the adjacent park.

Approval Criteria 6

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Approval Criteria 7

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Approval Criteria 8

The transportation system is capable of supporting the proposed uses in addition to the existing uses in the plan area.

Approval Criteria 9

The proposed street plan must provide multi-modal street connections to support the surrounding street grid pattern.

Approval Criteria 11

The master plan demonstrates that, to the extent practical and feasible, inactive uses, such as, but not limited to, parking and access, loading, and trash and recycling are shared or consolidated, with the goal of activating the pedestrian environment.

What we Heard from Design Commission in October 2018

Placemaking

- Make this a special destination and not a forgotten corner of the city
- Extend North Park Blocks as far as possible into the project and celebrate the terminus
- What is the context and public realm?

Edges

- How is this not an inward facing campus?
- How do 9th and Broadway feel?
- Connections to the bridge ramps will be critical
- Activate areas under the ramps
- Acknowledge the grid for pedestrians, even if streets don't go all the way through for vehicles

Master Plan Response to Key Approval Criteria

Open space:

- Ground floor uses embrace the adjacent public park.
- Park Ave and Johnson St prioritize pedestrian connection.
- The concept terminates the North Park Blocks with an integrated landscape/architecture launching point toward the Broadway Bridge
- Johnson biased to north to preserve Union Station tower view, and take advantage of sun path
- Pedestrian grid pattern closely matches rhythm of existing Portland grid
- The preferred concept assumes streets and open spaces are seamless rather than distinct, similar to Director Park

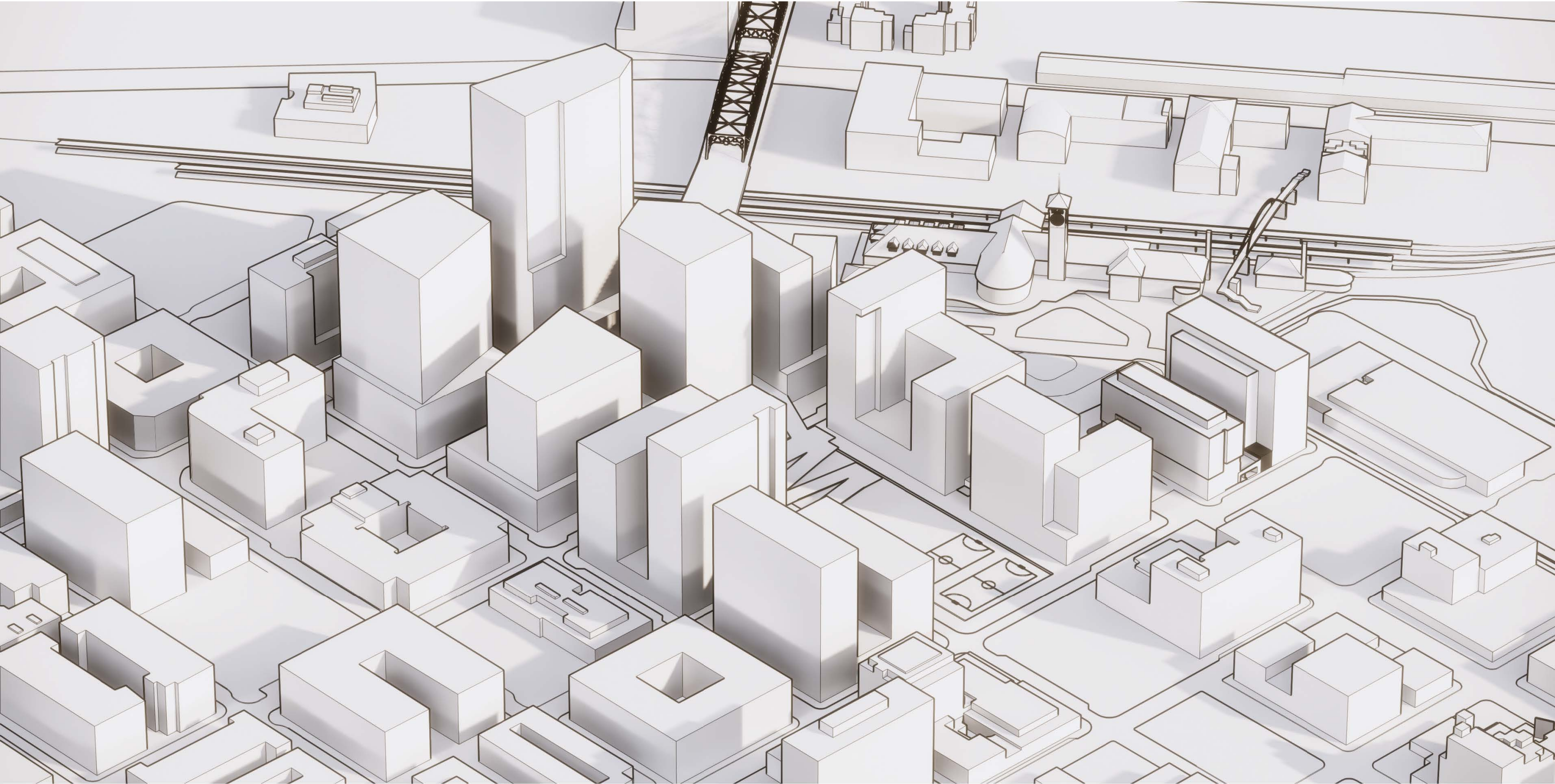
Connectivity and Transit

- The Broadway Corridor site is located in an existing multi-modal transit hub making it easy to expand and further integrate modalities.
- A transportation impact study is being performed in collaboration with PBOT.
- Proposed open space and park extends and connects to existing Park Blocks, PNCA and neighborhood parks to the North.
- Open Space can be used simultaneously for different activities or in conjunction with the adjacent streets, a single large event.
- Green Loop:
 - Connects an active existing network reaching through the city
 - Degree of integration with a retail building on Johnson Avenue
 - Elevated character and conditions below
 - Appropriate character and program at Broadway Y
- Connectivity to the River is achieved visually by the raised Green Loop connection to the Broadway Bridge
- Inactive uses are clustered on Irving and Kearney.

Considerations

- A desire to make Irving & Kearney quiet extensions of their pedestrian character in the Pearl may be in conflict with the desire to install a cycle track on 9th Avenue.
- Activate the space under the bridges and connected with Union Station.
- The existing local bus, regional bus, Greyhound bus, and bicycle routes and uses in the Broadway Corridor are likely to evolve or even dissolve, eminently.
- Green Loop development timeline
- Park development timeline
- Flexibility for multiple separate parcel developments and simultaneously flexibility for one large office tenant north of Johnson

Massing Study




SQUARE FOOTAGE TOTALS

Housing: **1,537,000 GSF** (467,000 PHB Housing)

