

Steering Committee Reference Guide

October 23, 2018

Group Agreements

This Steering Committee represents a diversity of expertise, skills and viewpoints. Members are expected to:

- Listen carefully.
- Critique issues, not people or organizations.
- Respect the views of others.
- Speak honestly.
- Allow everyone to speak without dominating the conversation.
- Take responsibility for the success of the meeting and the Steering Committee's recommendations.
- Come prepared, be present, and open-minded
- Surface assumptions in how we do work to be open to possibilities in doing the work differently
- Not ask to revisit a previous recommendation unless a majority of Steering Committee members present agree.
- Communicate project information to constituents and reflect their input and priorities in discussions and recommendations.
- Consult Prosper Portland when receiving media inquiries regarding the project.
- Be transparent about conversations and actions they or their organization is planning to take in relationship to the project.
- Communicate directly and in a timely fashion to address and resolve issues if conflict arises.

Social Equity Impact Assessment Questions

Key considerations to inform recommendations:

1. **Disproportionate impacts:** Does the proposed action capture/generate burdens (including costs), either directly or indirectly to communities of color or low-income populations? If yes, are there opportunities to mitigate these impacts?
2. **Shared benefits:** Can the benefits of the proposed action be targeted to reduce historical or current disparities?
3. **Accessibility:** Are the benefits of the proposed metric/action broadly accessible to households and business throughout the community particularly communities of color, low-income populations, people with disabilities, and minority/women businesses?
4. **Economic opportunity and wealth creation:** Does the proposed action support opportunities for creating community wealth for communities of color and low-income populations such as through workforce development, promoting broad-based local ownership, developing local assets for the benefit of local residents, encouraging buy-local strategies, creating living wage jobs, and strengthening systems of support?
5. **Accountability:** Does the proposed action have accountability mechanisms so that communities of color, low-income populations, people with disabilities, and other vulnerable communities will equitably benefit?

Small Group Discussion Reference Information

Each discussion group subject area identifies relevant guiding principles and project goals, known baseline / policy requirements, and additional context and guidance.

1. Housing

#	Guiding Principle	Project Goals
3	Connected Leverage regional and local assets to strengthen multimodal transportation connections and improve accessibility to and through the area for all	<i>Improve safe, reliable, and affordable access for low-income communities including connecting affordable housing with employment providing adequate wages.</i>
9	Equitable Promote social equity, reduce disparities, and extend community benefits	<i>Provide adequate and affordable housing serving households earning 0 – 60% median family income (MFI) with a portion targeted to serving households earning 0 – 30% MFI.</i>
10		<i>Provide a mix of housing units, including family-sized and multi-generational housing.</i>
11		<i>Provide integrated mixed-income development including housing and commercial space for all income levels.</i>

Known Baseline/Policy Requirements	Additional Context & Guidance
<ul style="list-style-type: none"> With PHB acquisition of development rights, PHB to control two parcels totaling approximately 50,000 sf and to be built to 9:1 FAR Developer to deliver affordable units totaling approximately 160,000 SF and in alignment with the 10% of units at 60% Median Family Income requirements of the Inclusionary Housing Policy Program requirements Federal Fair Housing Act 	<ul style="list-style-type: none"> Affordable Housing TIF Set-Aside policy Portland's Housing Bond Policy Framework, a set of community priorities and criteria developed with the input of more than 1,000 community members and stakeholders

2. Urban Design & Accessibility

#	Guiding Principle	Project Goals
3	Connected Leverage regional and local assets to strengthen multimodal transportation connections and improve accessibility to and through the area for all	<i>Improve safe, reliable, and affordable access for low-income communities including connecting affordable housing with employment providing adequate wages.</i>
4		<i>Create a coordinated and efficient multimodal transportation system that encourages people to choose healthy, active, and low-carbon transportation modes and systems, and enhances the economic competitiveness of the region.</i>
5		<i>Enhance Union Station as an active center and destination.</i>
6		<i>Provide an accessible, active, vibrant streetscape prioritizing pedestrian and bike infrastructure that enhances the neighborhood greenway system and builds connectivity with adjacent neighborhoods.</i>
12	Equitable Promote social equity, reduce disparities, and extend community benefits	<i>Utilize Universal Design to ensure public and private development that is age-friendly and can benefit and be utilized by all, and public spaces are welcoming to all community members.</i>
19	Vibrant Create a unique and aesthetically stunning, mixed-use community that welcomes and reflects diversity, integrates private and public spaces, and enriches the quality of life for existing and new Portlanders of all ages, cultures, and backgrounds	<i>Promote groundbreaking design in a truly mixed use, diverse and active 24-hour large urban development that supports pedestrian-scale and the public realm, and is designed to become a new Portland icon.</i>
20		<i>Provide an integrated network of high quality green and hardscape open space including extending the Park Blocks, providing amenities for families, public spaces for events, seating areas, neighborhood greenways, and landmark artwork.</i>
21		<i>Include amenities that meet neighborhood needs and are accessible to all segments of the community, such as a community center, educational use, library or recreational facility.</i>
22		<i>Acknowledge history of the place and the people who have been here through design.</i>
23		<i>Support diverse arts, cultural artists, and art organizations through the design, construction, and operational phases of the project.</i>

