

CENTRAL CITY 2035

CONCEPT PLAN

PLANNING AND SUSTAINABILITY COMMISSION
RECOMMENDED DRAFT



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**PORTLAND'S CENTRAL CITY:
CENTER OF INNOVATION AND EXCHANGE**



THE UNIQUE CENTRAL CITY

The Central City is more than tall buildings and commerce—it's a rich cultural and civic center. It is an expression of how Portlanders view their place in the Pacific Northwest—a place that 1) supports the growth of local talent, industry and institutions, 2) connects with the stunning surrounding landscape and 3) advances a prosperous, healthy, educated and equitable community.

These ideals are seen in the intentional design and development decisions that have produced a walkable Central City, an attractive and sustainable built and natural environment and support for those most in need. They also can be seen in how the challenge of planning and managing the Central City was approached.

INTENTIONAL AND PARTICIPATORY

Portland's city center is an intentional place, crafted through a participatory process with the belief that planning, done publicly and acted on collectively, is a critical ingredient to success. The Central City is also a place of purposeful experimentation, a learning city where new ideas about reshaping the traditional urban landscape and civic involvement have been actively pursued.

The 1972 *Downtown Plan*, the early predecessor of Central City 2035 (CC2035), took significant strides to restore the city center as a place where the serendipity of urbanity can be experienced by all. Two major efforts during the 1970s laid the groundwork and provide examples of how Portlanders charted a unique future.

In 1972, Portland closed Harbor Drive and replaced it with Tom McCall Waterfront Park. A few years later, the proposed Mount Hood Freeway was rejected; in its stead Portland residents and businesses embraced the development of the transit mall and eastside light rail.

These moves reconnected the downtown to its historic waterfront, helped to preserve neighborhoods and communities, and established new parks, trails, natural areas, and transportation networks that continue to serve people throughout the region. Indeed, these were bold moves in a decade when the rest of America was embracing freeway expansions and suburban sprawl.

These actions continue to provide benefits today as well as a framework for decision-making around all large scale public efforts. Importantly, these civically inspired actions show Portlanders that they have the ability to shape how their city looks, operates and changes over time.

FUTURE DIRECTION

As Portland considers the future for the Central City, the newly adopted *Portland Plan* provides a broad 25-year framework, three integrated strategies and a set of goals to be addressed. A prosperous city center will be essential to reaching these goals, not only for central city residents and businesses, but for Portlanders citywide.

The Central City 2035 planning project is intended to help preserve our existing assets and guide us on a path to a truly livable, sustainable city center—a place where 1) equity is reflected in actions and decisions, 2) youth can thrive and emerge as future leaders, and 3) the heart of the city is prosperous, healthy and connected to the rest of the city and the region.

CENTRAL CITY 2035



Central City 2035 is a long-range comprehensive planning and district planning effort that will create a new plan for the Central City to guide development, decision-making and investment through the coming decades.

CC2035 will contain new goals, policies and actions for the Central City, but will still build upon and enhance the direction and vision proposed by both the 1988 *Central City Plan* and 1972 *Downtown Plan*.

Lastly, CC2035 will explore the various ways the Central City plays a role in fulfilling the vision of *The Portland Plan*. CC2035 will also identify specific steps that can be taken only in the region's center to address the citywide priorities of *The Portland Plan*.

THE PROJECT APPROACH

Phase I – Issue Identification and Goal Setting

During this initial phase (June 2010–June 2011) a 21-member stakeholder Advisory Group (AG) worked with project staff to review existing conditions and identify the issues they believed needed to be addressed by CC2035. A series of public symposiums were held to broaden the discussion on the topics identified by the AG. The information from these symposiums was used to establish draft CC2035 goals and objectives.

Phase II – Concept Plan

The development of the Concept Plan engaged a 20-member Steering Committee charged with establishing a draft policy framework and preferred urban design direction for the Central City which built off the work of the Advisory Group and Symposium Series.

This Concept Plan provides high-level guidance for the city center's growth and development. It is intended to guide development of four more detailed quadrant plans. It emphasizes the important role the city center plays for the region. The Concept Plan has two primary parts:

- A **Policy Framework** that sets the desired goals to achieve and directions to pursue, and;
- An **Urban Design Direction** that uses a set of diagrams to illustrate where and how the Central City will grow and change, highlighting key places and connections. It will guide future decision-making and prioritize public investments.

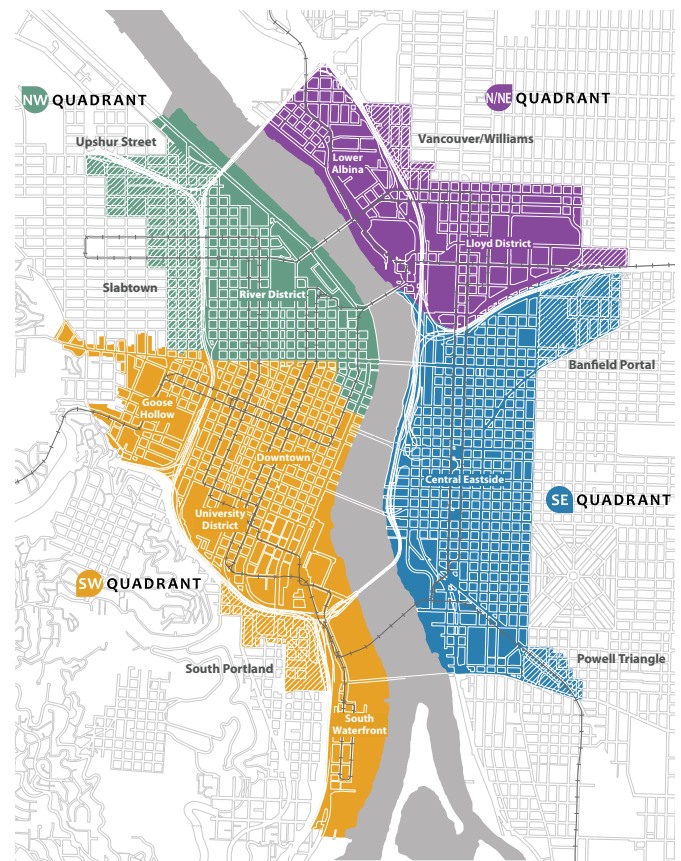
The Urban Design Direction represents several years work of stakeholder outreach and vetting of ideas.

The work started with *Design Central City, Volume I*, a discussion draft on the future of urban design in the Central City until 2035. The themes from this document were tested through a series of interviews, presentations and discussions and the Central City 2035 Symposium series.

Overall, there was broad support for the design themes and direction proposed in *Design Central City*. These three refined themes are:

- **Central River** – The Willamette River as the central feature of the Central City, with vibrancy, access, activities and riverfront districts
- **Distinct Districts** – A diverse array of districts with linkages to the river and surrounding community
- **Connected Public Realm** – Connection through a series of loops and a variety of street types

The direction is presented through two key graphics: a simpler urban design “concept” diagram describing the three main urban design goals; and a more detailed “framework” map that brings the concept to the ground, highlights key areas of change and provides ideas to test and explore through the quadrant plans.



Phase III – Quadrant Plans

In Phase III, specific plans are being developed for each quadrant of the Central City based on guidance of Phases I and II. The quadrant plans will focus on issues unique to those individual geographic areas and recommend district-specific policies to address these issues.

Ideally the Concept Plan would be completed before the start of the first quadrant plan. Phase III actually began in the fall of 2010 with the initiation of the North/Northeast Quadrant Plan. This early start was necessary to ensure that land use considerations be coordinated with a major freeway improvement project being conducted by the Oregon Department of Transportation.

Phase IV – Central City 2035 Plan

The Concept Plan is expected to be refined based on the findings of the quadrant plans. These changes will be reflected in the final Central City 2035 Plan, to be adopted with the adoption of the Comprehensive Plan.

The final phase of the CC2035 planning effort is focused on plan implementation. At the conclusion of this phase, the CC2035 Plan will be adopted by the City Council. This plan will include Central City-specific amendments to the:

- Comprehensive Plan policies;
- Zoning map;
- Zoning code;
- Transportation System Plan; and
- Possibly urban renewal or capital improvement plans.

Central City 2035 Planning Project

TIMELINE		2010	2011	2012	2013	2014	2015
2010–11	Issues and Goals	█					
2011–12	Concept Plan		█				
2010–14	Quadrant Plans	█					
2014–15	Final Central City 2035 Plan					█	

IMPLEMENTING THE PORTLAND PLAN

The Portland Plan is a strategic plan with measurable objectives for the City of Portland and its more than 20 local agency partners. The plan, which was built with extensive public involvement, focuses on four priorities:

Prosperity, education, health and equity.

It sets the framework for near-term action through a Five-Year Action Plan and sets long-range goals through Guiding Policies.

The Portland Plan emphasizes partnerships and equity as being essential to meeting its goals. It identifies measurable results and integrated approaches that break down typical policy silos. *The Portland Plan* is a plan for people, not just land use.

The Portland Plan will be implemented in a number of ways, including: legislative advocacy at the state and federal levels, revisions to the City budget process, inter-governmental agreements between and among agencies and through the Comprehensive Plan.

The Comprehensive Plan is a state-mandated long-range plan that guides land use, transportation, conservation and capital projects. The Comprehensive Plan will implement *The Portland Plan* policies that relate to these topics. When complete, it will include a new land use map, policies related to the statewide planning goals and a capital projects list.

The CC2035 project is part of the update of the City's Comprehensive Plan. It will embrace the priorities and specific goals of *The Portland Plan* and incorporate the spirit of cooperation and partnerships that are at its heart.

As the regional center of governance, business and commerce, institutions and education, arts and culture, and a rapidly growing and diversifying population center, the Central City is integral to the success of *The Portland Plan*. Conversely, the long-term prosperity of Central City residents and businesses depends on successful implementation of *The Portland Plan*.

All phases of CC2035 will involve considering the unique role that the Central City can play in achieving the integrated strategies of *The Portland Plan*, including:

- Advancing equity in the Central City, citywide and the region through decisions made as part of CC2035.
- Acting on the integrated strategies and policies of *The Portland Plan*.
- Enhancing existing educational resources in the Central City to ensure greater educational success of youth, as well as creating a culture of life-long learning.
- Facilitating business success and growth in the Central City and leveraging prosperity here to the benefit of Portlanders everywhere.
- Maximizing employment and household growth in the city center, better connecting and improving access, and improving human and environmental health, while protecting and enhancing the livability of the Central City and surrounding neighborhoods and districts.

CONDITIONS AND TRENDS

The Portland metropolitan region is growing, and the Central City will play a major role in supporting this growth. The projected growth and demographic shifts expected in the Central City indicate a need to expand the range of services in the city center to respond to evolving and diversifying market demands for business and residents.

Current Central City Conditions: 2012

- **Households and Population:** Approximately 23,000 households and 32,300 residents.
- **Employment** in the Central City:
 - More than 127,000 employees.
 - 35 percent of all jobs in Portland.
 - 13 percent of the jobs in the region.
 - Portland gained 900 jobs and 270 firms between 2002 and 2009.

Metro Growth Projections for 2035

- **Regional Household Growth:** The metropolitan area will grow by 402,400 additional households to 1,294,000 total households, with the Central City growing by 37,528 households for a total of 58,976 households (7% of region's growth).
- **Regional Employment:** Employment in the metropolitan area will grow by 537,244 additional jobs to 1,486,940 total jobs, with the Central City growing by 42,484 jobs for a total of 169,169 jobs.

Demographics Trends

- **Families With Children**
 - 8 percent of Central City residents are ages 0–19 (2,600 people).
 - 221 children were born to families in the Central City in 2010.
 - To date only one housing project has been designed for families with children.
 - About 80 percent of all Central City housing consists of studio and one-bedroom units.
- **College Age**
 - More than 26,000 students attend colleges and universities in the Central City.
 - The student population is expanding at all campuses.
 - There is a need for housing affordable to students and student families close to campus.
 - Portland State University is working to accommodate 5,000 students (or 20 percent of its student population) by 2030.
- **Seniors**
 - 16 percent of Central City residents are age 60 or older (5,189 people).
 - This age group is expected to significantly increase as “baby boomers” shift into retirement age.
 - Currently, there are only five housing projects specifically operated for seniors exist within or immediately outside of the Central City, with only one qualifying as “affordable housing.”
- **Affordability In the Central City**
 - 37 percent of all housing and 54 percent of all rental units are affordable to households earning less than 60 percent of median family income (MFI).
 - 8,425 rental units are considered affordable. This is a significant figure, but there is still a growing need for such housing.
 - Workforce housing, affordable to people earning between 61 percent and 120 percent MFI, is virtually nonexistent in the Central City.

SUMMARY OF ISSUES AND DIRECTION

While developing the CC2035 Concept Plan input and opinions from a broad array of people and stakeholders was included. They were asked to identify big issues and what policies would guide the ideal future direction. For more information about all public involvement efforts, please see Appendix A. Below is a brief summary of these issues and ideas.

Economic Vitality

The economic prosperity of a region is reflected in the condition of its city center. By this measure, the Portland Metropolitan Region is doing well and has a bright future. The Central City is home to professional service industries that support the entire region, as well as a growing number of colleges and universities. The Central City has maintained a manufacturing base and hosts a number of emerging business sectors that diversify the economy, support regional prosperity and increase Portland's exposure on the global stage.