Office: **1,420,000 GSF**

Parking + Ground Floor Retail: **1,041,000 GSF**

TOTAL: 3,998,000 GSF



Broadway Corridor

Prosper Portland
Board of Commissioners

May 8, 2019

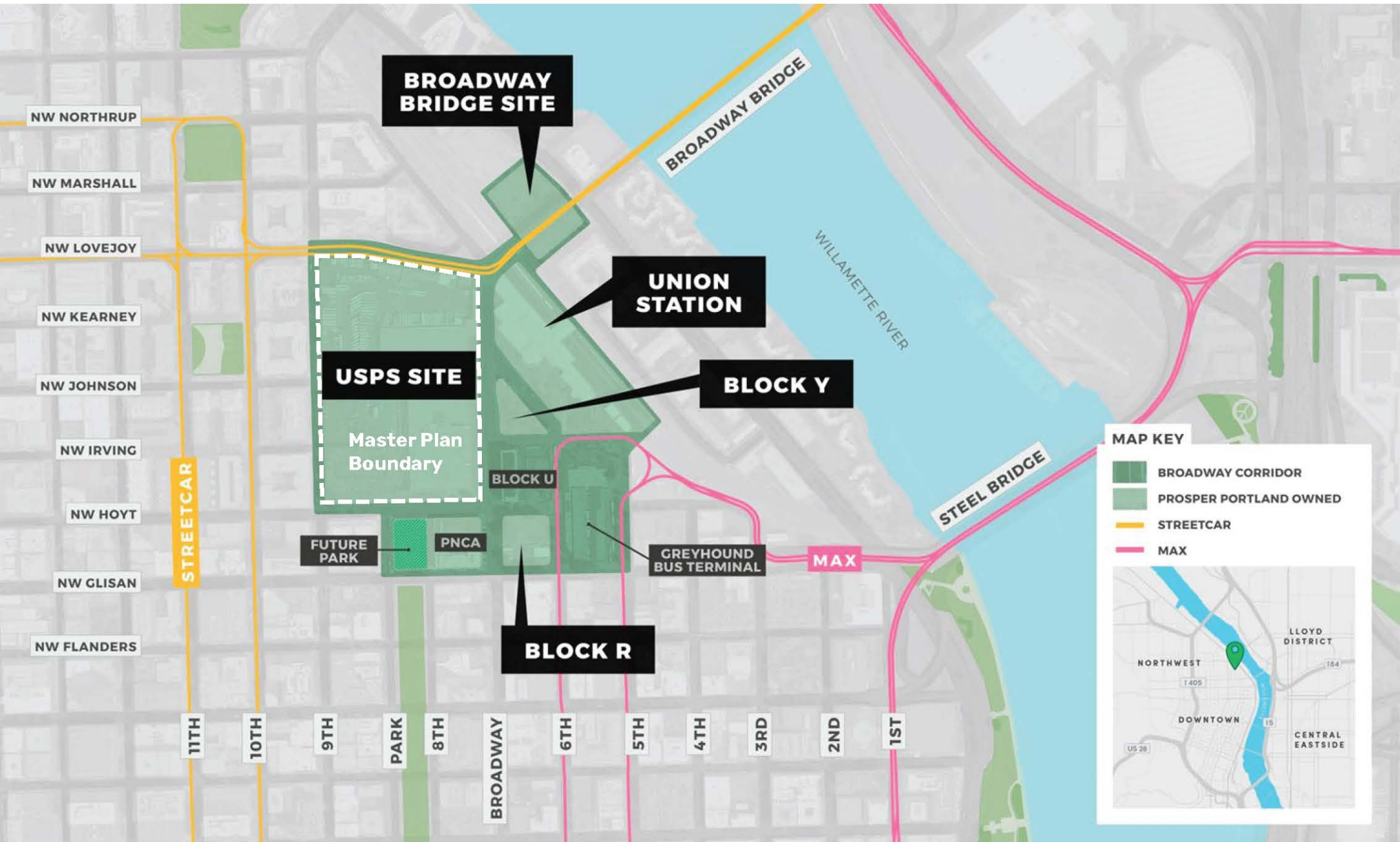


PROSPER
PORTLAND

OVERVIEW

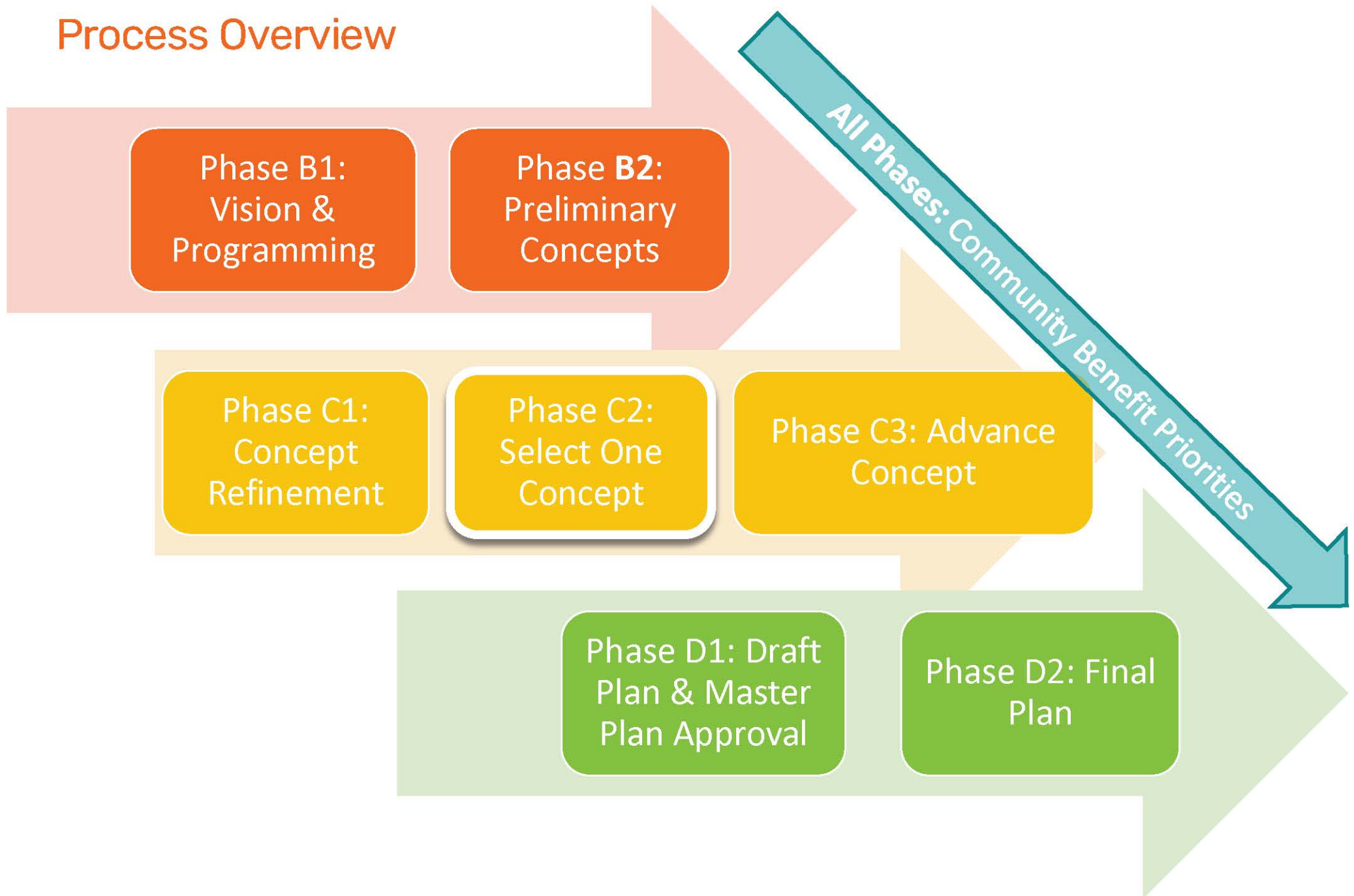
Resolution No. 7307: Endorsing The Preferred Concept To Inform Redevelopment Of The Broadway Corridor

- Stakeholder Engagement
- Recommended Preferred Concept
 - Stakeholder Input
 - Cost Estimates
- Next Steps



DEVELOPMENT PLANNING

Process Overview



COMMUNITY ENGAGEMENT

10

FOCUS GROUPS

19

COMMITTEE MEETINGS

4

PUBLIC MEETINGS

3

ONLINE FORUMS

6

POP-UP EVENTS

12+

STAKEHOLDER PRESENTATIONS

- Indiv. with Disabilities
- Low-Income Residents
- Construction workers
- Business Owners / Faith Leaders / Displaced Residents- Joint OTCT Focus Groups

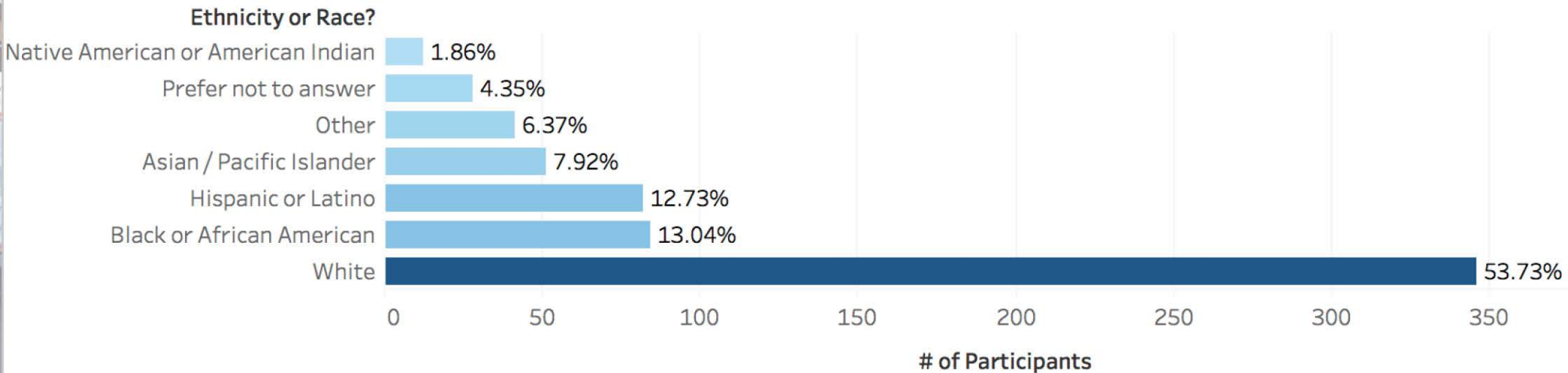
1,004

TOTAL ATTENDEES

1,046

COMMENTS

Overall Ethnicity of Participants



Where We've Been, Where We're Going



GUIDING PRINCIPLES

All aspects of the Broadway Corridor development, both public and private, will be:

Accountable: Transparent and delivers targeted and clear, enforceable equitable public benefits,

Connected: Improve accessibility to and through the area for all.

Equitable: Promote social equity, reducing disparities, and extending community benefits.