Known Baseline/Policy Requirements	Additional Context & Guidance
<ul style="list-style-type: none"> Central City Master Plan Criteria which incorporates the following among other requirements (applicable only to USPS property): <ul style="list-style-type: none"> Applicable subdistrict goals and policies of CC2035 Plan Central City Fundamental Design Guidelines River District Design Guidelines Open Space requirements Transportation system requirements Infrastructure capacity requirements Building massing, orientation and organization of ground floor uses Americans with Disabilities Act Standards 	<ul style="list-style-type: none"> Title 33, Planning and Zoning Code, including Central City 2035 Universal Design best practices

3. Business Equity

#	Guiding Principle	Project Goals
7	Equitable Promote social equity, reduce disparities, and extend community benefits	<i>Improve socio-economic opportunities for people of color, such as through affordable commercial space for diverse businesses, workforce training, and contracting opportunities</i>
8		<i>Strong commitment to utilizing a combination of certified minority-owned, woman-owned, DBE, and local firms as well as union vendors in design, construction and ongoing operations to create living wage jobs for a diverse workforce.</i>
16	Prosperous Foster economic and wealth prosperity for all through opportunities for innovation, creativity, education, and economic growth in the region.	<i>Provide a diverse range and size of businesses, including stabilizing and growing small local businesses and providing opportunities for innovation and starting new businesses.</i>

Known Baseline/Policy Requirements	Additional Context & Guidance
<ul style="list-style-type: none"> Prosper Portland Business and Workforce Equity Policy¹ <ul style="list-style-type: none"> Applicable to projects over \$200K, projects that receive more than \$300K of agency resources and land sales above \$300K and Ezone projects Goal of 20% of total construction costs awarded to certified minority, women, emerging small business and disadvantaged contractors City of Portland Business and Workforce Equity Policy 	<ul style="list-style-type: none"> Enterprise Zone program available on a tenant by tenant basis: <ul style="list-style-type: none"> \$15.00 per hour minimum wage for all employees, or, total compensation (wage & benefits) = \$20.00 per hour for all permanent employees after one year of employment Required Procurement Plan faith a focus on efforts to procure goods and services from businesses owned by people of color and from businesses located in Portland's lowest income communities Funds received are allocated between Business Development programs and Workforce Development programs All participating companies must enter into a public benefits agreement; the scope and nature of the public benefit agreement shall vary. <p>City CEIP (Projects above \$10M and below \$25M) and CBA (over \$25M)</p> <ul style="list-style-type: none"> 20% of labor hours in each apprenticeable trade to be worked by apprentices Goal for minority apprentices shall be 22% of total apprentice hours by trade and a separate goal for women of 9% of total apprentice hours by trade Goal for journey level workers shall be 22% of total journey hours by trade and a separate goal for women of 9% of total journey hours by trade

¹ Prosper Portland Business Equity Policy will be moving to a goal of 22% certified firm utilization of which 15% will be MBE/DBE
10/23/2018 Broadway Corridor Steering Committee Meeting

4. Workforce Development & Jobs

#	Guiding Principle	Project Goals
7	Equitable Promote social equity, reduce disparities, and extend community benefits	<i>Improve socio-economic opportunities for people of color, such as through affordable commercial space for diverse businesses, workforce training, and contracting opportunities.</i>
8		<i>Strong commitment to utilizing a combination of certified minority-owned, woman-owned, DBE, and local firms as well as union vendors in design, construction and ongoing operations to create living wage jobs for a diverse workforce.</i>
11		<i>Provide integrated mixed-income development including housing and commercial space for all income levels.</i>
14	Prosperous Foster economic and wealth prosperity for all through opportunities for innovation, creativity, education, and economic growth in the region.	<i>Create living wage jobs, at all skill levels and with career pathways, through commitments by tenants and partnerships with Workforce Investment Boards, particularly providing employment and job training opportunities for communities of color and other underserved populations.</i>
15		<i>Leverage large central site as a regional employment hub and recruit major anchor employer that follows labor law, provides a livable wage, benefits, stable scheduling, targeted hire, career ladders, a voice on the job, and health and safety for all employees; including subcontracted workers, contingent, and temporary workers.</i>
16		<i>Provide a diverse range and size of businesses, including stabilizing and growing small local businesses and providing opportunities for innovation and starting new businesses.</i>