To keep the Central City the economic center of the region, stakeholders identified a need to support the growth of traded sector industries, tap into the ability of higher education institutions to support economic and central city growth, increase the support for and attractiveness of the city center for entrepreneurship and business innovation, address economic barriers to development of space for small and start-up firms, protect industrial and employment districts, optimize the efficiency and use of the transportation network, all while providing amenities and maintaining the vibrancy and livability of the city center.

Housing and Community Development

The Central City has become a place where a lot of people want to live. After a mid-century decline, efforts to encourage residential development over the last four decades have significantly increased the number of housing units in the city center, including for those in greatest need of housing. As the city center population continues to grow and diversify, there is a need to look beyond housing production alone and address the needs of families with children, university students, seniors and people with disabilities.

Stakeholders noted the need to keep providing housing for all income scales, while expanding efforts to ensure the workforce can find housing within or close to the Central City. People have also asked that housing begin to include units with two or more bedrooms, even if the units are not large, and that projects be designed with families in mind. Lastly, in addition to housing, people want access to public schools, community centers, child care and playgrounds, as well as neighborhood-serving retail and commercial services.

Mobility

The Central City's diverse multi-modal transportation system is one of the best in the U.S. and is critical to its prosperity and livability. Between now and 2035, there is a need to maximize the efficiency and safety of the network and manage the capacity of this system with emphasis on bikes, transit, pedestrians and freight. Improvements will be needed keep pedestrians and bicyclists safe and comfortable traveling to and through the Central City. The safe and efficient transport of freight through and within the Central City is needed to support both local and regional business.

Parking will remain important to support a vibrant economy and an inviting, livable city center, and the management of parking should be made more simple and flexible to optimize use of the limited supply.

Opportunities to increase the use of the Willamette River as an access way for people and commerce should be pursued.

Public Safety

The Central City is experiencing unprecedented low levels of crime. Bike and pedestrian safety has greatly improved in the last two decades. New construction is being built to the highest seismic codes in the state's history. Despite these achievements, many perceive the Central City unsafe due to the presence of street families, pan handlers and the mentally ill. Others are concerned about their safety and comfort as pedestrians and cyclists walking or biking through traffic.

These perceptions can have a major impact on who chooses to live, shop or do business in the city center and how they choose to move. Further, many of the Central City's older buildings, bridges and major regional infrastructure could be compromised during a significant seismic event.

There is a need to maintain low crime rates and enhance perceived and actual safety to ensure all people find the Central City an inviting place to be. Discouraging panhandling, transitioning people from homelessness, and providing assistance to the mental ill and those afflicted by substance abuse should be priorities. Lastly, stakeholders feel strongly the City needs to develop funding strategies and partnerships to retrofit buildings and critical infrastructure to protect human life and regional resiliency during a seismic event.

Urban Design

The Central City is recognized as one of the most walkable, vibrant and attractive urban centers in North America. It is set in a stunning natural landscape and has a rich combination of new and historic buildings and districts. New development enriches the overall design quality and contributes to this success. The Central City connects to the rest of the city and the region in a “hub and spoke” pattern, which reinforces the sense of it being the center for commerce, entertainment and civic life.

The Central City will be the location for much of the region’s new growth through 2035. This growth presents an opportunity to amplify the city center’s urban design qualities through infill development which also complements the past. Introducing new and innovative architectural styles can incorporate a more diverse collection of development uses, which will increase the vibrancy of the city center.

Stakeholders identified various areas that should receive the attention of future efforts. They expressed a desire to preserve and enhance significant historical properties and districts. There is support to activate vacant and underutilized properties to achieve consistent, high quality design, while also providing more open space opportunities. Building on the pedestrian scale and significant historic fabric of the Central City, the public realm should offer a complementary mix of new building types. The Willamette River should become connected and relevant to more of the Central City through greater accessibility (physical and visual) and use.

Willamette River

More than other feature in the regional landscape, the Willamette River has influenced the development of the city of Portland and its urban center. People live here because of a historic need to be near the river for food, water or commerce. However, proximity to the river has become less of an issue to the city’s long-term survival than in the past and, as a result, the river has often been forgotten in the daily life of the city.

Universally, there is yearning to restore the connection with the Willamette. The reasons are varied; a desire for greater economic use of the river and waterfront and increased recreational use top the list. Stakeholders want to elevate the river to a significant positive element in the urban form of the city and increase opportunities for people to use the river’s edge and be on the water itself. There is a need to identify how and where best to enhance critical habitat intended to restore river health while expanding the use of the river and riverfront for economic growth.

Civic and Cultural Life

City centers are more than just centers of commerce. They are barometers of the regional economy, incubators of great ideas and invention, reflections of a community’s social conditions, forums to showcase local cultural diversity and stages of artistic expression. Portland’s Central City is all this and more. It contains a broad array of venues, cultural assets and features making it the heart of the region’s civic and cultural life. Yet, as the city and region continue to grow and diversify, the Central City must play a more significant role to become a center for all Portlanders.

Stakeholders have noted more can be done to elevate the presence and identity of the Cultural District and better link the amenities it already contains. There was also support for the needs of artists working in the city center, including affordable facilities, housing options and venues that meet a variety of artists’ needs.

There was interest in having the cultural role of the Central City reach more diverse audiences. Ideas for accomplishing this included having more art and cultural events that are more affordable a larger segment of the community and making the city center the showcase of art and culture for all Portlanders. Public safety concerns need to be addressed in and around entertainment venues and districts.

Environmental Health

The Central City has great potential to be a high performance district in terms of resource conservation and environmental quality. Already, public and private development has begun to create a city center that integrates energy conservation with energy production, storm water management with urban habitat, and transportation alternatives that lower our regional carbon footprint and promote human health.

Although one can’t envision all the challenges a changing climate presents or the new technologies that will emerge to mitigate the impacts, there can be continual cooperation with agency, business and community partners to develop new projects and approaches that address these challenges. While doing so, stakeholders have noted, Portland’s Central City is well positioned to play a leadership role by demonstrating how a city center can become more livable, prosperous and attractive through urban development that embraces environmental and human health. Stakeholders have also suggested the need to continue to implement and experiment with new infrastructure that contributes to environmental health while improving the aesthetics of the urban form, and that food systems and access to healthy food become a new focus within the Central City.



STRATEGIC DIRECTION

A CENTER OF INNOVATION AND EXCHANGE

CENTRAL CITY 2035 IS FOCUSED ON ESTABLISHING THE CENTRAL CITY AS A CENTER OF INNOVATION AND EXCHANGE. WHAT DOES THIS MEAN, AND HOW IS IT ACHIEVED?

It can be easy to overlook a city center, to consider it merely as a dense concentration of businesses, facilities and housing. But a successful urban core is more than that, leveraging its ability to support efficient, opportunistic and synergistic interaction and exchange among people, businesses and institutions to a competitive advantage. This is why cities and downtowns everywhere have been centers of commerce, civic and cultural life, creativity and innovation.

CC2035 aims to use Portland's intellectual, institutional and development assets to transform the Central City into an exceptional and unique center for this interaction. The Central City is already well positioned for this transformation; its sheer number of uses, activities and people establishes an environment rich with potential. This density of activity cannot be generated elsewhere in the state and, therefore, the Central City's positive impact on economic development, creativity, civic engagement and livability of the region is significant.

Portland has a growing number of creative firms and businesses that are changing how the world operates, looks and functions. In the nurturing of local talent and creative energy, these businesses have both benefitted from and support the various universities and colleges located in the Central City.

Portland State University, Oregon Health Science University, the Pacific Northwest College of Art, Le Cordon Bleu College of Culinary Arts, the University of Oregon, Oregon State University and Oregon College of Oriental Medicine have all made the Central City the regional center for higher education. While educating future entrepreneurs, scientists, researchers and other workers, these institutions support a culture of lifelong education.

This didn't just happen by accident. Forty years of planning, partnerships and investments have led us here. The recently adopted *Portland Plan* establishes a framework that builds on past success, while providing a new lens for how to view ourselves as a people and the desired future city. Ultimately, CC2035 seeks to leverage all of this to position Portland's Central City as a globally recognized center of equity, innovation and exchange.

POLICY FRAMEWORK

BACKGROUND

The following framework was developed over a two-year period and reflects the work of hundreds of stakeholders, an Advisory Group that scoped the range of issues to be addressed, and a Steering Committee that refined all of this input into a succinct outline of goals and policies. This framework identifies what the people of Portland want their Central City to be by the year 2035.

HOW TO USE THE FRAMEWORK

This policy framework provides an integrated set of goals and policies to guide future decisions, development and investments in the Central City for the coming decades.

Initially this framework will be used to guide the development of quadrant plans. During this phase the framework will be tested, and some goals and policies may be refined. As quadrant plans are developed, additional goals and policies could be added to this framework. At the conclusion of the CC2035 planning effort, the final version of this framework will be formally adopted as part of Portland's new Comprehensive Plan.

In the meantime, as quadrant plans are developed, the CC2035 goals and policies will guide decision-making on how current approaches to land use, urban design, transportation, environmental stewardship and other issues should be modified and eventually codified.

Because each quadrant and their districts have different predominate land use patterns and conditions, implementation of these goals and policies should be sensitive to the unique characteristics of each quadrant, the extent to which each goal or policy may apply, and how the proposed directions can best be achieved.

REGIONAL CENTER: ECONOMY AND INNOVATION



Potential focus areas for economic development

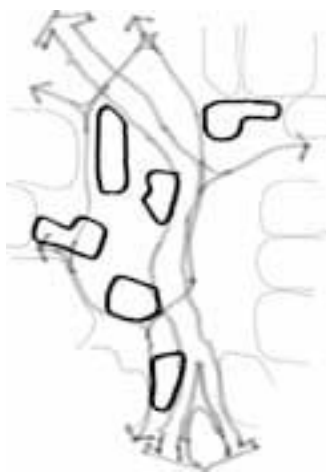
- Goal A:** Reinforce the Central City's role as the unique center of both the city and the region for commerce and employment, arts and culture, entertainment, tourism, education and government.
- Goal B:** Increase the Central City's strength as a place for innovation in business, higher education and urban development. Maintain and improve the physical and social qualities that make the Central City a successful and advantageous setting for diverse creativity, innovation and civic engagement.
- Goal C:** Improve the economic competitiveness of the Central City, especially relative to West Coast and regional markets, through expanded business and development activities.
- Goal D:** Support efforts to enhance and maintain the urban character, livability and experience of the Central City to ensure it remains the pre-eminent location in the region for business and commercial activities, and an attractive location for new development.
- Goal E:** Provide a safe, affordable, efficient and accessible multimodal transportation system that supports the growth and role of the Central City as the region's high density center.

POLICIES TO REACH THESE GOALS

- 1. Traded sector growth.** Focus business development efforts and assistance on targeted industry clusters and high-growth sector companies.
- 2. Center of higher education.** Support the ability of the major universities in the Central City (e.g., Portland State University, Oregon Health Science University) and other higher education institutions to strengthen the Central City as a center of learning, business and innovation.
- 3. Center of urban innovation.** Increase the role and stature of the Central City as a laboratory and showcase for innovative urban development and a regional leader in the development of businesses related to clean technology, green practices and design, and resource conservation.
- 4. Entrepreneurship and business innovation.** Strengthen the Central City as a location for job creation by addressing development issues that affect businesses and supporting economic development strategies and programs intended to facilitate economic growth in the Central City.
- 5. Next generation of industrial/employment sanctuaries.** Preserve and provide for the long-term success of Central City industrial districts, while supporting their evolution into places with a broader mix of businesses with higher employment densities.
- 6. Tourism, retail and entertainment.** Maintain and expand upon activities in the Central City that support tourism and complement economic success, and vibrancy and livability, with an especial focus on retail, cultural events and institutions, arts and entertainment, urban design and transportation.
- 7. Regional transportation hub.** Strengthen the Central City as the hub for moving people and goods, reinforcing its regional center roles, enabling successful high density employment and housing development, and thereby affirming its role in Metro's Region 2040 Framework Plan.
- 8. Optimized street network.** Improve street design and function to increase efficiency and safety for all transportation modes and the ability of the existing network to meet the mobility needs of businesses, shoppers, residents and visitors. Establish a system and standards that emphasize pedestrian, bicycle, transit and freight access while continuing to provide automobile access.
- 9. Parking.** Update parking management strategies to support commercial and housing development while optimizing the use of the limited parking supply, encouraging the use of alternative transportation and simplifying the parking regulations.
- 10. Safe and secure Central City.** Maintain adequate public safety and security services and reduce sources of conflict and nuisance crime through design, regulation and management.
- 11. Resilient Central City.** Use planning and design in the Central City to mitigate the impacts of natural hazards.
- 12. Affordability.** Support efforts to make the Central City a competitive location for development and for businesses to locate and operate.
- 13. Equity and the economy.** Support greater access to and expansion of economic opportunities in the Central City for all groups facing barriers to education and employment and longstanding disparities so that they can share in employment and economic prosperity.



HOUSING AND NEIGHBORHOODS



Mixed-use residential clusters and emerging neighborhoods

Goal F: Make the Central City a successful dense mixed-use center by supporting growth of more livable neighborhoods with a mix of housing, services and amenities that support the needs of people of all ages, incomes and abilities.

Goal G: Support the ability to meet human and health service needs of at-risk populations concentrated within the Central City.

POLICIES TO REACH THESE GOALS

14. Complete communities. Ensure Central City neighborhoods have access to essential public services, including public schools, parks, community centers and amenities, including neighborhood-serving retail and commercial services that support sustainable and diverse community structure.