Prosperous: Foster wealth creation

Resilient: Demonstrate leadership in sustainability

Vibrant: Create a unique and stunning space that attracts, welcomes and reflects diversity, integrates private with public spaces



EQUITABLE DESIGN

Principles of Design for Racial & Social Equity

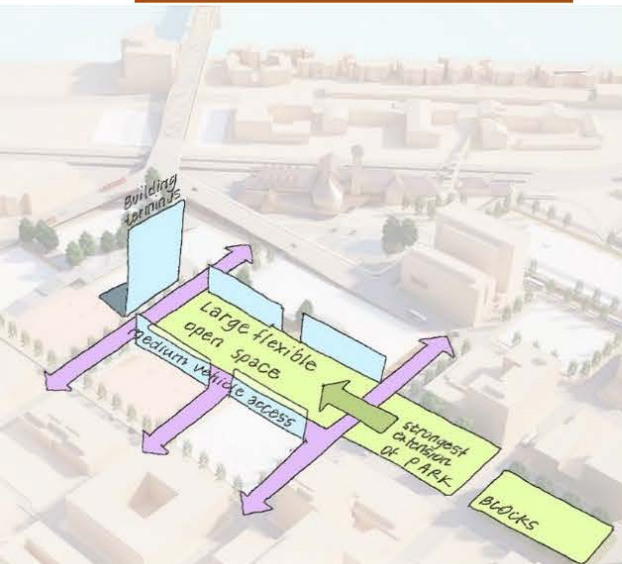
- **Engage and elevate the voices of underrepresented groups** in each phase of planning & design
- Provide **public spaces to just be:**
 - Places that don't feel like you need a specific purpose, activity or transaction to be there.
 - Places to sit that don't appear to be connected to a building or a business
 - Places for groups to gather
- Create spaces in buildings and within the public realm to **accommodate businesses serving low-income customers**, particularly with respect to food and drink, including:
 - Affordable retail space in buildings
 - Designated spaces for food carts or other street vendors
- **Avoid excessive or unnecessary spending on infrastructure** that may limit resources available for other community priorities.

Preferred Concept



REFINED CONCEPTS

PLAY



Strongest extension of park blocks

Greatest flexibility for community programming and opportunity for active recreation

Medium level of streets with vehicular access

NATURE

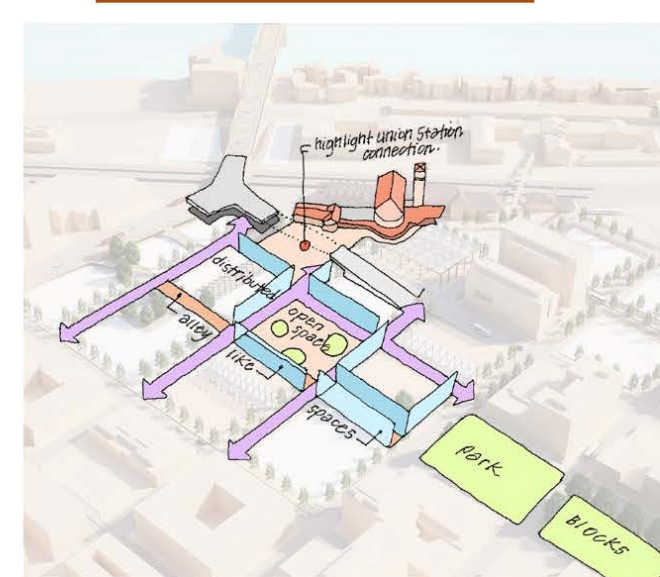


Less rigid footprints breaking the Portland grid

Strongest integration of nature

Least through street with vehicular access

DISCOVERY



Linked open spaces with a significant open space linked to Union Station

Distributed open space

Most streets with vehicular access

CONCEPT EVALUATION

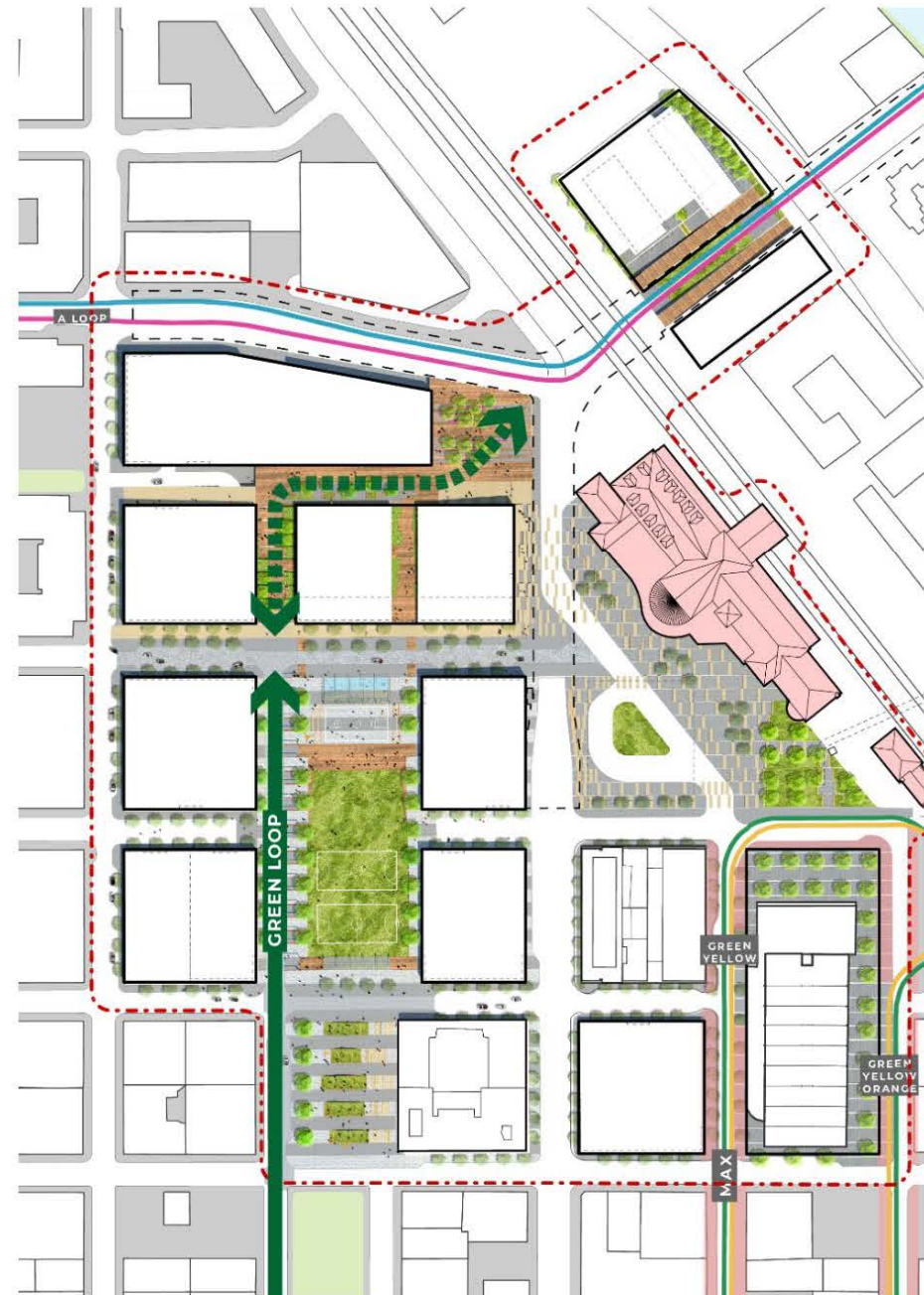
Process Overview

- 1 Late March: Compilation of Evaluation Input**
 - Steering Committee - alignment with project guiding principles and goals
 - Public Partners Technical Team - alignment with Central City Master Plan criteria and Bureau policy
 - Continuum - implementation feasibility
- 2 April 9: Executive Committee review and recommendation**
 - Stakeholder feedback
 - Preliminary cost estimating
- 3 May 8: Prosper Portland Board Consideration of Preferred Concept**