Known Baseline/Policy Requirements	Additional Context & Guidance
<ul style="list-style-type: none"> Prosper Portland Business and Workforce Equity Policy <ul style="list-style-type: none"> Applicable to projects over \$200K, projects sponsored by Prosper Portland with construction costs over \$1M and land sales above \$300K and Ezone projects 20% of labor hours in each apprenticeable trade to be worked by apprentices 30% goal that total hours (apprentice + journey) go to minorities 15% goal that total hours (apprentice + journey) go to women Oregon Prevailing Wage Law <ul style="list-style-type: none"> Applicable to projects that receive over \$750,000 of public investment or owned by Prosper Portland (with value of the land considered the public investment) Fair market land sales do not trigger prevailing wage if there is no subsequent public investment 	<ul style="list-style-type: none"> See Enterprise Zone program requirements above

5. Sustainability

#	Guiding Principle	Project Goals
13	Equitable Promote social equity, reduce disparities, and extend community benefits	<i>Adhere to high environmental standards in all phases of project design and implementation to minimize negative environmental impacts on the community, particularly communities of color and low income communities.</i>
17	Resilient Demonstrate leadership in sustainability, health and integration of the built and natural environments and promote human interaction with the environment.	<i>Demonstrate leadership in implementing strategies that achieve the Portland Plan and Climate Action Plan's goals to become an equitable, ecologically healthy, net-zero carbon, and fossil fuel-free city.</i>
18		<i>Create a thriving and healthy built environment that promotes human, social, and ecological interaction.</i>

Known Baseline/Policy Requirements	Additional Context & Guidance
<ul style="list-style-type: none"> Prosper Portland Green Building Policy for public/private projects <ul style="list-style-type: none"> New construction and major renovations at LEED Gold Tenant Improvements at LEED Silver New or renovated standalone parking structures not part of new project must have Green Parking Count's Green Garage Certification at Gold level City of Portland Green Building Policy for public projects 	<ul style="list-style-type: none"> Climate Action Plan City of Portland Green Building Policy

Definitions

- Policy:** a formal document or framework that guides an institutions' actions; policies can be guidelines, rules, regulations, laws, or principles
- Program:** The purpose for which a lot or structure is designed and occupied in accordance with the city or county zoning ordinance and general plan land use designations.
- Design:** involves the arrangement and design of buildings, public spaces, transport systems, services, and amenities. It is the process of giving form, shape, and character to groups of buildings, to whole neighborhoods, and the city. It is a framework that orders the elements into a network of streets, squares, and blocks.

Broadway Corridor Steering Committee
Preliminary Development Concepts Feedback Summary
10/19/2018, Page 1

*	Difference in opinion
	Issue brought up in all concepts
	Issue brought up in 2 concepts

Concept DISCOVERY: Summary of Comments		Policy	Program	Design
Housing				
	Location of affordable housing: 1) integrated and not pushed to edge; 2) prominent location is laudable; 3) integrated with market rate housing			D
	Accessible affordable % of all working class	P		
	Collaborating with Bud Clark Commons	P		
Commercial Affordability				
	Affordable accommodations including food and retail			
Tenants				
	Retail spaces too large			D
	Large grocery store that is affordable (WinCo or Dollar Store)		R	
	Multi-cultural arts			D
	African American business center		R	
	Large civic space (i.e. community center with pool, arts, carousel)		R	D
	Infant and child daycare		R	
	K-elementary school for residents		R	D
	Big community kitchen to help area and people (1-2 floors)		R	
Workforce				
	Ensuring workers can live and eat here too	P		
Connectivity: Streets, Green Loop, Pedestrian, Transit, and Greyhound Station				
	Alley concept: 1) tokenizing; 2) do not like alley; 3) love activated alleys; 4) alleys opportunity for pedestrians			D
	Alley location: should be adjacent to market rate properties or sewer alleys			D
	Block layout: do not like adherence to grid			D
*	Link to Oldtown/Chinatown: 1) Love chinatown extension, link to OldTown; 2) like landmark-market connection to Old Town; 3) link is unclear -- done with just art?			D