15. Promote healthy active living. Design and develop Central City neighborhoods to support physically and socially active healthy lifestyles for all people through the inclusion of plazas, parks and open space, a safe and inviting public realm, access to healthy food and active transportation and the density of development needed to support these economically.

16. Low-income affordability. Preserve the existing supply and continue to support the development of additional housing to meet the needs of low-income Central City residents.

17. Housing diversity. Provide a more diverse stock of housing to support a diversifying Central City population that includes housing compatible with the needs of families with children, people with special needs, students, seniors and the Central City workforce.

18. Minimize displacement. Maintain the economic and cultural diversity of established communities in and around the Central City. Utilize investments, incentives and other policy tools to minimize or mitigate involuntary displacement resulting from new development in the Central City or close-in neighborhoods.

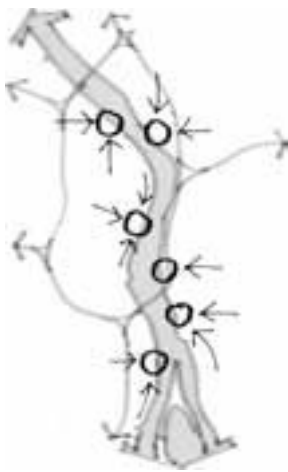
19. Transitional housing and services. Provide housing and services that directly assist at-risk populations and allow people to transition to more stable living conditions.

20. Conflict reduction strategies. Develop ongoing strategies and programs that reduce potential conflicts between special needs populations and other Central City residents, employees, visitors and businesses.

21. Livable mixed-use environment. Promote design solutions and construction techniques to ensure that new development is compatible with existing uses, including noise and other pre-existing conditions.



WILLAMETTE RIVER



Potential riverfront activation zones

Goal H: Enhance the role the Willamette River plays as a significant part of the environmental health, economy, urban form and character of the Central City.

Goal I: Improve the health of the Willamette River for fish, wildlife and people.

Goal J: Increase public access to and along the Willamette River.

POLICIES TO REACH THESE GOALS

22. Willamette River health and water quality. Improve the environmental conditions of the Willamette River in compliance with regional, state and federal laws and goals to make and keep the river swimmable and fishable.

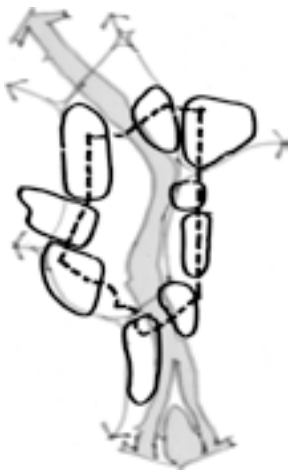
23. Portland's commons. Promote improvements and activities on the waterfront to strengthen the physical, visual and cultural connections between the river and the rest of the Central City. Support recreational use, enhance the interconnected system of parks, trails, natural areas and destinations, and increase public awareness of the river's historical, ecological and cultural importance.

24. Prosperous and vibrant Willamette River waterfront. Support uses that capitalize on waterfront locations, and reinforce the distinctive character of the different waterfront districts.

25. Willamette river tourism and commercial use. Increase opportunities for tourism and commercial use on and along the Willamette River in the Central City.



URBAN DESIGN



Emerging districts and connections

Goal K: Highlight the Willamette River as the Central City’s defining feature by framing it with a well-designed built environment, celebrating views to the larger surrounding landscape, improving east-west access and orientation and encouraging a range of river-supportive uses.

Goal L: Strengthen the quality of existing places and encourage the development of diverse, high-density districts that feature spaces and a character that facilitate social interaction and expand activities unique to the Central City.

Goal M: Enhance the public realm with human-scaled accessible streets, connections and open spaces that offer a range of different experiences for public interaction.

POLICIES TO REACH THESE GOALS

- 26. Experimentation and innovation.** Support the design of new places and uses, both permanent and temporary, that promote innovation, experimentation and exchange in the Central City.
- 27. Regional corridors and connections.** Elevate the presence, character and role of physical and visual corridors such as trails, transit lines, busy streets and significant public views, helping to bridge neighborhoods across physical and psychological barriers.
- 28. Bridgehead redevelopment.** Redevelop bridgehead sites to elevate the importance of these locations, link east- and westside districts of the Central City, and create dynamic places that bring a diversity of residents, workers and visitors to the riverfront.
- 29. Street diversity.** Differentiate the character of key streets to offer a diversity of urban experiences and connections, reflect the character of unique districts and expand open space functions.
- 30. Signature open spaces.** Advance the Central City’s iconic interconnected system of parks, trails, and natural areas by offering a wide range of social, recreational, contemplative and respite functions to serve an increasingly diverse population of residents, workers and visitors.
- 31. Historic resources and districts.** Enhance the identity of historically, culturally and architecturally significant buildings and places, while promoting infill development that builds upon the character of established areas.
- 32. Neighborhood transitions.** Establish transitions between the Central City’s denser, taller and more commercial and industrial land uses and adjacent neighborhoods, while highlighting key gateway locations.



HEALTH AND THE ENVIRONMENT



Potential ecodistricts and connections

Goal N: Advance the Central City as a living laboratory that demonstrates how the design and function of a dense urban center can provide equitable benefits to human health, the natural environment and the local economy.

POLICIES TO REACH THESE GOALS

- 33. Buildings and energy.** Increase the energy efficiency of buildings, the use of onsite renewable energy systems, and the development of low-carbon district energy systems. Conserve resources by encouraging the reuse of existing building stock and recycling materials from construction and demolition.
- 34. Green infrastructure.** Expand the use of green infrastructure, such as trees, vegetation, swales and eeroofs, as a component of the Central City's overall infrastructure system.
- 35. Watershed health.** Improve watershed health by reducing effective impervious surfaces, increasing the quality and diversity (both species and age distribution) of the tree canopy, and protecting and restoring riparian and upland fish and wildlife habitat.
- 36. Human health.** Encourage the use of active modes of transportation by creating and enhancing a network of bike and pedestrian facilities that provide access to services and destinations including natural areas. Improve access for all people to locally grown and healthy foods. Encourage the use of building construction materials and products that do not have harmful effects on human health and the environment. Encourage social health by fostering community in a hospitable public realm.

URBAN DESIGN DIRECTION

The practice of urban design involves the physical features of the built and natural environment that define the character of a place. It can be thought of as the art of making places for people. It works at a variety of scales, including the design of the buildings, streets, open spaces, districts and city. Good urban design direction is essential for building an attractive, well-functioning and sustainable city that can comfortably accommodate future growth.

1 A CENTRAL RIVER

Focusing new development, attractions and public amenities on and along the Willamette River will highlight and celebrate the Central City's most prominent geographic feature.

2 SOUTHERN "BOOKEND"

Organizing a new employment and education hub around the river amenities will anchor the southern Willamette "bookend" at South Waterfront and OMSI.

3 NORTHERN "BOOKEND"

Stepping the Rose Quarter and North Pearl districts up to the river and connecting bridges with signature development and public spaces will anchor the northern Willamette "bookend."

4 EASTSIDE CENTER

Developing a new high-density residential, employment and open space center in the Lloyd District will reinvigorate its role as the Central City's eastside hub.

5 EAST-WEST ORIENTATION

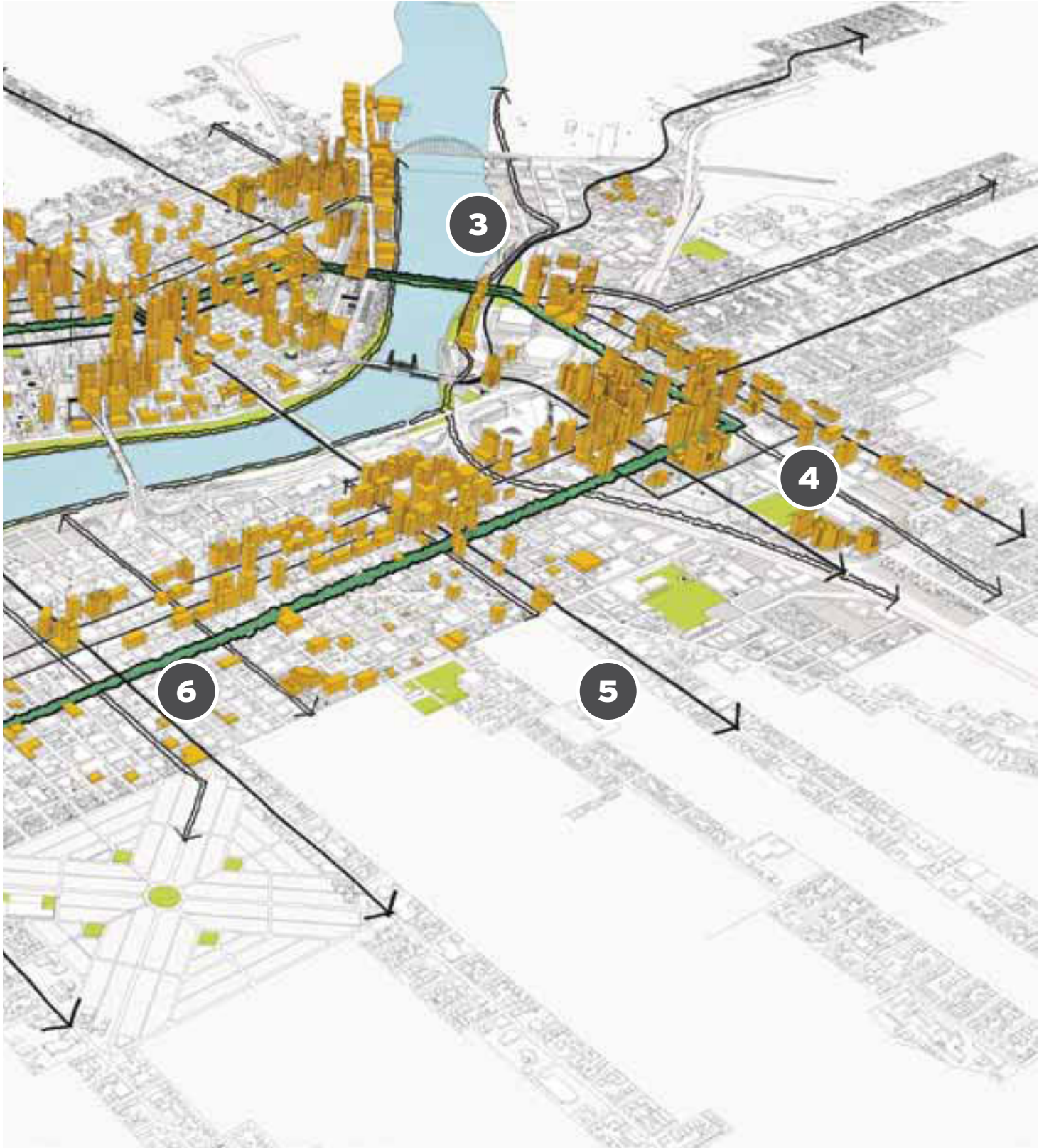
Creating distinctive and deliberate east-west connections from public open spaces, streets, and places will orient more of the Central City toward the Willamette River.

6 PEDESTRIAN/BICYCLE LOOP

Providing a new pedestrian-bicycle facility that offers quieter, greener and safer access to and through the Central City will complement the busier streetcar loop and network of bikeways, connecting people, districts, open spaces and the surrounding city.



The illustration on these pages depicts what a potential “Center for Innovation and Exchange” could look like in the future. It provides a three-dimensional view of what the urban design diagrams on the following pages are intended to produce. As more specific quadrant planning work is completed, this graphic will be updated to reflect more local aspirations and directions.