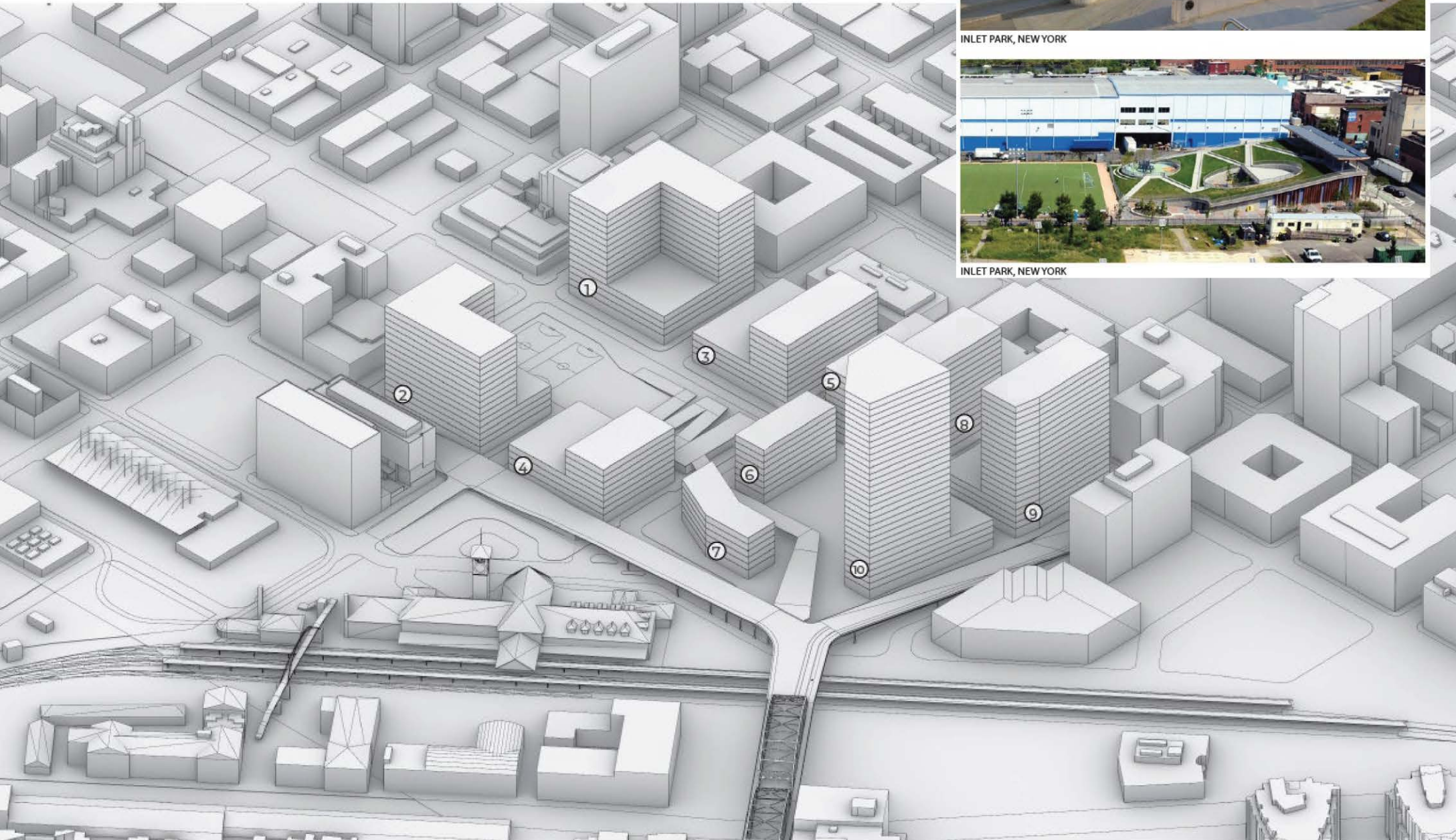
PREFERRED CONCEPT: PLAY

Considerations for Refinement

- **Green Loop:** Clarify vision, identify opportunities for cost savings, minimize impacts on adjacent development, integrate Universal Design principles
- **Union Station:** Ensure activation and integration of Union Station, including safe and inviting public realm beneath Broadway Bridge
- **Public Realm Programming and Activation:** Pursue a strategy for long-term public realm programming and safety; Integrate amenities for families such as a children's playground
- **Natural Environment & Green Infrastructure:** Increase integration of the natural environment; express Portland's leadership in green development
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URBAN DESIGN



INLET PARK, NEW YORK



INLET PARK, NEW YORK

Stakeholder Impact

- Bureau Partners
- Steering Committee
- General Public
- Continuum



EVALUATION INPUT

- **Steering Committee:** alignment with project guiding principles and goals
- **Public Partners Technical Team:** alignment with Central City Master Plan criteria and Bureau policy
- **General Public:** preferred concept
- **Continuum:** implementation feasibility

	Play	Nature	Discovery
Steering Committee	First	Second (-3 pts)	Third (-18 pts)
Public Partners Team	Second (-3 pts)	First	Third (-10.5 pts)
General Public	Second (-1 pts)	Third (-5 pts)	First
Continuum	Second	Third	First

STEERING COMMITTEE

- **Alignment with guiding principles and project goals**
 - **Play:** strongest alignment with Connected, Equitable and Vibrant (tie)
 - **Nature:** strongest alignment with Resilient and Vibrant (tie) and weaker alignment with Connected, Equitable and Prosperous
 - **Discovery:** strongest alignment with Prosperous and weaker alignment with Resilient and Vibrant

	Play	Nature	Discovery
Accountable	Third (-4 pts)	First	Second (-1 pts)
Connected	First	Third (-5 pts)	Second (-4 pts)
Equitable	First	Third (-11 pts)	Second (-7 pts)
Prosperous	Second (-5 pts)	Third (-7 pts)	First
Resilient	Second (-10 pts)	First	Third (-17 pts)
Vibrant	First - tied	First - tied	Third (-13 pts)

** Received feedback that it was difficult to evaluate Accountable and Prosperous with given information*

STEERING COMMITTEE

- **PLAY - What's Working:**

- Creates an equitable space because it offers versatile open space for community activities and interaction
- Based on lowest cost, seemingly highest chance of implementation among concepts and offers the most potential for resources for community benefits
- Provides an active recreation area that currently doesn't exist in the central city
- Best leverages the current Park Blocks
- Best option to connect the Pearl and Old Town Chinatown neighborhoods and enhance sense of welcoming to the surrounding context

- **PLAY - What's not working:**

- Not iconic and distinctive
- Highly dependent on programming and flexible use of space

PUBLIC PARTNERS TEAM

- **Green Loop** should be centrally located with open feeling and vantage points to maximize views
- **NW Johnson** and **NW Park Ave** to prioritize bikes, pedestrians and local circulation
- Prefer larger, contiguous **open space** integrating nature experiences and flexible programming opportunities
- Ensure open space provides **civic attraction** and feels safe and welcoming to all
- Encourage designing infrastructure, central open spaces and buildings for **resiliency**
- Ensure **affordable housing** is provided equitable access to amenities, dispersed across the USPS site, and included in first phase of development

GENERAL PUBLIC

- **PLAY - What's Working:**

- Large gathering area feels welcoming to all ages and abilities, fosters a space for community interaction, and seems most flexible for different activities and needs.
- Feels people- and pedestrian-friendly.
- Connectivity to the rest of the city, between existing neighborhoods, through the Green Loop, and to Union Station is appealing.
- Utilizing this space for a small business incubator is appealing.
- Continuation of the Park Blocks is clear and continues the historic grid.

- **PLAY - What's not working:**

- Configuring the Park Blocks as a large open space feels unsafe and requires active ground floor uses and programming to work.
- Needs stronger connectivity from open space to Union Station.
- Space feels unorganized and has a lack of identity.