Broadway Corridor Steering Committee
Preliminary Development Concepts Feedback Summary
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Concept DISCOVERY: Summary of Comments		Policy	Program	Design
	Green loop: 1) appears to be an after thought; 2) connect directly to Broadway Bridge; 3) stormwater open space along green loop; 4) like direct Green Loop design			D
	Love multi-size development options		R	D
	Kearny and Irving for pedestrians only			D
	Accommodate future bus line on Station Way			D
	More pedestrian usage than privileging cars			D
*	Connection to Union Station: 1) Like connection to Union Station; 2) emphasize more connection with Union Station			D
	Like breaking up of Greyhound building			D
	Grand staircase			
Open Space				
	Lack of river access-nature and river			D
	Add in more open park/field for multi-use, green space			D
Buildings, Density, Massing				
	Building heights: 1) spread height, not just one tall buildign; 2) at least one very tall building; 3) tall building in corner awful			D
	Use space under the Broadway ramp		R	D
General Concept				
	Public art: 1) sites for public art but very big individual pieces; 2) sculpture; 3) collaboration between low-income residents and PNCA		R	D
	Connect different cultural hubs from different parts of Portland	P		
	Community benefits should be part of design concepts	P		
	Struggle with articulation of racial justice - healthy environment	P		
*	Marketplace: 1) Move in front of Union Station; 2) love covered marketplace location; 3) move away from corner, more green		R	D

Broadway Corridor Steering Committee
Preliminary Development Concepts Feedback Summary
10/19/2018, Page 3

Concept NATURE: Summary of Comments		Policy	Program	Design
Affordable Housing				
	Location of affordable housing: 1) Move buildings to green space areas as there are safety concerns with houseless population north of Bud Clark Commons; 2) don't hide in back corner; 3) disperse parcels; 4) combine market-rate housing inside buildings	P	R	D
	At least 4 lots of affordable housing		R	D
	Co-housing for low-income and elderly	P		
	Mixed-income housing	P		
Commercial Affordability				
	Affordable accommodations including food and retail	P	R	
Tenants				
	Food vendors underneath Broadway overpass (i.e. café)		R	D
	Community center and/or sports center		R	D
	K-elementary school to serve residents		R	D
Workforce				
*	Green jobs: 1) no such thing, new industry jobs make more sense; 2) like green jobs or new industry climate solution jobs	P	R	
	Anchor tenant with district-wide jobs	P		
Connectivity: Streets, Green Loop, Pedestrian, Transit, and Greyhound Station				
	Parking should be available including structures		R	D
	Like less traffic through site, limited number of car streets, pedestrian orientation			D
	Like connection to Broadway Bridge and open space			D
	Prefer Hoyt as full street between 5th and 6th			D
	Like green loop connection			D
	Have an iconic entrance from green loop to Broadway Bridge			D
	Add green loop gardens			D
	Like under bridge connection to Union Station			
	Like breaking up of Greyhound building			D
	More streets between buildings would help ensure success of ground level spaces			D
	Seems to block pedestrian use of Broadway viaduct north of Johnson			

Broadway Corridor Steering Committee
Preliminary Development Concepts Feedback Summary
10/19/2018, Page 4

Concept NATURE: Summary of Comments		Policy	Program	Design
Open Space				
	Gathering space for communities is needed (multi-use public open space)			D
	Needs more activity play/recreation areas (swimming pool, public exercise equipment)			D
	Can Union Station forecourt be activated here			D
	Open market or plaza would improve this concept		R	D
*	Forested area: 1) Safety concerns with forested path and adjacent houseless community; 2) like big trees and water feature especially indicative of Portland; 3) too many trees; 4) privileged view of outdoors that is exclusive; 5) nature in city has positive health impacts from research			D
Buildings, Density, Massing				
	Use space under the Broadway ramp		R	D
*	Building form: 1) Like irregular building shapes; 2) Dislike building shapes, but like breaking up of grid			D
*	Block layout: 1) Like breaking up of grid and opportunity for flexible parcel footprint sizes for greater variety of building sizes; 2) shouldn't be prioritized over performance			D
*	Building heights: 1) Spread out height of buildings; 2) Higher buildings for more green space may make this look different; 3) tallest building on southern side of USPS site because NW building would impact view corridor; 4) like tall iconic building; 5) slope of site and height of buildings can help with wayfinding			D
	Odd shaped buildings can be less efficient			D
	Like building architecture with nature on top and sides (including green roof)			D
	Building spaces seem too narrow			D
General Concept				
	Concern around costs especially due to management and maintenance		R	
	Question on native community involvement for this concept	P		
	Concept not good for disabled, elderly, young		R	D
	How to ensure this is an active space		R	
	Does not feel welcoming			D
	Feels unique			D