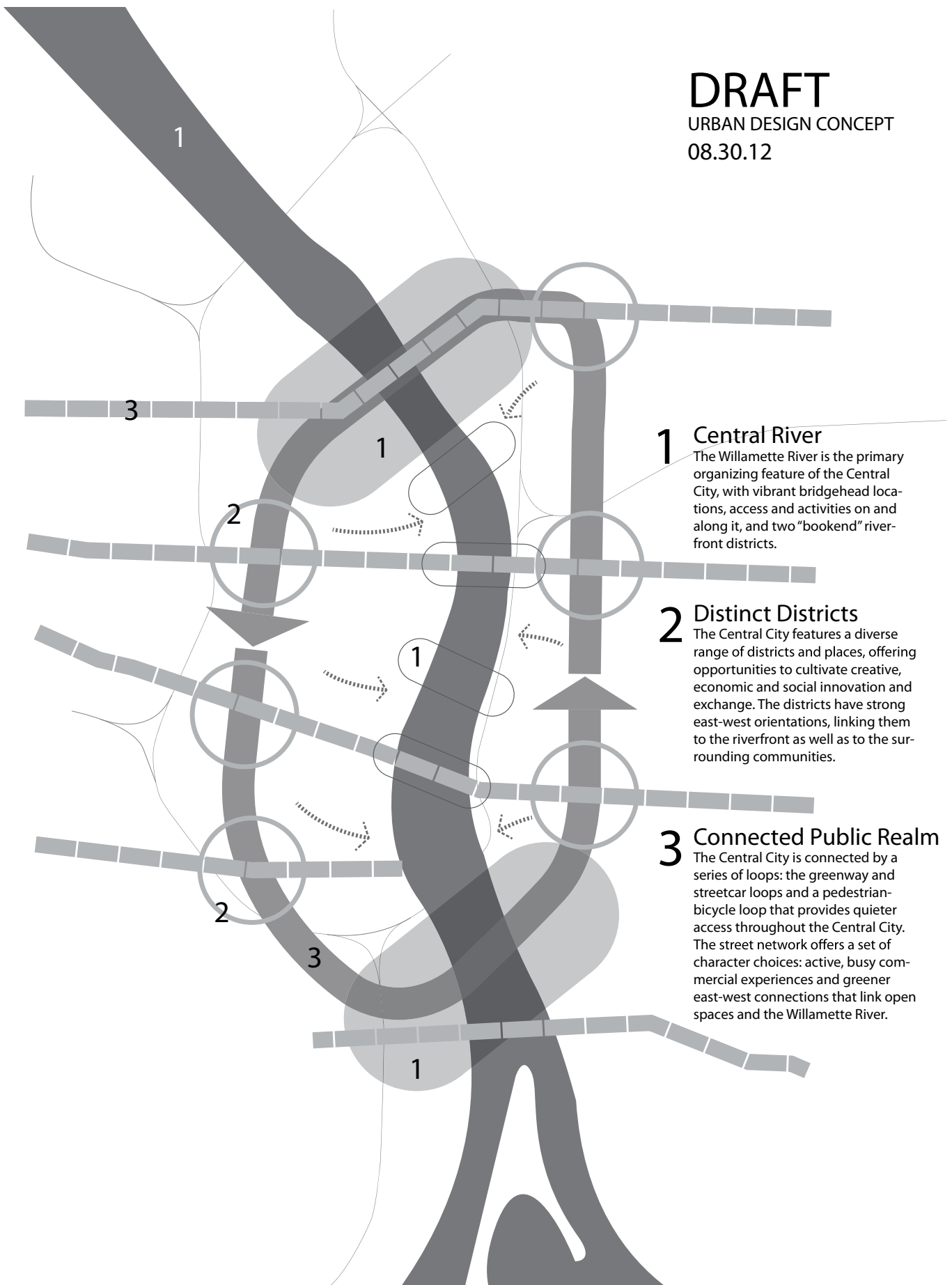
The Central City 2035 Concept Plan includes two urban design diagrams: the Urban Design Concept and the Urban Design Framework. The purpose of the Urban Design Concept is to quickly and simply identify the biggest design and development themes that will shape the Central City through 2035. The Urban Design Framework brings the themes of the concept to the ground with more specificity, identifies key areas of change and presents design issues for the quadrant plans to test. Because many decisions require understanding a larger context, it is important to see the whole Central City before studying individual quadrants, districts, corridors, blocks and places.

URBAN DESIGN CONCEPT

The Urban Design Concept describes three big picture themes that support the Central City's strategic direction of becoming the Center for Innovation and Exchange. These themes are:

- **A Central River:** The Willamette River has always been the Central City's primary organizing feature. It is the largest and most central open space, yet many adjacent districts are not oriented to it. The river represents an unrealized placemaking asset and should become the future focal point of the Central City.
- **Distinct Districts:** There are many distinct districts in the Central City today, and there is potential for many more. This variety gives the city center its identity—a richer character—and is part of its competitive advantage. Existing districts should be enhanced, and new ones should offer different functions and opportunities for innovation.
- **Connected Public Realm:** Almost 40 percent of the Central City's land area comprises streets, so how these spaces are designed and used affects the experience, vitality and potential of the city center and its districts. The Urban Design Concept proposes a new defining element for the city center that uses existing streets and open spaces to create a new pedestrian and bicycle loop, in addition to the waterfront trail and streetcar loops. Together these link the different districts, parks and destinations on the east and west sides. This loop could offer an additional safe and attractive way for residents, workers and visitors to circulate in the Central City while adding a new experience and attraction.

DRAFT
 URBAN DESIGN CONCEPT
 08.30.12



1 Central River
 The Willamette River is the primary organizing feature of the Central City, with vibrant bridgehead locations, access and activities on and along it, and two "bookend" riverfront districts.

2 Distinct Districts
 The Central City features a diverse range of districts and places, offering opportunities to cultivate creative, economic and social innovation and exchange. The districts have strong east-west orientations, linking them to the riverfront as well as to the surrounding communities.

3 Connected Public Realm
 The Central City is connected by a series of loops: the greenway and streetcar loops and a pedestrian-bicycle loop that provides quieter access throughout the Central City. The street network offers a set of character choices: active, busy commercial experiences and greener east-west connections that link open spaces and the Willamette River.

URBAN DESIGN FRAMEWORK

The Urban Design Framework brings the three themes from the Urban Design Concept to the ground in more detail as a way to visualize the implications of the concept for quadrants and districts in the Central City. The framework highlights the areas expected to undergo the most change over the coming decades, and it identifies specific districts, places and connections for testing in the future quadrant planning process. As the framework is more specific, it describes the future Central City in more detail. Its legend components include:

PUBLIC REALM

Civic Streets – Active, busy streets with high volumes of cars, transit, bikes and pedestrians. Most will have a retail/commercial emphasis with consistent ground level storefronts, while some will have a greener, boulevard character.

Flexible Streets – These streets and spaces make up a system of connections that typically offer quieter, “low-stress” experiences distinctly different from busier streets. The form and character of these connections can vary considerably, ranging from typical low volume streets and pedestrian- and bicycle-focused streets, to open spaces or plazas.

Pedestrian/Bicycle Loop – This new loop will offer more protected walking and bicycling facilities around a set of inner streets and open space connections, adding to the existing greenway loop from the Steel to Hawthorne Bridges and complementing the larger pedestrian and bicycle networks.

New or Reconfigured Open Space – These are key public open spaces along the Willamette River and the adjacent districts. Many of the new open spaces shown in the concept were identified in previous processes or plans, such as the Thunderbird site on the Rose Quarter waterfront. Some existing open spaces would benefit from being improved and/or reconfigured, such as Tom McCall Waterfront Park, which has a master plan calling for new improvements to better respond to new uses and opportunities.

TRANSFORMATIVE DISTRICTS

More Change – Areas best situated to experience growth and change as a result of a combination of recent public or private investments, catalytic projects, and new planning efforts. These areas feature the intersections of both light rail and streetcar lines, signature open spaces, as well as larger and taller mixed-use buildings. Examples of these areas include OHSU’s Schnitzer Campus, the Central Lloyd district, the North Pearl District and the emerging OMSI district in the Central Eastside.

Some Change – Areas with the potential for growth and change. Examples of these areas include Goose Hollow, portions of the West End and PSU, and areas around the United States Postal Service site at the northern end of the North Park Blocks.

Less Change – Areas where continued investment is encouraged but where transformative change is not expected. These areas are already largely built out or are historic areas, where smaller scale change and development are more appropriate, or established industrial districts. Examples of these areas include the downtown core, the Pearl District south of NW Lovejoy St., west side historic districts and the east side industrial areas.

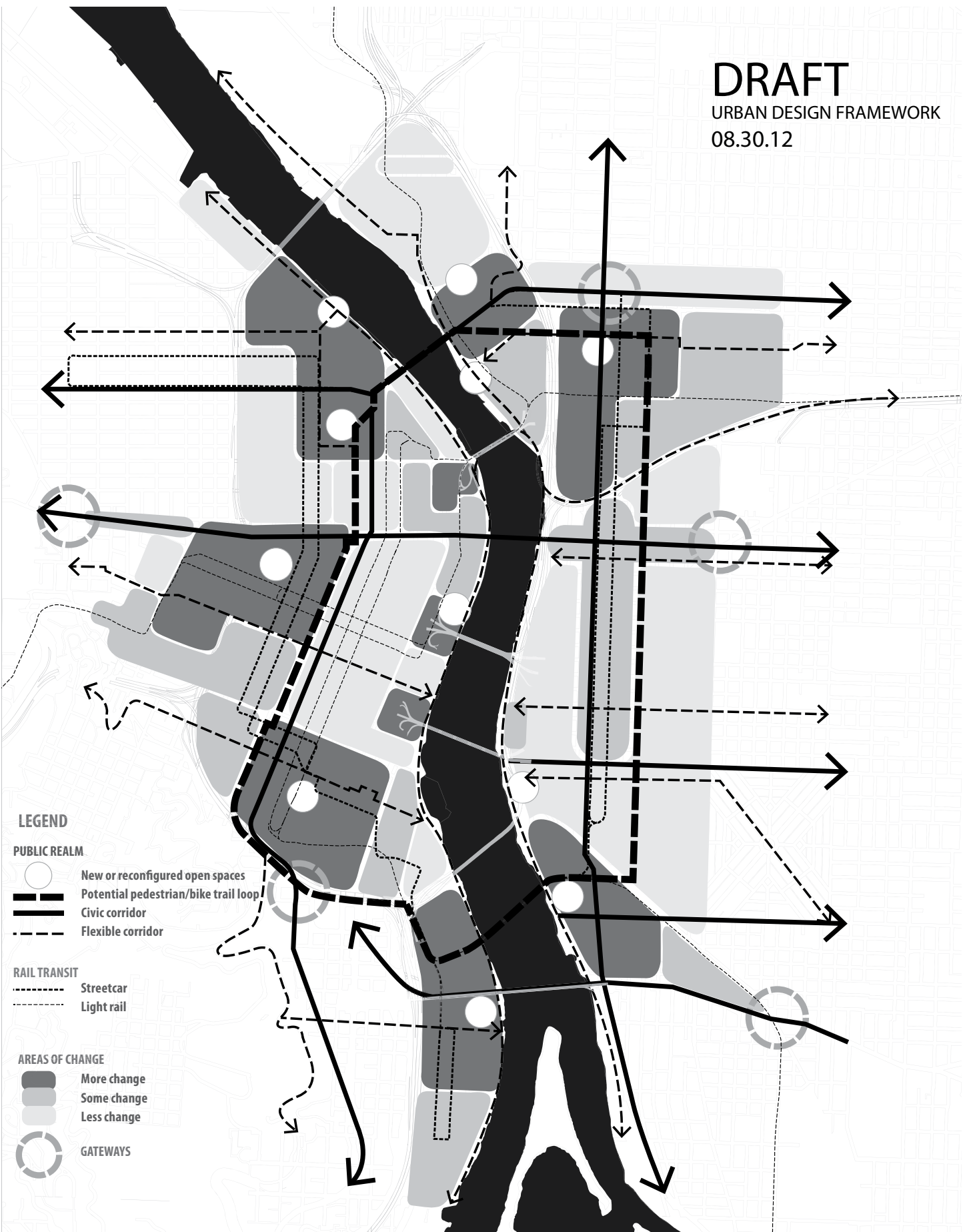
Rail Transit – These include existing MAX light rail and Portland Streetcar lines.

Gateways – Points of transition into or out of the Central City. The specific experience will be determined by the character of each location and enhanced by public sector improvements, private development design approaches or a combination of both.

DRAFT

URBAN DESIGN FRAMEWORK

08.30.12



APPENDICES

APPENDIX A: CITY COUNCIL RESOLUTION

APPENDIX B: PUBLIC INVOLVEMENT PROCESS

APPENDIX C: SYMPOSIUM SERIES RECOMMENDATIONS

APPENDIX D: BACKGROUND REPORTS AND STUDIES

APPENDIX A: CITY COUNCIL RESOLUTION

[To be included in adopted document]

APPENDIX B: PUBLIC INVOLVEMENT PROCESS

Tools and events outlined here include those occurring from June 2010–July 2012 and do not include those occurring in conjunction with the release of the public review draft of the Concept Plan in late summer and fall 2012. For more detailed information on goals of public involvement please review the CC2035 Public Involvement Plan available online at www.portlandoregon.gov/bps/cc2035.