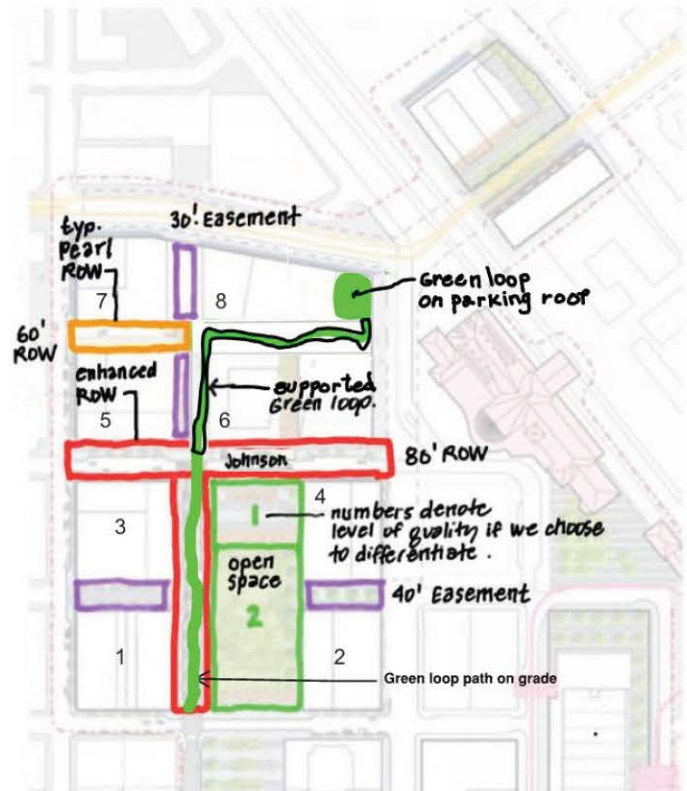
Cost Estimates



CONCEPT COST VARIABLES

Public Realm "Order of Magnitude" Assumptions

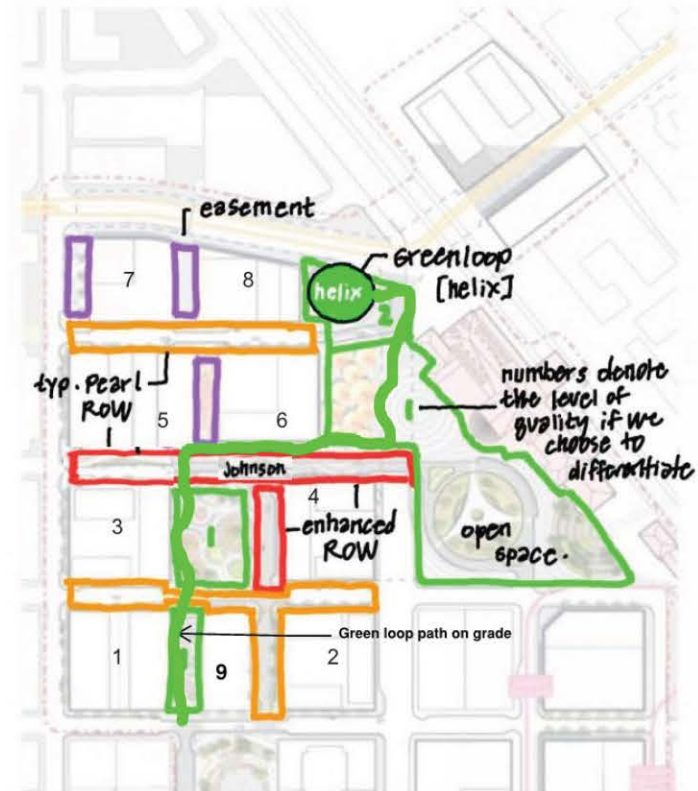
PLAY



NATURE



DISCOVERY



CONCEPT COST VARIABLES

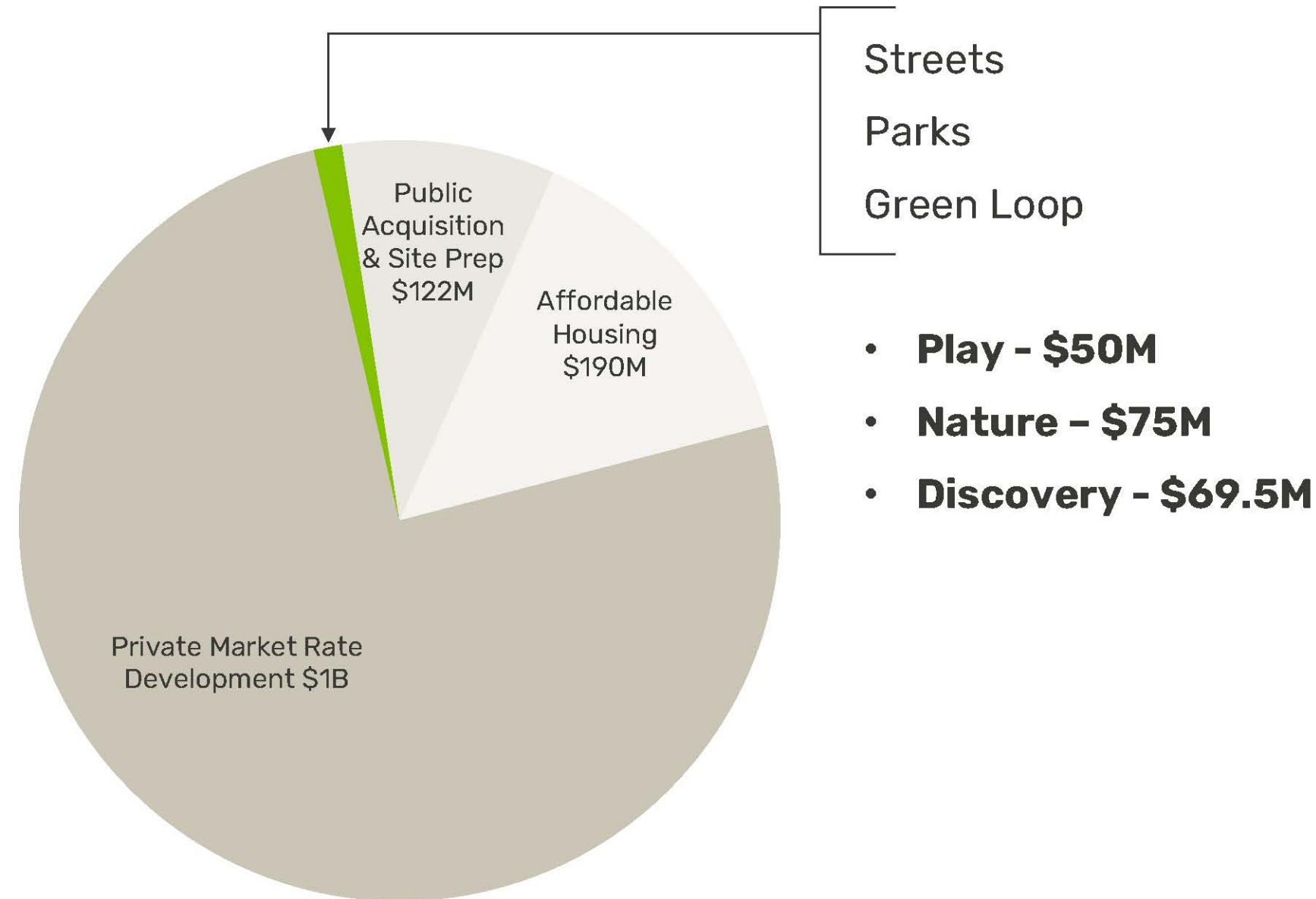
Green Loop assumptions



- Costs reflect the **highest level of uncertainty** due to lack of a refined design
- Costs reflect **aspirational quality and character** consistent with imagery shown to-date
- Represents a comparator across costs and a **placeholder for future design and cost refinement**
- Broadway Corridor is a **unique segment** of the Green Loop given need to accomplish a 30-foot change in elevation to top of Broadway Bridge “Y”
- Assumes hard cost of \$375/sf for steel structure to support grade change; Dimensions vary by concept (Play = 32,000 + Plaza on lid of parking podium; Nature = 73,000 sf; Discovery = 50,833 sf)

CONCEPT COST VARIABLES

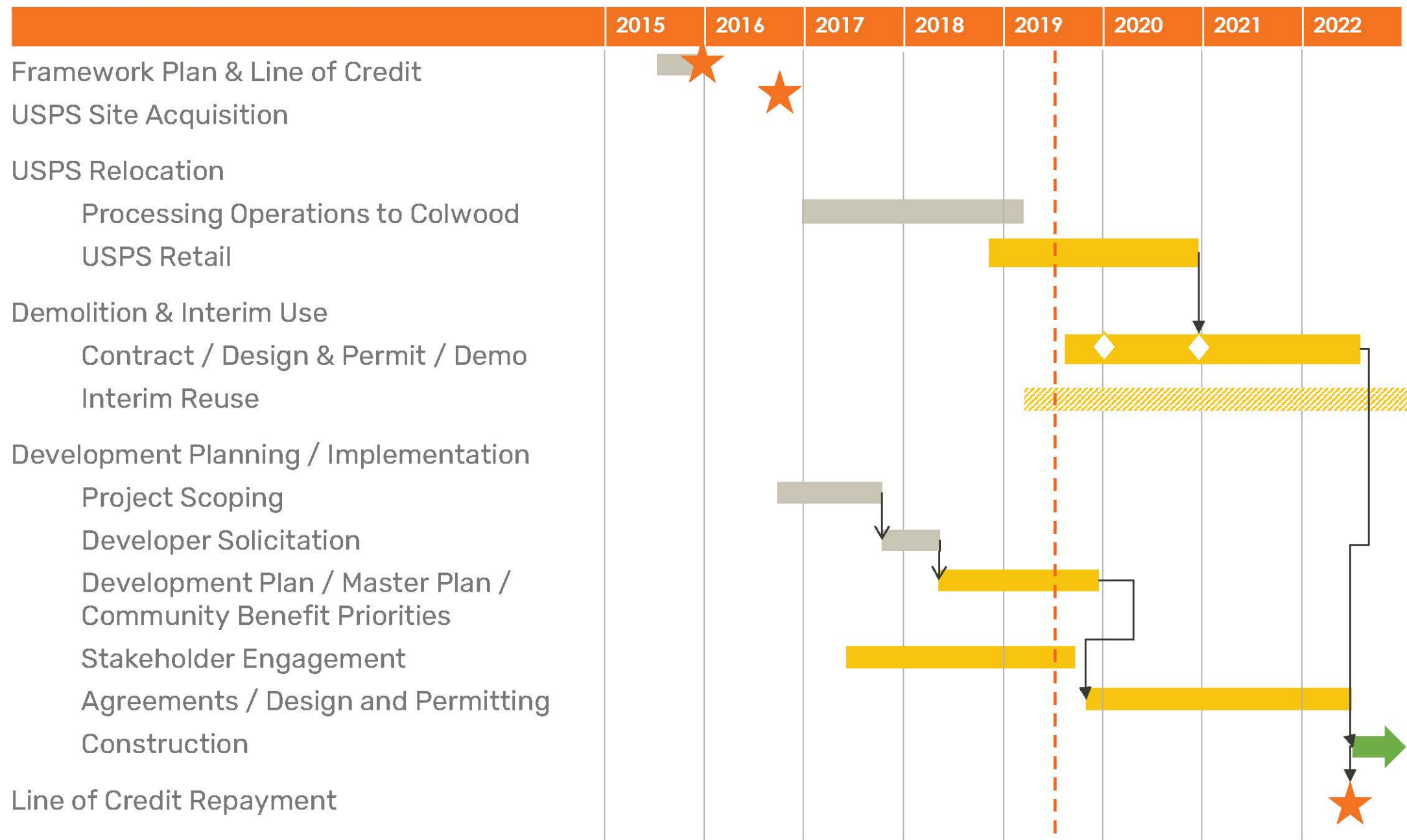
Public Realm “Order of Magnitude” Investment