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Preliminary Development Concepts Feedback Summary
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Concept PLAY: Summary of Comments		Policy	Program	Design
Housing				
*	Location of affordable housing: 1) distribute parcels ; 2) move parcels closer to Bud Clark Commons		R	D
	Make 4-5 parcels of affordable housing		R	D
	Add courtyards to affordable housing buildings			D
	Large rectangular parcels decrease chances for smaller-scale affordable housing design		R	D
Commercial Affordability				
	Affordable accommodations including food and retail	P	R	
Tenants				
	Business incubator should be here	P	R	
	Non-big name tenants	P	R	
	Agreement to provide living wage jobs as part of CBA	P		
	Define main street district			D
Workforce				
	People living there being able to work there	P	R	
	Quality service jobs, high pay and benefit	P	R	
	Don't see how concept relates to need for good jobs			
Connectivity: Streets, Green Loop, Pedestrian, Transit, and Greyhound Station				
	Better connection to Union Station as a destination			D
	Lack of connectivity to river			D
	Limited walking path / street space for small business, cafés, and small spaces			D
	Alleys feel random			D
	Alleys tokenize people of color			D
	Too many streets			D
	Eliminate car access on Irving and widen Hoyt Street			D
	Split up Greyhound			D
*	1) Green Loop should go through the site; 2) like diverting path at NW Johnson to the east, directing to landmark Union Station			D
	Broadway Bridge ramp should be more curved or linear			D
Open Space				
	Covered open space should be available			D

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Preliminary Development Concepts Feedback Summary
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Concept PLAY: Summary of Comments		Policy	Program	Design
	Like action plazas, tiered seating, plaza in front of Union Station, idea of pocket parks			D
*	Recreation areas: 1) diversify recreation offerings (for aging population, basketball courts already in N Park blocks); 2) like futsal courts; 3) don't want sports fields			D
Buildings, Density, Massing				
	Buildings should not be so square			D
	View corridors in site from bridge and park blocks not significant enough			D
General Concept				
	No distinctiveness from Pearl		R	D
	Lack of racial justice lens	P	R	D

Design Feedback Summary by Group

	STEERING COMMITTEE	PUBLIC FORUMS	PUBLIC PARTNERS TECHNICAL TEAM
PLAY	<ul style="list-style-type: none"> • prefer green loop consolidated on site • prefer multiuse open space vs sports only • block size feels large but has great connectivity with neighbors 	<ul style="list-style-type: none"> • opportunity for connectivity & activity at gateway/ Broadway Bridge & north plaza • prefer flexible vs sports programmed open space; sports only feels exclusive 	<ul style="list-style-type: none"> • green loop route on block Y too indirect • see opportunity in singular iconic tall building combined with Broadway Bridge gateway and plaza • intrigued by sunken park space upper north plaza; potential mgt partnership opportunity
NATURE	<ul style="list-style-type: none"> • irregular grid & building forms are inviting, iconic, interesting vs confusing • 'dark/hidden forest' not universally culturally inviting; desire intermittent spaces open to sky; more flexible open space use • the best green loop concept 	<ul style="list-style-type: none"> • interesting streets & space formed by irregular grid could cost more and be less efficient to build • desire more open (less tree covered) multi-use spaces • prefer continuity & connectivity of park blocks, greenloop & natural open space 	<ul style="list-style-type: none"> • strongest concept in sense of place with unique identity • consolidated parking at north end means a long walk from everywhere • minimize water feature scale; make them flexible use
DISCOVERY	<ul style="list-style-type: none"> • market is great but being under bridge feels tucked away, exclusive • smaller blocks feel accessible to small business development opportunity & more affordable • smaller grid & spaces feels universally culturally inviting but also exclusive 	<ul style="list-style-type: none"> • like Union Station as focal point, center, main attraction • smaller scale blocks & open space is comfortable & inviting but could feel too private • familiarity of existing grid vs more of the same • need art combined with multi-cultural community center 	<ul style="list-style-type: none"> • viability of space under bridge • smaller pocket parks are challenging to manage and feel private/exclusive • plaza connecting Union Station feels tucked away under bridge