SUMMARY OF COMMUNICATIONS AND INFORMATION DISTRIBUTION

Project Website

A project website was created and regularly updated throughout the planning process. It serves as a primary source of information for the public and as a means to solicit and receive public feedback. The website includes a project description, planning documents, project schedule, calendar of events, meeting agendas and minutes, links to other related planning efforts and other information. The site also contains multiple options for staying informed about the project. Periodic updates are provided as news items on the main page of the website. These updates are also distributed via an RSS feed. A list of the updates is provided below:

- Draft Public Involvement Plan — posted Aug 27, 2010 at 11:04 AM
- Design Central City, Volume I — posted Aug 27, 2010 at 11:08 AM
- Central City 2035 Kicks Off With Public Open House — posted Oct 4, 2010 at 4:25 PM
- Announcing: Central City 2035 Symposium Series — posted Oct 19, 2010 at 1:43 PM
- CC2035 Symposium: Housing 2 This Friday — posted Nov 10, 2010 at 4:52 PM
- CC2035 Advisory Group Meeting, Tuesday, December 7 — posted Dec 6, 2010 at 11:56 AM
- Recap: Housing and Community Development Symposiums — posted Dec 7, 2010 at 2:05 PM
- Updated — CC2035 Events: Your chance to learn, contribute — posted Jan 25, 2011 at 9:32 AM
- CC2035 Events — Willamette River Symposium #2 — posted Feb 24, 2011 at 11:00 AM
- Central City 2035 Events — Symposium Series Update — posted Mar 7, 2011 at 10:51 AM
- CC2035 Events — Civic and Cultural Life Symposium #1 — posted Apr 1, 2011 at 11:06 AM
- Safety In Portland's Central City — posted Apr 15, 2011 at 4:45 PM
- Symposium Explores Civic and Cultural Life — posted Apr 15, 2011 at 4:46 PM
- Public Safety Symposium Shakes Up Conversation — posted May 5, 2011 at 4:29 PM
- The Once and Future Central City — posted May 17, 2011 at 12:08 PM
- Planning Creatively for the next 25 Years — posted May 17, 2011 at 12:08 PM
- Past, Present, and Future for Historic Resources — posted Jun 9, 2011 at 2:09 PM
- CC2035 Steering Committee will guide direction — posted Nov 1, 2011 at 4:43 PM
- CC2035 Steering Committee considers "What works in the proposed policy framework?" — posted Nov 29, 2011 at 3:23 PM
- What Makes Portland's Central City Unique? — posted Dec 20, 2011 at 3:36 PM
- CC2035 Steering Committee to Discuss Themes — posted Feb 2, 2012 at 2:07 PM
- Central City as a Center for Innovation and Exchange — posted Feb 27, 2012 at 1:40 PM
- CC2035 Steering Committee to Address Regional Center, Housing and Neighborhoods — posted Mar 5, 2012 at 1:46 PM
- CC2035 Steering Committee Reviews Goal 1 of Policy Framework — posted Mar 15, 2012 at 12:31 PM
- CC2035 Steering Committee to Review Concept Plan Storyboards — posted Apr 2, 2012 at 8:36 AM
- CC2035 Steering Committee Visualizes the Concept Plan — posted Apr 17, 2012 at 2:30 PM
- CC2035 Steering Committee — Revising Goals and Policies — posted May 14, 2012 at 4:49 PM
- CC2035 Steering Committee Revises Housing, River, and Green Goals — posted Jun 6, 2012 at 3:47 PM
- CC2035 Steering Committee to Discuss Urban Design Concept — posted Jun 6, 2012 at 3:47 PM
- CC2035 Gives Thumbs Up to Policy Framework and Urban Design Concept — posted Jun 18, 2012 at 2:25 PM
- CC2035 Steering Committee to Endorse Concept Plan — posted Jul 5, 2012 at 1:23 PM

Mailings and Newsletters

An electronic mailing list was used to provide frequent updates to interested parties regarding meetings, events and new products. Additionally, occasional articles and notices were distributed through the BPS bimonthly electronic newsletter.

Monthly email announcements were sent to a mailing list of roughly 500 interested stakeholders on the following dates:

- July 13, 2010
- September 20, 2010
- September 24, 2010
- October 11, 2010
- October 19, 2010
- January 11, 2011
- January 28, 2011
- March 3, 2011
- March 28, 2011
- May 3, 2011
- June 2, 2011
- July 1, 2011
- November 1, 2011
- November 29, 2011
- January 1, 2012
- February 2, 2012
- March 5, 2012
- March 30, 2012
- May 1, 2012
- June 1, 2012
- July 3, 2012

Articles were distributed to an email list of roughly 9,000 subscribers through the BPS bimonthly electronic news, which is also posted on the BPS website, on the following dates:

- Aug 13, 2010 at 5:47 PM: BPS E-news Issue 7
Central City 2035: A new plan for Portland's hub
- Oct 20, 2010 at 6:15 PM: BPS E-news Issue 8
Central City 2035 Symposium Series: Addressing challenges, brainstorming solutions
- Dec 21, 2010 at 4:38 PM: BPS E-news Issue 9
Portland's urban design issues, explained
- Dec 21, 2010 at 4:40 PM: BPS E-news Issue 9
CC2035 Symposium Series: Your chance to learn, contribute
- Mar 4, 2011 at 4:25 PM: BPS E-News Issue 10
Central City 2035 continues symposium series
- Apr 12, 2011 at 9:40 PM: BPS E-News Issue 11
Panel of local experts discusses the future of the Willamette River
- Jun 16, 2011 at 6:55 PM: BPS E-News Issue 12
CC2035 Symposium Series Completion, N/NE Quadrant Open House
- Nov 18, 2011 at 2:42 PM: BPS E-News Issue 14
Central City looks to the future
- Jan 25, 2012 at 9:58 PM: BPS E-News Issue 15
What makes Portland's central city unique?
- Jul 27, 2012 at 4:01 PM: BPS E-News Issue 18
Portland's heart in 25 years: A healthy, vibrant Central City

Media

Announcements for key events and document releases were distributed to local media outlets including the Oregonian, Daily Journal of Commerce, neighborhood newspapers and other outlets. Included here is a selection of media coverage regarding the CC2035 process.

- Neighborhood Notes — September 28th, 2010: Central City 2035 Kicks Off With Public Open House
- Eliot Neighborhood Blog — October 11, 2010: The Central City Plan—And So It Begins
- Portland Architecture Blog — February 8, 2011: Notes from Willamette River Symposium #1
- KATU.com — April 13, 2011: Panel discusses the future of the Willamette River (Bureau of Planning and Sustainability)
- Portland Architecture Blog — May 23, 2011: Making historic preservation (hopefully) part of the 2035 Plan
- Daily Journal of Commerce — May 21, 2012: Replacing Portland's Central City Plan

SUMMARY OF EVENTS

Meetings Hosted by Central City 2035 Team:

- Advisory Group (November 2010–June 2011)
- Steering Committee (November 2011–July 2012)
- Urban Design Subcommittee (February 2012–July 2012)

Commission Briefings:

- Portland Design Commission (9/2/10, 6/21/12)
- Portland Historic Landmarks Commission (9/27/10, 7/24/12)
- Planning and Sustainability Commission (11/9/10, 6/12/12)

Public Events Hosted by Central City Team:

Event	Date	Approx Attend
Symposium Series	Oct 2010–Jun 2011	360
CC2035 and N/NE Quadrant Open House	Oct 2010	100
Urban Design Workshop	Nov 2010	35
Urban Design Workshop	Apr 2011	20
Urban Design Workshop	Jun 2011	20
Total Estimated Attendance at CC2035 Public Events		535

Other Meetings Attended by Central City 2035 Team:

- Mayor’s Design Subcabinet
- AIA Urban Design Panel
- Downtown Neighborhood Association Land Use Subcommittee
- Portland Bicycle Advisory Committee
- Public Safety Working Group
- AHC/Bosco-Milligan Preservation
- Sullivan’s Gulch Land Use Committee
- Dill Pickle Club
- Lloyd District Community Association
- Portland Business Alliance Transportation Committee
- Sullivan’s Gulch Neighborhood Association Meeting
- Eliot Neighborhood Association Meeting
- Irvington Neighborhood Association
- Portland Business Alliance
- River In Focus Brownbag Presentation
- NE Coalition of Neighborhoods
- Portland Plan Citizen Involvement Committee

Estimate of Meeting and Event Attendance:

- Central City 2035: 798
- N/NE Quadrant: 2,177
- River Plan: 169
- Multi-Project: 631
- Total Reach: 3,775 people

EVENT DETAILS

CENTRAL CITY 2035 ADVISORY GROUP MEETINGS

Central City Advisory Group members were appointed by the City of Portland Bureau of Planning and Sustainability (BPS) to serve, on a volunteer basis, for approximately one year. Members were identified to represent stakeholders or stakeholder groups with experience in different issues and/or interests in the future of the Central City. All meetings of the Advisory Group were open to the public and meeting agendas included time for public comment.

- **Location:** Bureau of Planning and Sustainability, 1900 SW 4th Avenue
- **Participants:** CC2035 Advisory Group members (see below)
- **Format:** Varied
- **Intent:** To review and provide feedback on the work of City staff, which is informed and guided by the process' symposiums, working groups, interviews, and public input.
- **Meetings:**
June 8, June 24, July 15, October 5, November 16 and December 7, 2010
January 18, February 15, March 15, April 5, April 19, May 17 and June 8, 2011

Co-Chairs:

Chet Orloff, *Oregon History Works and Portland State University*

Michelle Rudd, *Portland Planning Commission*

CC2035 Advisory Group Members:

Andre Baugh, *Portland Planning Commission*

Ed Blackburn, *Central City Concern*

Nancy Davis, *Zimmerman Community Center and Central City Families*

Andrew Frazier, *Frazier Hunnicutt Financial*

Mike Houck, *Urban Greenspaces Institute*

Scott Langley, *Ashforth Pacific*

Brad Malsin, *Beam Construction*

Mike McCulloch, *Urban Design Professional*

Tad Savinar, *Artist and Urban Design Professional*

Ethan Seltzer, *Portland State University*

Stuart Smith, *Goose Hollow Foothills League and Vestas*

Nancy Stueber, *Oregon Museum of Science and Industry*

Craig Sweitzer, *Urban Works Real Estate*

Carl Talton, *Portland Family of Funds*

Rick Williams, *Lloyd Transportation Management Association*

Dr. Phillip Wu, *Kaiser Permanente*

CENTRAL CITY 2035 STEERING COMMITTEE MEETINGS

The Central City 2035 Steering Committee met eight times to develop a Concept Plan to guide development and decision-making for the heart of the Portland metropolitan region. All meetings of the Steering Committee were open to the public and meeting agendas included time for public comment.

- **Location:** Bureau of Planning and Sustainability, 1900 SW 4th Avenue
- **Participants:** CC2035 Steering Committee members (see below)
- **Format:** Varied
- **Intent:** To review and provide feedback on the work of City staff, which is informed and guided by the process' symposiums, working groups, interviews, and public input.
- **Meetings:**
November 10 and December 1, 2011
February 9, March 8, April 5, May 17, June 12 and July 10, 2012

Co-Chairs:

Chet Orloff, *Oregon History Works and Portland State University*

Michelle Rudd, *Portland Planning Commission*

CC2035 Steering Committee Members:

Andre Baugh, *Portland Planning and Sustainability Commission*

Ethan Seltzer, *Portland State University*

Mike Zokoych, *Central Eastside Industrial Council*

Paddy Tillett, *Zimmer Gunsul Frasca Architects*

Ethan Seltzer, *PSU Urban Studies Program*

Amy Lewin, *Hosford-Abernethy Neighborhood Development*

Linda Nettekoven, *Hosford-Abernethy Neighborhood Development (Alternate member)*

Patricia Gardener, *Pearl District Neighborhood Association*

Bernie Bottomly, *Portland Business Alliance*

Wink Brooks, *Urban Land Institute/Former Planning Director, Hillsboro*

Veronica Rinard, *Travel Portland*

Erin Flynn, *Portland State University*

Heather Hoell, *Venture Portland*

James McGrath, *AIA Urban Design Panel*

Bill Scott, *Small Business Owner*

CENTRAL CITY 2035 OPEN HOUSE

The CC2035 Open House provided an opportunity for the public to speak with City staff about the CC2035 project, learn about ongoing work, ask questions and find out how to stay involved and informed.

- **Location:** Main Lobby at 1900 SW 4th Avenue
- **When:** Tuesday, October 12, 2010, 4:00 p.m.–7:00 p.m.
- **Participants:** Members of the public (100)
- **Format:** 17 boards were placed around the lobby and CC2035 staff was available for question or comment. Cards were additionally available for public comment.
- **Intent:** To educate the public about the CC2035 process and ongoing work.
- **Issues Addressed:**
 - What is the Central City?
 - What’s on the books?
 - What are the challenges?
 - What is Central City 2035?
 - What will CC2035 address?
 - How does CC2035 connect with the Portland Plan?
 - How is CC2035 planning for the Willamette River?
 - What is the CC2035 Advisory Group?

PLANNING AND SUSTAINABILITY COMMISSION BRIEFINGS

Central City 2035 Staff briefed the Portland Planning and Sustainability Commission on CC2035 and N/NE Quadrant work.

- **Location:** Bureau of Planning and Sustainability, 1900 SW 4th Avenue
- **When:** November 9, 2010 and June 12, 2012
- **Participants:** Portland Planning Commission members, the public
- **Format:** Presentation followed by brief question and answer period
- **Intent:** Inform the Commission and the public about Central City 2035 work and public involvement activity, both completed and planned

CENTRAL CITY 2035 SYMPOSIUM SERIES

Symposiums were held focused on seven topics relevant to the Central City 2035 Plan: housing and community development; the Willamette River; mobility; economic vitality; public safety; civic and cultural life; and historic resources. Topic-specific experts and stakeholders were selected for each symposium and all meetings were open to the public.

- **Location:** Bureau of Planning and Sustainability, 1900 SW 4th Avenue and Portland Development Commission, 222 NW 5th Avenue
- **Participants:** Topic-specific stakeholders and interested parties; the public
- **Background reports located at:** <http://www.portlandoregon.gov/bps/cc2035>

Housing and Community Development: October 22nd and November 12th, 2010

Willamette River: February 4th and February 25th, 2011

Mobility: February 11th and March 11th, 2011

Economic Vitality: February 17th and March 29th, 2011

Public Safety: April 22, 2011

Civic and Cultural Life: April 8th and 28th, 2011

Historic Resources: May 20th and June 17th, 2011

Detailed information about the recommendations of the Symposium Series can be found in Appendix C: Symposium Series Recommendations.

CENTRAL CITY 2035 URBAN DESIGN WORKSHOPS

Central City 2035 Urban Design Workshops were held in November 2010, April and June 2011. Workshops were hosted by the Bureau of Planning and Sustainability's (BPS) Urban Design Studio and Central City 2035 team members and focused on urban design issues and opportunities. Prior to the first workshop, City staff interviewed more than a dozen stakeholder groups consisting of designers, developers, and community leaders to discuss the three issues outlined in the "Design Central City" document (i.e., the river, east and west sides, and the public realm). Feedback from these briefings and interviews helped to influence the workshop formats.