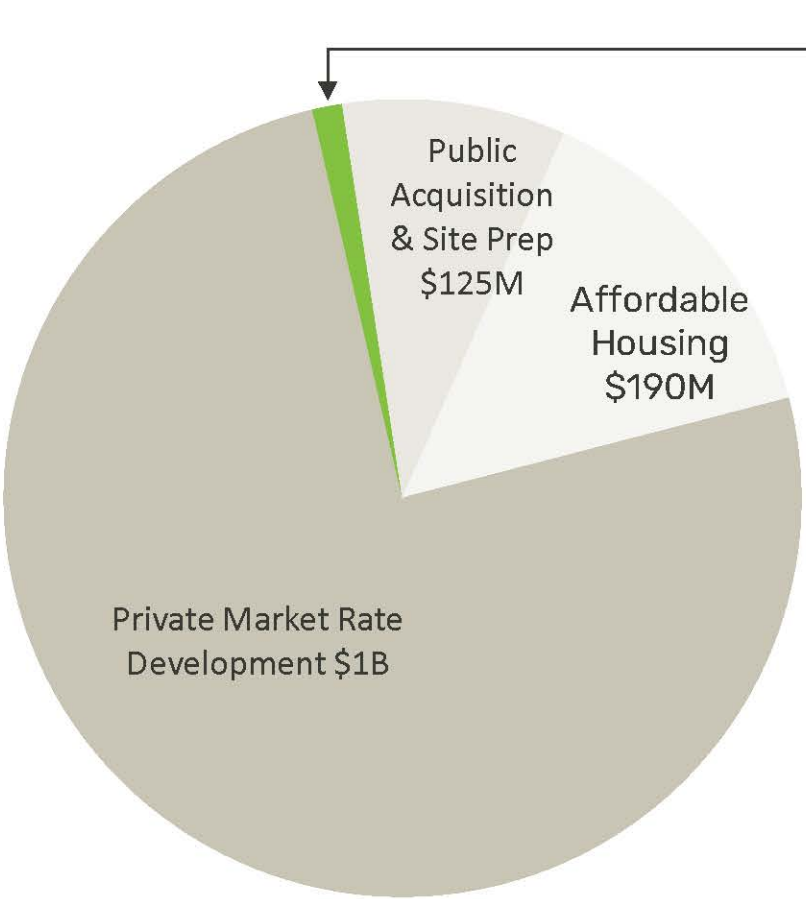
Next Steps



TIMELINE



COORDINATED CITY INVESTMENT STRATEGY



Play - \$50M (est.)

- Streets 31%
- Parks 13%
- Green Loop 56%

	Estimated Public Costs	Identified Public Sources ^{3, 4}
USPS Acquisition	\$88M	\$73.5M Prosper TIF \$14.5M PHB TIF
Site Prep & Holding Costs ¹	\$37M	\$31M Prosper TIF + TBD
Affordable Housing	\$53M	\$5.5M PHB TIF + TBD by PHB
Parks	\$6.5M	TBD
Streets & Utilities ²	\$15.5M	\$5M PBOT SDCs + TBD
Green Loop	\$28M	TBD
TOTAL	\$228M	\$129.5M

1. Additional Public Engagement and Development Planning - \$4M (funded)
2. Utility costs included in Streets
 - Stormwater - \$515k
 - Sanitary Sewer - \$460k
 - Water - \$1.5M
 - Hydrants - \$25K
 - Utility Corridor Abatement, Dewatering & Mobilization - \$1.3M
3. TBD Resource may include: EPA Brownfields Grant, Residual Land Value, Housing Bonds, CET Resources, SDCs, LID, etc
4. SDC Estimates (Framework Plan, 2015)
 - PBOT: \$8.6M
 - Parks: \$12.9M
 - BES: \$14.3M
 - Water: \$3.3M

WHAT WE'VE HEARD

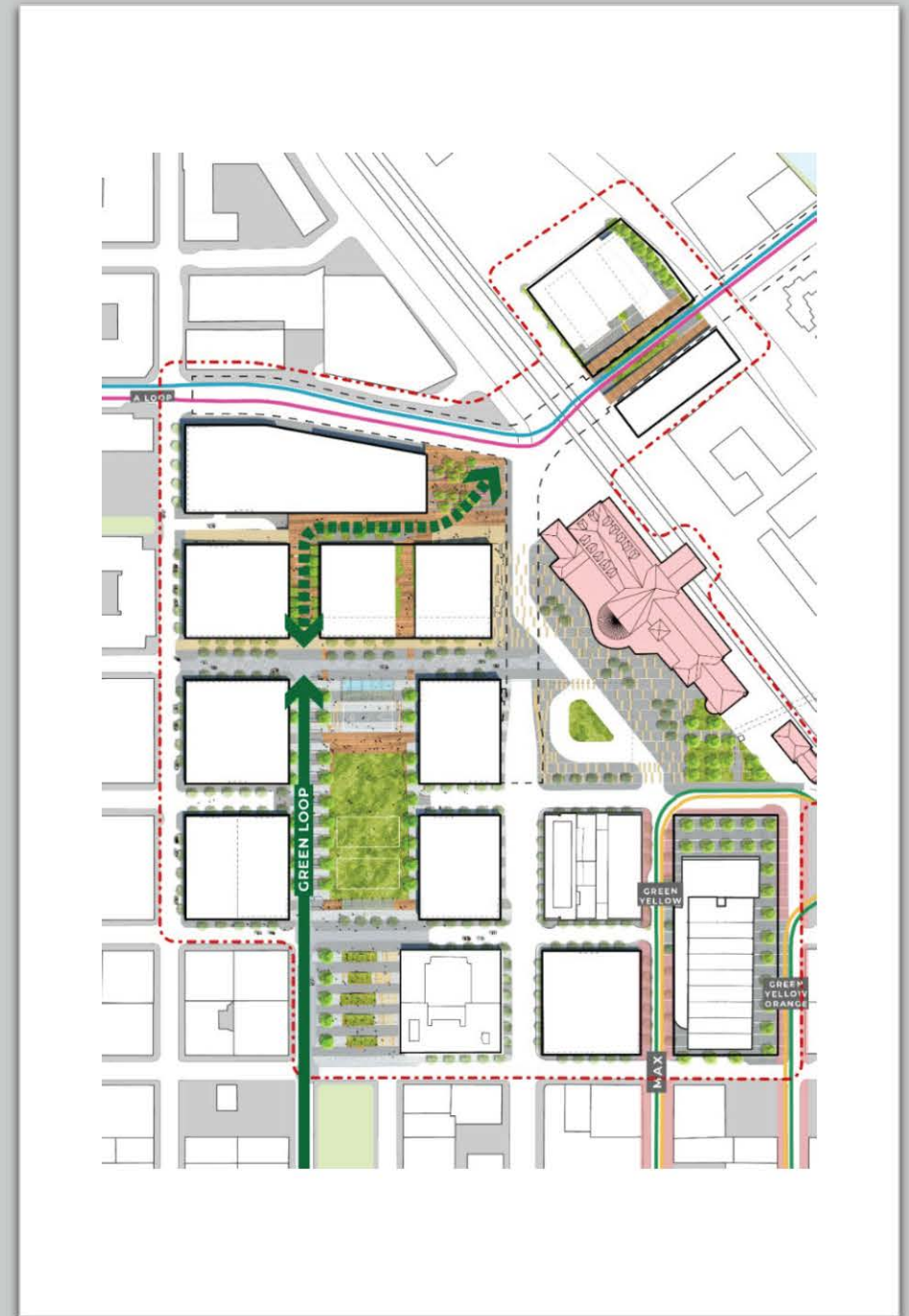
Community Benefit Priorities

- Affordable commercial space (office or retail)
- Community space / flexible event space
- Affordable housing
- Transportation Demand Management Program
- Energy, Water, Materials, Resiliency
- Living wages – construction, operations, and tenants
- Workforce development (i.e. apprenticeship, etc.)
- M / W / DBE contracting
- Monitoring/compliance



RESOLUTION NO. 7307

Endorsing The Preferred
Concept To Inform
Redevelopment Of The
Broadway Corridor





GO BY
TRAIN

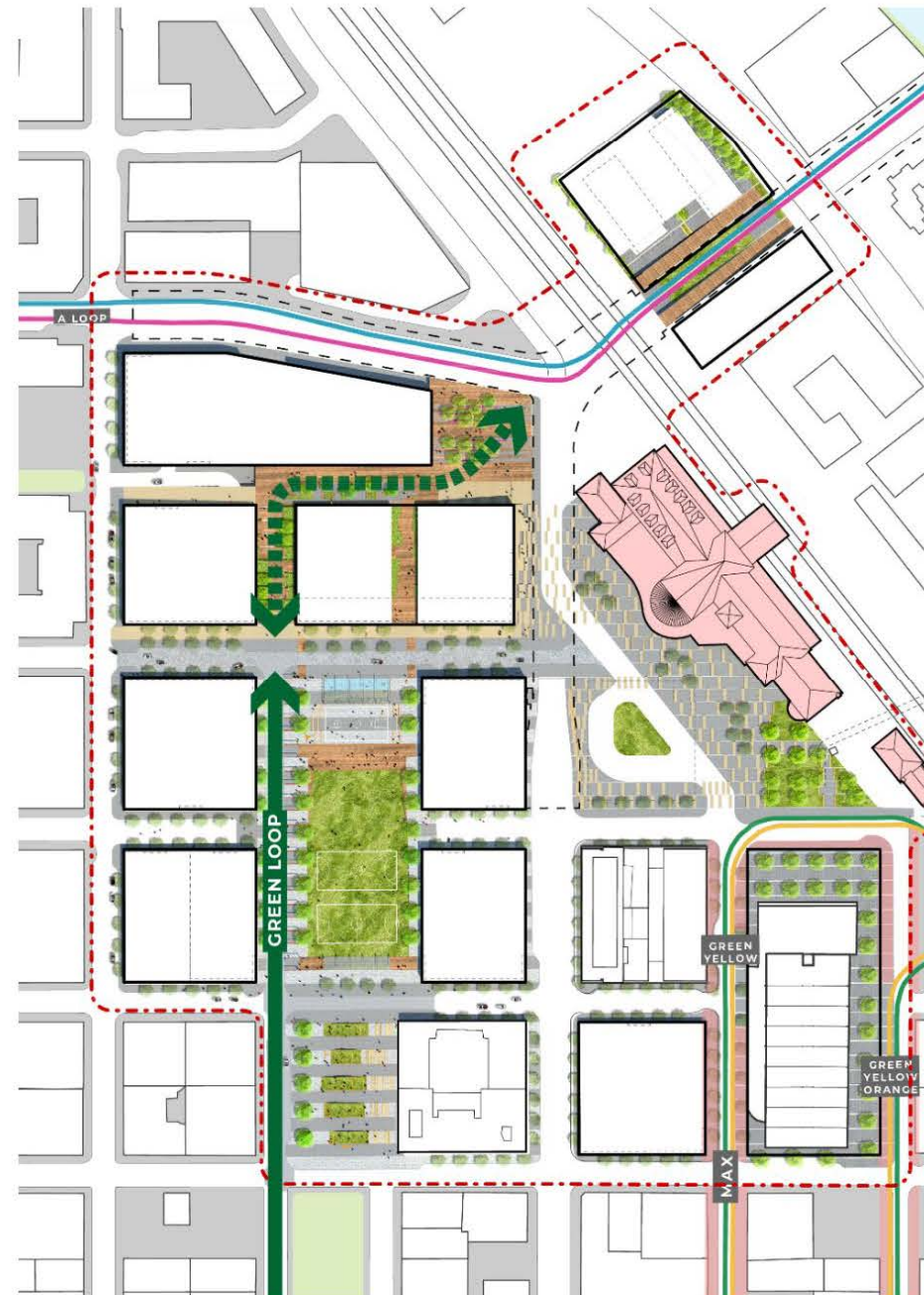
UNION
STATION



PREFERRED CONCEPT: PLAY

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PLAY



NO PLAY



PNCA

NW Broadway

Union Station

NW Lovejoy

Broadway Bridge

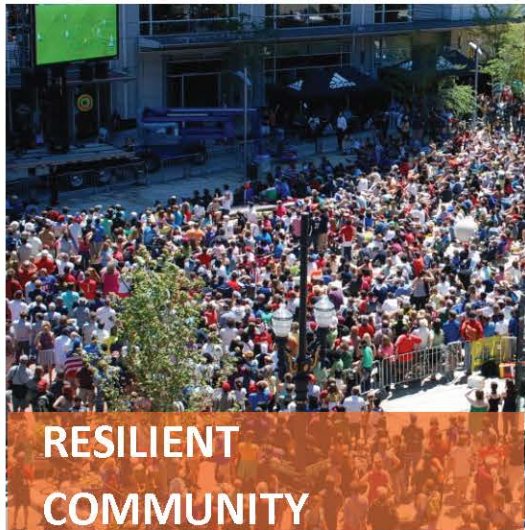
Station Way

N

PLAY

Key Themes

Art Plaza



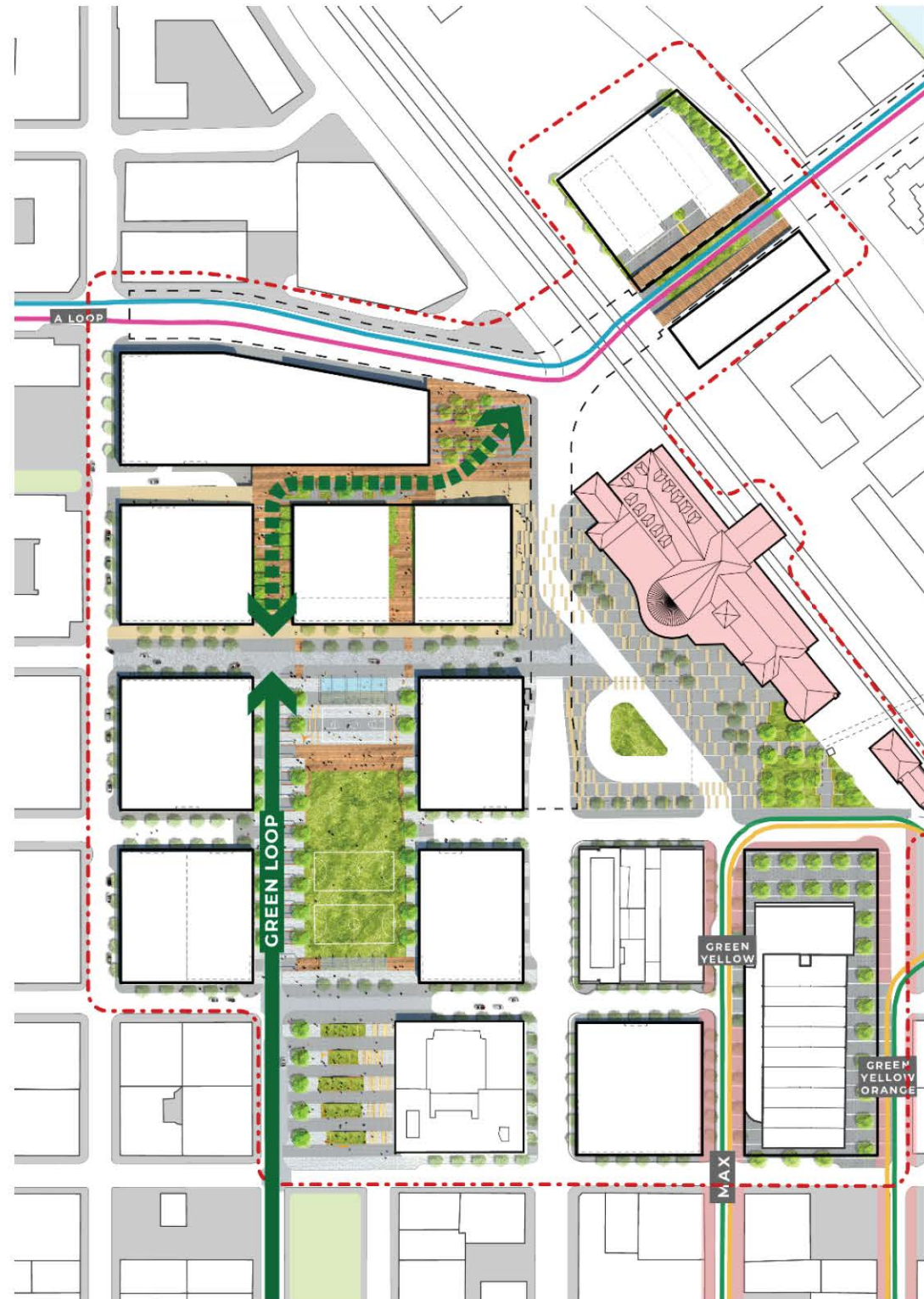
Woonerf
(Living Streets)