Stakeholders Interviewed Prior to Workshops:

- Portland Design Commission
- Historic Landmarks Commission
- AIA Urban Design Panel
- ASLA Mount Hood Chapter
- Mayor's Design Subcabinet
- PDX Explore
- ZGF Architects
- Communitecture
- Portland Farmer's Markets
- Merryman Barnes Architects
- Lloyd Lindley, AIA Portland/ASLA Portland
- SERA Architects
- DAO Architecture
- OTAK
- Allied Works Architecture
- Works Partnership Architecture
- Various City Bureaus

Workshop I

- **Location:** Bureau of Planning and Sustainability, 1900 SW 4th Avenue
- **Participants:** City agency partners, five members of the Central City 2035 Advisory Group and 1–3 representatives from each of the following associations: Portland Design Commission, Portland Historic Landmarks Commission, the Mayor’s Design Subcabinet, American Institute of Architects (AIA) Urban Design Panel, and the American Society of Landscape Architects’ Mt. Hood Chapter (35 attendees)
- **When:** November 5, 2010
- **Format:** Small discussion groups centered on the three key issues—the river, the east and west sides, and the public realm.

Workshop II

- **Location:** Bureau of Planning and Sustainability, 1900 SW 4th Avenue
- **Participants:** City agency partners, five members of the Central City 2035 Advisory Group and 1–3 representatives from each of the following associations: Portland Design Commission, Portland Historic Landmarks Commission, the Mayor’s Design Subcabinet, American Institute of Architects (AIA) Urban Design Panel, and the American Society of Landscape Architects’ Mt. Hood Chapter (20 attendees)
- **When:** April 4, 2011
- **Format:** General discussion and small table work about place and character within the Central City.

Workshop III

- **Location:** Bureau of Planning and Sustainability, 1900 SW 4th Avenue
- **Participants:** City agency partners, five members of the Central City 2035 Advisory Group and 1–3 representatives from each of the following associations: Portland Design Commission, Portland Historic Landmarks Commission, the Mayor’s Design Subcabinet, American Institute of Architects (AIA) Urban Design Panel, and the American Society of Landscape Architects’ Mt. Hood Chapter (20 attendees)
- **When:** June 3, 2011
- **Format:** General discussion and small table work about the public realm within the Central City.

Detailed information about the recommendations of the Urban Design Workshops can be found in Appendix C: Symposium Series Recommendations.

APPENDIX C: SYMPOSIUM SERIES RECOMMENDATIONS

During 2011, the project team and CC2035 Advisory Group conducted a series of symposiums to scope the range of issues that CC2035 needed to address. At each symposium a group of experts on the topics considered existing conditions, opportunities and constraints to addressing the topic discussed, and recommended strategies and objectives to better achieve the desired outcomes they identified. These symposiums were open to the general public who also had the opportunity to provide input.

Following each symposium, a draft set of goals, objectives, and sometimes strategies were outlined and then endorsed by the CC2035 Advisory Group. These are presented in the following appendix.

It should be noted that these served as the basis for the more refined policy framework presented earlier in this document, even though the objectives and strategies are often more specific and address issues at a greater level of detail or geographic specificity than the goals and policies of the framework. This is because the framework needs to address issue important at a Central City-wide scale. However, to ensure these ideas remain alive and provide guidance where appropriate and when applicable during the development of individual quadrant plans, they are included here and will be referenced throughout the entirety of the CC2035 planning process.

ECONOMIC VITALITY

Symposiums Held: February 17th and March 29th, 2011

Facilitator: Joe Zehnder

Symposium Panelists:

Scott Andrews, PDC Chair

David Lorati, CEIC President

Jonathan Fink, Portland State University

Bernie Bottomly, Portland Business Alliance

E. Walter Van Valkenburg

Tad Savinar, Urban Designer

Michelle Rudd, Planning and Sustainability Commission

Andre Baugh, Planning and Sustainability Commission

Jeff Borlaug, Norris Beggs and Simpson

C.J. Sylvester, Portland Public Schools

Andrew Frazier, Frazier/Hunnicut

Wade Lange, Langely Property Investments

Arundee Pradham, Oregon Health Sciences University

Andy Cotugno, Metro

Jeff Miller, Travel Portland

Ryan Buchanan, eROI

Gale Castillo, Hispanic Chamber of Commerce

Craig Sweitzer, Urban Works

Greg Baldwin, ZGF Architects

Brad Malsin, Bean Development

Jennifer Nolfi, Portland Development Commission

Draft Goals:

Improve the economic competitiveness and meet the commercial growth potential of the Central City relative to West Coast and regional markets.

Through Central City development add to the region's prosperity and livability, business innovation, and the efficient use of capital and resources.

Draft Strategies:

- A. Business Development** – Implement initiatives to support business development and thereby increase demand for Central City commercial space from business sectors for which the Central City has competitive advantages.
- B. Sub-District and Commercial Space Development** – Promote the competitive advantage of the Central City as a business location and the strength of the market for private real estate development in the Central City to meet a diversifying business demand.

Draft Objectives:

Growth Targets

- 1. Regional Job Share:** Over the next 25 years, achieve an average of 10% of 7-county regional job growth in the Central City. Based on the Metro forecast, this would add an estimated 60,000 new jobs from 2010 to 2035.
- 2. Capacity:** Over the next 25 years, provide land, development and infrastructure capacity to accommodate 15% of 7-county regional job growth in the Central City. This would add capacity for up to 90,000 new jobs from 2010 to 2035 based on the Metro forecast.

Business Development

- 3. Traded Sectors and Targeted Clusters:** Increase traded sector job growth in the region and in the Central City through focusing business development efforts on target clusters that drive regional prosperity, particularly in expanding small businesses and headquarters offices.
- 4. Economic Competitiveness:** Support the competitiveness of the Central City's as:
 - a. A regional center for professional, business, financial, government and information services;
 - b. A location for industrial businesses especially businesses with high employment densities; and,
 - c. An incubator for business startup activity and innovation.

- 5. Higher Education:** Expand the economic impact of higher education institutions in the Central City through:
 - a. Supporting the growth and development needs of the institutions;
 - b. Promoting opportunities for commercialization of research and business development; and,
 - c. Promoting the contributions the institutions can make to the regional workforce and vitality of the Central City.
- 6. Urban Innovation:** Foster urban innovation in the Central City as a laboratory and showcase for sustainable design and urban livability, supporting the region's position as a leader in the expanding sustainability and technology sectors.
- 7. Broadband Network:** Plan and create an incentive for very high bandwidth broadband deployment through clustering and collocating very large capacity users.
- 8. Business Support:** Support management, marketing, programming and place-making activities that maintain and improve the attractiveness and vitality of the Central City as a destination for entertainment, culture, shopping and tourism

Sub-District and Commercial Space Development

- 9. Cost of Development:** Improve the cost-competitiveness of the Central City in the regional office market with emphasis on growth opportunities in midrise office construction, rehabilitation and expansion of older buildings instead of demolition, and reuse of underutilized buildings.
 - a. Use targeted business assistance to reduce occupancy and access costs;
 - b. Make strategic commercial space development assistance; and
 - c. Undertake investments and programs that improve and market the value of a Central City location for business tenants and workers.
- 10. Livability and the Economy:** Maintain and improve the qualities of the Central City that make it competitive as a location for business and that support the competitiveness of Portland as a whole. These qualities include:
 - a. Dense, multi-use development,
 - b. Distinctive and active sub-districts,
 - c. Efficient and safe access, and
 - d. A safe, attractive and active public realm.
- 11. Infrastructure:** Prioritize infrastructure investments that create conditions supportive of business productivity and job growth in the Central City including telecommunications, district energy, freight connections, and transit, bike and pedestrian access.
- 12. Retail Environment:** Expand retail opportunities to reinforce the Downtown Retail Core as a destination shopping district.
- 13. Housing:** Promote student and workforce housing development, except in industrial zones.
- 14. Edge Areas:** In the Central City's east and west side lower density Edge areas:
 - a. Promote opportunities for development of a diversity of types of commercial space,
- 15. Leverage infrastructure investments for business and job growth through timely implementation of land use regulations, investments and programs.**
 - a. Market and strengthen the distinctive advantages offered by these sub-districts,
 - b. In industrial areas, maintain access and other conditions necessary for success of industrial uses.
 - c. In all areas, provide for conditions beneficial to workers and others including safe pedestrian, bike and transit access and some ground floor commercial uses.

HOUSING AND COMMUNITY DEVELOPMENT

Symposiums Held: October 22nd and November 12th, 2010

Facilitator: Doug Zenn

Panelists in attendance:

Kate Allen, Portland Housing Bureau

Katherine Schultz, GBD Architects

Kim McCarty, Portland Housing Bureau

John Carroll, Carroll Investments

Brett Horner, Parks and Recreation

Tom Dichiaro, Mill Creek Residential Trust

Gary Warren, Calaroga Plaza

Doug Shapiro, Hoyt Street Properties

Ed McNamara, Turtle Island Development

Carl Talton, Portland Family Funds

C.J. Sylvester, Portland Public Schools

Nancy Davis, Zimmerman Community Center

Amy Lewin, Hosford-Abernethy Neighborhood Association

Michelle Haynes, REACH

Ed Blackburn, Central City Concern

Brian Owendoff, CB Richard Ellis

Paul Cathcart, Portland Public Schools

Peter Englander, Portland Development Commission

Karen Beninati, We Village

Dee Walsh, REACH

Phil Beyl, GBD Architects

Draft Goal:

Realize the full potential of the Central City as the densest and prosperous, vibrant and livable urban center in Oregon through the development of sustainable and diverse neighborhoods that support the needs of people of all ages, incomes and abilities.

Draft Strategy:

Focus the development of housing, and a range of public services and neighborhood supporting amenities in areas where these investments best support and leverage the establishment of sustainable urban communities in the Central City.

Draft Objectives:

Housing Production and Preservation

- 1. Diversity:** Develop a diversity of housing types compatible with the needs of families with children, students, seniors and special needs residents.
- 2. Low-Income Housing:** Continue development of low-income housing by prioritizing public investments on most critical unmet needs.
- 3. Affordability:** Incent increased participation of private sector in participating in strategies to increase supply of workforce, student and senior housing in and near Central City.
- 4. Quality:** Develop healthy and safe housing that incorporates green and energy efficient technologies.

Essential Neighborhood Services

- 5. Public Services:** Increase access to and stabilize funding for transportation systems, parks and recreation facilities, schools, and other public services essential to support sustainable urban communities in the Central City.
- 6. Commercial Uses:** Encourage development of a range of neighborhood serving retail and commercial services that support urban living and reduce the need to leave the Central City to access these services.
- 7. Social Services:** Support social services by aligning strategies and funding for services that directly support those most at risk and people transitioning out of homelessness.

WILLAMETTE RIVER

Symposiums Held: February 4th and February 25th, 2011

Facilitator: Joe Hertzberg

Symposium Panelists:

Peter Mayer, Vancouver Parks and Recreation

Bob Sallinger, Audubon Society

Mike McCabe, Oregon Department of State Lands

Wayne Kingsley, Central Eastside Industrial Council

Patricia Gardner, Pearl District Neighborhood Association

Nancy Stueber, Oregon Museum of Science and Industry

Kate Ross, Willamette Riverkeeper

Lloyd Lindley, Landscape Architect

Clark Balcom, 40-Mile Loop

Randy Henry, Oregon State Marine Board

Susan Anderson, Bureau of Planning and Sustainability

Linda Nettekoven, Hosford-Abernethy Neighborhood Association

Lisa Bluelake, Confederated Tribes of the Grand Ronde

Chet Orloff, CC2035 Advisory Group Co-Chair

Julie Weiss, Confederated Tribes of the Siletz

Mike Houck, Urban Greenspaces Institute

Kim Kranz, National Marine Fisheries Service

Andy Jansky, Flowing Solutions

Tom Shimota, Portland Business Alliance

Joesph Readdy, Architect

Ken Vigil, Agrimis Design Professionals

Charles Steinwandel, Ross Island Sand and Gravel

Debi Sommars-Rosenbaum, Commercial Realty Advisors

Barry Messer, Portland State University

Connie Ashbrook, Ground Portland/Oregon Tradeswomen Inc.

Draft Goal:

Ensure that the Willamette River, and the land along the river, supports a diverse array of economic opportunities, community spaces and activities, and a healthy, functioning environment in the heart of the Central City.

Draft Strategy:

- A.** Integrate development (residential, commercial, industrial, institutional and recreational) and watershed health improvements in the Central Reach to support the goals of:
 - A strong economy;
 - Vibrant and diverse civic spaces;
 - A connected, accessible and inviting riverfront;
 - A healthy river and riparian area; and
 - Partnerships, leadership, stewardship and education.
- B.** While every goal will be achieved in the Central Reach, not every goal will be achieved at every location along the river. Parts of the Central Reach will integrate nature into the experience of being in the city and others will prioritize people and active uses.

Draft Objectives:

Clean and Healthy River

1. Environmental Conditions: Improve the environmental conditions of the river to achieve:

- a. Healthy and functional habitat;
- b. A swimmable and fishable river; and,
- c. Compliance with regional, state and federal laws.

2. Environmental Improvements: Achieve environmental improvements by:

- a. Incorporating habitat enhancements into development projects;
- b. Restoring key riverfront sites to improve overall system functions;
- c. Encouraging riverbank improvements, including altering the seawall, that allow more natural hydrology while maintaining flood protection; and,
- d. Coordinating river restoration and stewardship efforts with upstream communities.

- 3. Green Development:** Encourage green building and site development practices that also integrate green infrastructure and nature into the experience of being in the city including:
- Innovative stormwater treatments;
 - Bird and wildlife-friendly design; and,
 - Ecoroofs and living walls.

Vibrant and Prosperous Waterfront Districts

- 4. Industrial and Commercial Development:** Increase industrial and commercial business development and employment by
- Supporting existing industrial and commercial uses;
 - Encouraging new development especially on underutilized land at bridgeheads and brownfield sites;
 - Treating the river as an asset supportive of employment uses in the Central City; and,
 - Encouraging employment uses that capitalize on riverside locations.
- 5. Distinctive Waterfront Districts:** Reinforce the distinctive character of the Central City's different waterfront districts. Strengthen each districts unique relationship to the river building on the residential, commercial, employment, recreational and habitat opportunities that each district presents.

Portland Commons: Public Uses and Spaces

- 6. Strengthen Connections:** Strengthen physical and visual connections between the river and the rest of the Central City.
- 7. Recreational Uses:** Increase opportunities for recreational use of the river. Ensure that active and passive recreational needs are served such as fishing, swimming, boating and scenic views.
- 8. Distinctive Destinations:** Encourage development of a network of distinctive destinations along the waterfront that reflect the character or unique features of each area.
- 9. Seasonal Ferry System:** Encourage the establishment of a seasonal ferry system that circulates between important destinations along the river in the Central Reach.
- 10. Trail System:** Complete a system of trails along, across and to the river establishing continuous interconnected loops.
- 11. Celebrate Portland's bridges:** Support activities that highlight the unique qualities of each bridge.
- 12. Arts Programs:** Encourage development of arts, education and entertainment activities.
- 13. Historic and Cultural Awareness:** Increase public awareness of the historical and cultural aspects of the Willamette River.

MOBILITY

Symposiums Held: February 11th and March 11th, 2011

Facilitator: David Knowles

Symposium Panelists:

Mia Birk, Alta Planning and Design

Rob Sadowsky, Bicycle Transportation Alliance

William Palmer, Brooks Brothers

Amy Lewin, CC2035 Advisory Group

James McDermott, Web Trends

Carly Riter, Portland Business Alliance

Bernie Bottomly, Portland Business Alliance

Susan Anderson, Bureau of Planning and Sustainability

Roger Averbeck, Bicycle Transportation Alliance

Gwenn Baldwin, Baldwin Consulting

Bob Buchanan, Pioneer Place

Rob Burchfield, Portland Bureau of Transportation

Andy Cotugno, Metro

Chris Kopca, Downtown Development Group

Alan Lehto, TriMet

Jessica Roberts, Alta Planning and Design

Michelle Rudd, CC2035 Advisory Group Co-Chair

Phil Selinger, Willamette Pedestrian Coalition

Bill Scott, Zipcar

Chris Smith, Planning and Sustainability Commission

Peter Stark, Central Eastside Industrial Council

Craig Sweitzer, Urban Works Realty

Dan Zalkow, Portland State University

Symposium Working Group:

Steve Iwata, Bureau of Planning and Sustainability

Troy Doss, Bureau of Planning and Sustainability

David Knowles, CH2MHill

Chris Smith, Planning and Sustainability Commission

Bill Scott, Zipcar

Mauricio Leclerc, Bureau of Transportation

Grant Morehead, Bureau of Transportation

Roger Geller, Bureau of Transportation

Alan Lehto, TriMet

Chris Kopca, Downtown Development Group

Carly Riter, Portland Business Alliance

Rob Burchfield, Portland Bureau of Transportation

Peter Englander, Portland Development Commission

Todd Juhasz, Oregon Department of Transportation

Draft Goal:

Improve the competitive advantage, economic development potential and livability of the Central City by increasing the accessibility of people and goods via a world class, safe, affordable, equitable, health-promoting and energy efficient transportation system.

Draft Strategies:

- A.** Support the Central City as the Portland region's transportation hub, by increasing access to it via regional and local investments in transportation facilities that reinforce the region's compact urban form and enhance the role of the Central City as the region's highest density center for economic development, education, retail, tourism, and recreation.
- B.** As a destination of state- and region-wide significance, provide a complete and balanced transportation system that can accommodate the diversity of access needs to, from and within the Central City.
- C.** Support the Central City as an equitable, active and vibrant place for a diversity of people to work, live, shop, learn and play by providing for affordable transportation access throughout the day and evening hours on weekdays and weekends.
- D.** Support transportation strategies and public-private partnerships to bring more people and commerce by increasing the use of walking, bicycling and transit to reduce Central City vehicle miles traveled per capita and greenhouse emissions.
- E.** Support integrated transportation and land use strategies that aim for a balancing of jobs and housing to encourage shorter trips that can be attractive for travel by foot, bicycle, and transit.
- F.** Integrate parking strategies as important elements of the transportation system to support economic vitality policies and to support strategies to reduce congestion and encourage the use of walking, bicycling and transit.

Draft Objectives:

System Management

1. Support the Central City's high density, economic and land use goals by increasing the people carrying capacity and efficient and balanced use of all transportation modes: pedestrians, bicycles, buses, light rail, streetcar, tram, automobiles, freight and passenger rail, and trucks.
 - a. Central City Transportation Portals—Manage the entry points (portals) into the Central City to ensure efficient and safe movement and access for all transportation modes.
 - b. Provide for a balanced transportation system to support a wide variety of Central City activities, including single occupancy vehicle (SOV) trips that have economic utility to the Central City, leading to an overall increase in non SOV trips.
 - Key strategies include job-housing balance, transportation investments that can leverage maximizing Central City development potential, investments in non SOV transportation modes, parking and demand management.
 - Invest in Intelligent Transportation System technologies to manage the transportation system, such as telecommunications that improve wayfinding for access and parking, as well as personal and data communication (including wireless) in the Central City.
 - c. Provide for a Central City roadway system that strengthens the role of the Central City by increasing the ease of access and circulation within the Central City instead of facilitating trips through the Central City.

Street Hierarchy System

2. Provide for a clear street hierarchy that integrates land use with the transportation modes to ensure efficient Central City access and circulation, support land use activities and provide for safe movement for people and goods.
 - a. Multi-modal access. Establish a street system that provides for a balance between auto and freight access with increasing needs for transit, pedestrian and bicycle facilities.
 - b. Pedestrian realm. Ensure that the highest priority for the public realm is a safe and pleasant pedestrian experience in all parts of the Central City.

System Investments

3. Invest in resolving key transportation bottlenecks that limit access to and through the Central City, including the I-5/405 Freeway Loop and barriers for safe and efficient access for all transportation modes.
4. Invest in non-SOV transportation measures to increase the people carrying capacity of the transportation system.
5. Leverage transportation improvements to stimulate economic development and private investment in support of the CC2035 land use and economic development goals.
6. Invest in transportation improvements that enhance the quality and livability of urban places.
 - a. Improve safety
 - b. Provide amenities that enhance the pedestrian experience
 - c. Improve the retail experience.

Parking

7. Manage the supply of off- and on-street parking to support economic development, improve mobility, promote non-SOV modes and minimize impacts to adjacent neighborhoods.
 - a. Explore strategies for more flexible parking management for on- and off-street parking to better utilize the parking supply.
 - b. Continue to discourage undedicated surface parking.

Performance Targets (note: targets will potentially change)

- 8. Establish the following performance targets for the year 2035.
 - a. Trip Activity. Target an approximate 50% increase in trips as a result of increased economic activity and number of jobs and residents expected by 2035. Additionally, target the total traffic in the Central City to be no more than today’s levels.
 - b. Central City land use and transportation strategies should aspire to achieve a target of 25 percent SOV trips in and out of the Central City; and 75 percent by other modes.
 - c. Subdistrict targets for commute auto person trips (including carpool) to be no more than:

Downtown:	30%
River District:	30%
Goose Hollow:	40%
South Waterfront:	40%
Lloyd:	45%
Central Eastside:	65%
Lower Albina:	75%

- d. VTM Per capita. Establish a VMT per capita reduction target for Central City trips of at least 40 percent from today’s levels.
- e. GHG Emissions. Establish a target keeping GHG emissions from automobiles and trucks to be no more than today’s levels, thus making the growth of the Central City “carbon free” and supported primarily by non auto modes.

PUBLIC SAFETY

Symposium Held: April 22, 2011

Facilitator: Doug Zenn

Panelists in attendance:

Patty Rueter, Portland Office of Emergency Management

Linda Nettekoven, Hosford-Abernethy Neighborhood Association

Patricia Gardner, Pearl District Neighborhood Association

Havilah Ferschweiler, Office of Neighborhood Involvement

Norm Sharp, Portland Business Alliance

Austin Raglione, Portland Police Bureau

Amit Kumar, Bureau of Development Services

Nate Takara, Portland Fire and Rescue

Jacob Brostoff, Bureau of Development Services

Vince Jarmer, Portland Police Bureau

Mark Lear, Bureau of Transportation

Michael Zokoych, Central Eastside Industrial Council

Jeff Miller, Travel Portland

Erin Janssens, Portland Fire and Rescue

Peter Englander, Portland Development Commission

Draft Goal:

Provide a safe and hospitable physical environment throughout the Central City supported by an effective law enforcement and emergency response network.

Draft Strategy:

Law enforcement and emergency service resources will reflect the increasing population of the area and be maximized through coordination between public agencies and private interests. Investments will be made to create a resilient physical infrastructure and educate the Central City population to increase their self reliance.

Draft Objectives:

- 1. Crime Prevention:** Provide a robust public law enforcement presence throughout the Central City augmented through collaboration with private security providers. Reduce the sources of conflict and nuisance crime through appropriate zoning and environmental design techniques.
- 2. Fire and Emergency Rescue:** Maintain fire and emergency response capability as density and congestion increase in the Central City. Emphasize fire/injury prevention through best practices and enforcement of modern fire codes. Encourage retrofitting existing (older) structures to modern fire/life safety and seismic standards.
- 3. Emergency Preparedness:** Engage and educate the public about what to expect and what to do in case of a wide spread emergency. Continue to retrofit existing critical infrastructure to provide the greatest city operational resiliency. Retrofit private unreinforced masonry structures (URMs).
- 4. Transportation Safety:** Reduce the sources of conflict by reducing motor vehicle speeds and providing protected routes for bicyclists and pedestrians.

CIVIC AND CULTURAL LIFE

Symposiums Held: April 8th and 28th, 2011

Facilitator: Doug Zenn

Panelists in attendance:

Alan Alexander, Regional Arts and Culture Council

J.S. May, Portland Art Museum

Alicia Hammock, Director Park

Nim Xuto, Colored Pencils

Keith Daly, Creative Advocacy Network

Cindy Knapp, YU Contemporary

Sue Metzler, Oregon Historical Society

Jeff Miller, Travel Portland

Lori Kramer, Portland Center for the Performing Arts

Ron Paul, Portland Public Market

Trudy Toliver, Portland Farmers Market

Curtis Knapp, Regional Arts and Culture Council

Jarkko Cain, Holocene

Greg Abbott, Whiffies Food Cart

Cary Clarke, Mayor's Office

Caryn Brooks, Mayor's Office

Gus Baum, Pacific Northwest College of Art

Tad Savinar, Urban Designer

Mike McCulloch, Architect

Vince Porter, Governors Office of Film and Video

Jose Gonzalez, Miracle Theater Group

Judy Siemssen, Regional Arts and Culture Council

Chet Orloff, Portland State University

Jeff Hawthorne, Regional Arts and Culture Council

Rebecca Gates, Musician Advocate

Bill Foster, Northwest Film Center

Tim DuRoche, World Affairs Council

Brad Malsin, Beam Development

Ronault Catalani, Office of Equity and Human Rights

Draft Goal:

Support the role of the Central City as the regional center for civic and cultural activities characterized by: easy affordable access, rich opportunities and attractions, a distinct identity, and as a place that stimulates the creative economy and artistic and artisanal activity where those benefits are shared by all.

Draft Strategy:

Focus investments and initiatives that foster unique, identifiable districts that facilitate and support diverse artistic and entrepreneurial activities in the Central City.

Draft Objectives:

Public Spaces and Venues

1. Support current and develop future public spaces and venues which:
 - a. Are safe, attractive, and accessible for both organizers and users, and
 - b. Meet the programmatic needs of a broad array of activities and functions.

Places and Districts

2. Focus investments and efforts that foster the establishment of distinct districts, stimulate neighborhood and economic development, and maximize use of and connections to the Willamette River as a central focus for arts, entertainment, and cultural activities.

Identity and Development

3. Sustain and foster a culturally and artistically inclusive identity for the Central City which encourages economic development through:
 - a. Increasing tourism opportunities,
 - b. Stimulating activities and a sense of pride, and
 - c. Supporting the creative economy.

Artistic Infrastructure

4. Support the work and livelihood of artists and artisans through public and private initiatives that:
 - a. Enhance information sharing and communication through increased access to technological infrastructure,
 - b. Make affordable housing, live/work options, studios, exhibit, and performance spaces available, and
 - c. Address transportation and everyday needs.