Small Business
Incubator



Adaptive Reuse



NATURE

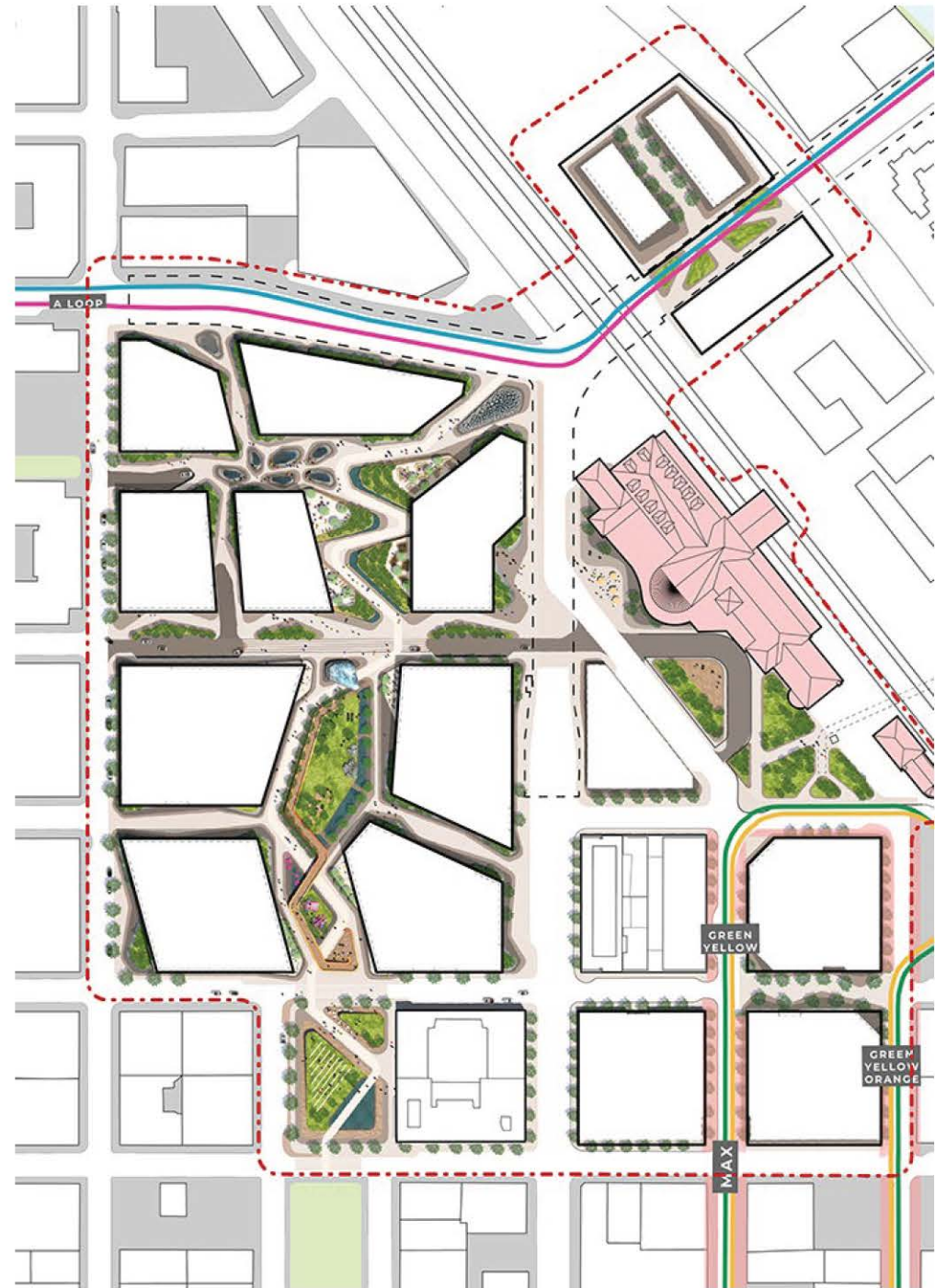
Key themes

Green Jobs

Iconic
Architecture

Community
Gardens

Connect to the
River



DISCOVERY

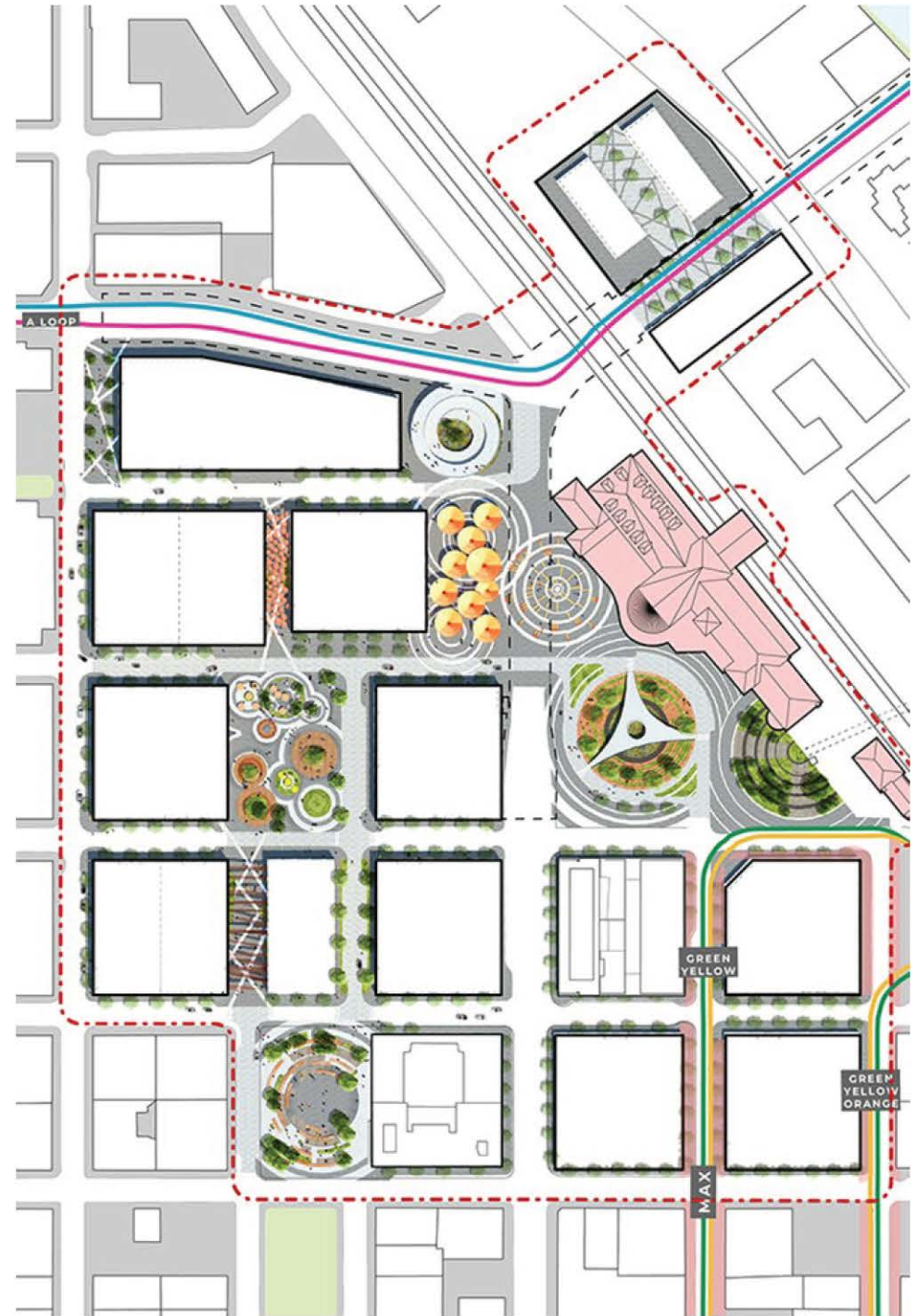
Key themes

Link Old Town/
Chinatown to
Pearl

Independent
Retail

Community
Market

Pocket Parks



COORDINATED CITY INVESTMENT STRATEGY

Cost	Framework Plan (2015)	Play	Nature	Discovery
Prosper: Acquisition	73.5	73.5	73.5	73.5
Prosper: Site Prep & Holding Costs	16	37	37	37
Prosper - Acq & Site Prep Subtotal	89.5	110.5	110.5	110.5
PHB: Acquisition	14.5	14.5	14.5	14.5
PHB: Affordable Housing	72	53 + FAR	53 + FAR	53 + FAR
PHB - Acquisition & Aff Hsg Subtotal	86.5	67.5 + FAR	67.5 + FAR	67.5 + FAR
Parks	16.5	6.5	11	19.5
Streets & Utilities ¹	14	15.5	15	16
Green Loop (outside portion in Streets / Parks)	5	28	49	34
Public Realm Subtotal	35.5	50	75	69.5
Total	\$211.5M	\$228M + FAR	\$253M + FAR	\$247.5M + FAR

1. Utility costs included in Streets

- Stormwater - \$515k
- Sanitary Sewer - \$460k
- Water - \$1.5M
- Hydrants - \$25K
- Utility Corridor Abatement, Dewatering & Mobilization - \$1.3M

STEERING COMMITTEE: NATURE

- **What's Working**

- Most unique, world-class, distinctive, and memorable design among concepts
- Provides equitable access to nature in the city
- With the largest amount of open space, provides benefits such as reducing heat stress, improves water and air quality, energy savings, enhanced well-being, and resiliency
- Curvilinear public space is inviting
- De-emphasizes use of cars, pedestrian-friendly space
- Most aspirational and highlights bold response to climate change

- **What's not working:**

- Can feel restrictive and unavailable for different community functions
- Building parcel shapes should be simplified, does not seem like a successful idea for development
- Green Loop bikeway shouldn't be central to the mostly pedestrian space

STEERING COMMITTEE: DISCOVERY

- **What's Working**

- Provides best opportunity for small retail businesses to succeed and create wealth locally because it has the most ground floor space interfacing with the street
- Through the public market and alleys, could add a distinctive set of small businesses
- Activation of Union Station

- **What's not working:**

- Hardscaped surfaces can intensify and trap heat
- Offers spaces for functions that are specific to certain interest and not for all
- Most invasive of Park Blocks vision
- Uncertainty regarding Union Station as a substantial destination point

STEERING COMMITTEE

- **General comments across all concepts**
 - Look for significant cost savings for Green Loop; skepticism on whether it delivers on project goals
 - All concepts could serve goal of a CBA that commits to job quality standards from construction to operations and equitable approaches to wealth building opportunities via affordable retail space and MBE business prioritization
 - Integrate green infrastructure and arts and culture better
 - Create stronger connection to the river