URBAN DESIGN

Workshops Held: November 5th 2010, April 4th and June 3rd 2011

Facilitator: Mark Raggett

Workshop Participants:

Nick Barham, Wieden + Kennedy

Rick Bastach, Office of Healthy Working Rivers

Ann Beier, Office of Healthy Working Rivers

David Berniker, Urban Design and Planning

Kevin Brake, Portland Development Commission

Amy Chomowicz, Bureau of Environmental Services

John Cole, Bureau of Planning and Sustainability

Troy Doss, Bureau of Planning and Sustainability

Ivy Dunlap, Bureau of Environmental Services

Tim Eddy, Hennebery Eddy Architects

Sallie Edmunds, Bureau of Planning and Sustainability

Brian Emerick, Emerick Architects

Peter Englander, Portland Development Commission

Kara Fioravanti, Bureau of Development Services

Randy Gragg, Portland Magazine

Darrell Grant, Portland State University

Elisa Hamblin, Bureau of Planning and Sustainability

Jane Hansen, Portland Design Commission

Tim Heron, Bureau of Development Services

Brett Horner, Parks and Recreation

David Horsely, DOA Architecture

Mike Houck, Urban Greenspaces Institute

Joyce Jackson, American Society of Landscape Architects

Marie Johnson, Bureau of Environmental Services

Ben Kaiser, Portland Design Commission

Kevin Kilduff, Office of Healthy Working Rivers

Clive Knights, Portland State University

Mark Lakeman, Communitecture

Trang Lam, Portland Development Commission

Mauricio Leclerc, Bureau of Transportation

Amy Lewin, CC2035 Advisory Committee

Lloyd Lindley, Landscape Architect

Mike McCulloch, Architect

James McGrath, ZGF Architects

Doug Macy, Walker-Macy Landscape Architects

Joseph Readdy, Architect

Carol Mayer-Reed, Mayer-Reed Landscape Architects

Gwen Millius, Portland Design Commission Chair

Marc Moscato, Dill Pickle Club

Ben Ngan, Nevue Ngan Associates

Rodney O'Hiser, Urban Designer

Rick Potestio, Architect

JP Reuer, Pacific Northwest College of Art

Michelle Rudd, Portland Planning Commission

Ethan Selzer, Portland State University

Jeff Schnabel, Portland State University

Katherine Schultz, GBD Architects

Chris Smith, Portland Planning Commission

David Soderstrom, Soderstrom Architects

Paul Solimano, Willamette Cultural Associates

Turhan Sonmez, Bureau of Planning and Sustainability

Don Stastny, Architect

Jeff Stuhr, Holst Architecture

Draft Goal:

Enliven the Central City as a vibrant place that enables social interaction at a variety of urban scales, encouraging new investments and stewardship by residents, workers and visitors.

Draft Strategy:

Expand and diversify the urban experiences for people in the Central City, highlighting connections to regional natural and built systems and landmarks, unique civic and cultural districts, and other public spaces framed by dynamic urban forms.

Draft Objectives:

Connect to the Regional Context

- 1. Willamette River:** Increase visual and physical access to the Willamette River, building upon the distinctive urban edges of the Central City, the history of the Willamette River, and diversifying the riverfront spaces, activities and experiences.
- 2. Significant Public Views:** Protect and enhance significant and important public views and corridors that define the setting of the Central City in the landscape of the city and region as a whole.

- 3. Regional Corridors and Connections:** Elevate the stature and presence of the Central City by strengthening the character of multimodal routes to and through the Central City, including:
- Freeways, highways, boulevards, and bridges;
 - Regional pedestrian/bicycle trails, and;
 - The rail transit system, including alignments/routes, overpasses, stations, and other significant system elements.

Enliven Central City Places and Districts

- 4. Existing Character:** Enhance and preserve the character of the Central City's distinct places through new development that complements existing patterns and character.
- 5. Evolving Urban Form:** Pursue a variety of urban patterns, scales, and intensities in areas subject to significant redevelopment, to diversify the Central City's urban experiences, opportunities for new and different development types, and a flexible urban form that celebrates the past while embracing the future.
- 6. Environmentally Resilient:** Integrate public and private "green" infrastructure and buildings to reduce resource depletion; waste and carbon generation; improve environmental and human health; and increase the livability and prosperity of the city center.

Diversify the Public Realm

- 7. Street Hierarchy:** Establish a clear and diverse system of street typologies that recognizes a hierarchal system of access to the Central City, serving a broad range of land uses and activities by enhancing wayfinding, accommodating an array of travel modes, and incorporating environmental systems.
- 8. Design Character and Pedestrian Experience:** Integrate the design of the public realm (streets and public spaces) with the lower floors of adjacent buildings (especially ground floor uses) to enhance pedestrian experience the character of the public realm.
- 9. Parks and Open Space:** Expand the range of functions, programs, and recreational opportunities offered by public parks and open spaces throughout the Central City by strategically repurposing facilities and developing new facilities in areas that are underserved or are likely to experience significant growth.
- 10. Integrated Public Spaces:** Where appropriate, integrate the design, character, and functions within public parks and open spaces with strategic streets and trails to increase system diversity, environmental function, safety, recreational opportunities, accessibility, and the overall vitality of the public realm.
- 11. Organizing Loops:** Develop and strengthen series of multimodal and organizing framework "loops" around regional trails, the streetcar lines, and freight/trucking routes that link different places and districts of the Central City to each other and the larger region.

HISTORIC RESOURCES

Symposiums Held: May 20th and June 17th, 2011

Facilitator: Doug Zenn

Symposium Panelists:

Sean Hubert, Central City Concern

Cathy Galbraith, Bosco-Milligan Foundation

Mike Tesky, Historic Preservation League of Oregon

Ross Plambeck, Portland Development Commission

Jessica Engeman, Historic Landmarks Commission, Venerable Properties

Nicole Nathan, Oregon Nikkei Legacy Center

Paul Falsetto, Carlton Hart Architects

Jim Heuer, Architectural Historian

Don Genasci, University of Oregon

Christine Yun, Buckman Neighborhood Association

Denyse McGriff, Portland Development Commission

Patty Gardner, Pearl District Neighborhood Association

Peter Meijer, Architect

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Art DeMuro, Venerable Properties

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Draft Goal:

Enhance the Central City's urban fabric and civic identity by preserving and rehabilitating its historically, culturally and architecturally significant buildings and places, while encouraging contextually-sensitive infill development and the creation of a new architectural legacy for future generations.

Draft Objectives:

1. Identify, protect, improve and promote the Central City's historically and architecturally important buildings, structures, districts, landscapes and sites.
2. Strengthen the vitality of historic districts by incorporating infill development that responds to the surrounding historic context and preserves the integrity of the district, while reflecting contemporary design values and practices.
3. Create legible transitions between historic districts and surrounding neighborhoods.
4. Foster inclusive historic preservation and public history activities that embrace Portland's diverse communities, cultures and history.
5. Increase the long-term viability of historic structures and improve public safety through seismic retrofits and structural upgrades.
6. Promote historic preservation as a sustainable development strategy through adaptive reuse of historic buildings, energy upgrades and the reuse of historic materials.
7. Preserve and celebrate publicly-owned historic structures as our common civic heritage.
8. Use a broad set of historic preservation tools and incentives, including regulatory, financial, educational and promotional elements.

URBAN ECOSYSTEMS

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Draft Goal:

Transform the Central City environment by incorporating and enhancing natural systems and processes that increase energy efficiency, minimize resource consumption, pollution and waste, provide wildlife habitat, clean and cool the air and water, and improve stormwater management, while actively sustaining a vibrant urban center.

Draft Strategy:

Implement strategies that integrate the natural and built elements of the urban core. At the district-wide scale:

- A. Reduce consumption and waste.** Integrate strategies to reduce energy and water consumption as well as waste and pollution into all public and private development projects during the design, construction and operation phases.
- B. Improve watershed health.** Incorporate natural resources, tree canopy, and innovative landscaping and stormwater enhancements into development and infrastructure projects.
- C. Public/private partnerships.** Create and sustain public/private partnerships that provide shared economic and environmental benefits.

Draft Objectives:

- 1. Green Buildings and Districts:** Transform the built environment at the building and district scale to manage resource inputs and outputs efficiently and use functions natural systems provide to improve the environment and provide multiple benefits. (For example, effective use of vegetated systems can improve stormwater management, reduce urban heat island effect, improve air and water quality, and contribute to human health and well-being.)
- 2. Sustainable Urban Form:** Continue to build upon the walkability of the city center by expanding multi-modal transportation connections and increasing the ability for residents and employees to access most of their daily needs without the need of an automobile once they are within the Central City.
- 3. Waste Stream Management:** Reduce the amount of waste generated in and transported from the Central City by developing and expanding programs to reuse, recycle, and compost waste, and where appropriate convert waste to energy.
- 4. Urban Forestry and Biodiversity:** Expand the urban forest and natural ecosystems in the city center by restoring riparian and upland vegetation, increasing tree canopy, and integrating green infrastructure, bird and wildlife-friendly designs, ecoroofs, and living walls into development projects while decreasing impervious areas.
- 5. Air Quality:** Improve air quality throughout the Central City District and inside buildings to: reduce the amount of greenhouse gases (GHG) released; increase the amount of GHG sequestered in the urban environment; and, improve human and environmental health within and exterior to the built environment.
- 6. Water Resources:** Reduce the use of potable water, capture and reuse rain-water and waste-water, and manage stormwater by applying methods to reduce per capita water use and improve the quality of water entering local rivers and streams. Incorporating water as a design element in buildings, streets, and urban open spaces, creates opportunities for the public to see, learn from and enjoy water in our urban landscapes.
- 7. Human Health:** Expand opportunities for people who live and work in the Central City to walk, bike, recreate, and live more active lifestyles. Enhance access to healthy food and improve the indoor environment of all Central City buildings. Provide visual and physical connections between more urban parts of the Central City and the Willamette River.

APPENDIX D: BACKGROUND REPORTS AND STUDIES

As part of the background work for the CC2035 Concept Plan a number of reports and studies were prepared by both City of Portland staff and consultants. Following is a list of some of the most relevant work. In most instances copies of these reports can be found online at www.portlandoregon.gov/bps/cc2035.

PREPARED BY CITY OF PORTLAND STAFF (LISTED CHRONOLOGICALLY)

Freeway Loop Study – Project Summary Report, July 2005

A collaborative study by BPS, PBOT and ODOT on the I-5/405 Freeway Loop. Initiated in Fall 2003, the study assessed how the loop performs today and its likely performance in the future.

Central Portland Plan Assessment, July 2008

An assessment of conditions in the Central City that serves as a basis for early work completed under the Central Portland Plan.

Central Portland Plan Transportation Assessment, July 2008

An assessment of transportation conditions in the Central City that serves as a basis for early work completed under the Central Portland Plan.

Central Portland Plan: Urban Design Assessment, July 2008

This assessment discusses urban form, quality, and identity and how they can develop in the future, and provides references that inform community deliberations.

Central City 2035 Subdistrict Profiles – Public Review Draft, May 2010

An encyclopedia of information about existing conditions, policy, and trends for Central City as a whole and its eight planning subdistricts.

Central City 2035: Introduction, June 2010

For discussion: This report is part of a trio of documents prepared for phase one of the Central City 2035 Plan.

Design Central City: Volume 1 – Discussion Draft, July 2010

Working closely with BPS's Central City team, the Urban Design Studio authored Design Central City, Volume I, as a starting point to discuss some of the key urban design issues facing Portland's Central City.

Background Reports prepared for the Symposium Series October 2010–June 2011:

Civic and Cultural Resources – Background Report

Economic Vitality – Background Report

Historic Resources – Background Report

Housing and Community Development – Background Report

Mobility – Background Report

Public Safety – Background Report

Urban Design – Background Report

Urban Ecosystems – Background Report

Willamette River – Background Report

Draft Report: Central City Natural Resource Inventory, June 2011

The CCNRI will be used to inform the Central City 2035 and N/NE Quadrant projects, as well as an update of the Willamette Greenway Plan.

Central City Development Capacity Study, June 2012

A study regarding available land for development in the Central City. An update to the 2007 Central Portland Development Capacity Study.

**PREPARED BY CONSULTANTS FOR THE CITY OF PORTLAND
(LISTED CHRONOLOGICALLY)**

Central City Real Estate Market Briefing Book: Recent Trends and Current Conditions, January 2007

Prepared by Johnson and Gardener

An overview of recent real estate market trends in the Portland metropolitan area's Central City.

Evaluation of Entitlement Bonus and Transfer Programs in Portland's Central City, November 2007

Prepared by Johnson and Gardener

A market-based evaluation of the development entitlement bonus and transfer programs that apply in the Central City, including an evaluation of the relative public and private benefits of the bonus and transfer options and recommendations on improving the system's effectiveness.

Central City Parking Analysis, November 2008

Prepared by Kittelson and Associates, Inc.

A report is to provide technical analysis in support of the update of the Central City Plan and the Central City Transportation Management Plan.

Central Portland Retail Research and Analysis Study, April 2009

Prepared by ERA and Marketek

A study of retail districts in Central Portland, their potential for growth over the next 20 years, how they relate to and complement each other.

Downtown Portland Office Space Trends, September 2010

Prepared by Bay Area Economics

This report analyzes the pattern of office space development downtown and across the region, and assesses changes in downtown Portland's capture of new office space over time.

Cost Competitiveness of the Central City, July 2011

Prepared by ZGF and ECONorthwest.

Report on the cost competitiveness factors for office development between Central City and suburban office areas with strategies to attract jobs to the Central City.

