

**Broadway Corridor
Steering Committee Meeting #6
Prosper Portland, 222 NW Fifth Avenue, 1st Floor – Commission Conference Room
September 26, 2017, 2:00 pm – 5:00 pm**

MEETING PURPOSE

The purpose of the meeting is for participants to affirm the project goals and provide input on the evaluation criteria to be included in the developer Request for Qualifications (RFQ).

MEETING DESIRED OUTCOMES

- A shared understanding of the project goals to be included in the developer RFQ.
- A shared understanding of the priorities for evaluation criteria, enabling staff to revise in draft RFQ.
- A shared understanding and preparedness for the next steps for finalizing the RFQ

MEETING ATTENDEES: attached

MEETING MATERIALS

- Agenda
- Revised Working Planning Tool
- Racial Equity Impact Assessment
- Public Comment Form
- Steering Committee Comment Form

SUMMARY MEETING NOTES

1. **Welcome:** Zeke Smith opened the meeting by asking Steering Committee members to introduce themselves. He reminded participants to be fully engaged whether they were alternates or regular members. Zeke walked through the content of the meeting, which would cover a discussion of group agreements, confirming project goals, discussing evaluation criteria, and gaining an understanding about the process and role of the Steering Committee in the RFQ evaluation.

Zeke invited any public members to approach him or Prosper Portland staff for public comment and pointed out the public comment forms at the entrance of the room.

2. **Updates:** Kimberly Branam, Executive Director, Prosper Portland, introduced Prosper Portland staff members working on some aspect of the Broadway Corridor Project.

Sarah Harpole, Project Manager, provided an update on activities underway to memorialize key findings from the Broadway Corridor Project Framework Plan, which was completed in 2015. Sarah explained that the study provides foundational and critical assumptions for the developer RFQ and development planning work including the Floor Area Ratio (FAR), maximum heights, and street plan assumptions. City Council is currently considering approval of an ordinance for implementation of the height and FAR recommendations, and is expected to vote on October 4th. The street plan assumptions are included in the Transportation System Plan (TSP) update are currently underway, and the Planning and Sustainability Commission was reviewing the recommendations the evening of September 26. City Council approval of the TSP update is anticipated later this winter.

Kimberly stated Prosper Portland is coordinating with Greater Portland, Inc on a response to the Request for Proposals issued by Amazon for a second headquarters location. Prosper Portland will be submitting a response as an opportunity to increase the profile of the Post Office site, pitch the values and expectations from the Strategic Plan, and let others know we are a good place to do business through this national platform. Prosper Portland would like two volunteers from the Steering Committee to review the proposal. A decision regarding next steps is anticipated to be made in approximately nine months.

Victoria Lara, CEO of Lara Media, explained they will be supporting communications and community engagement efforts for the Broadway Corridor Project in a holistic way. Their goals for the project are to create awareness, particularly to those who are traditionally disengaged, and to authentically engage the target audience. Victoria shared the results of a survey that looked at perceptions and knowledge of the Pearl District in the Latino community. She explained that this study emphasizes the need for outreach. Victoria explained that Lara Media brings 17 years of communications experience including strategy and market research.

Discussion:

- There was a question about why the density assumptions were disconnected from the current Steering Committee process. It was explained that the density assumptions came out of Framework Plan and were key to the financial assumptions informing the decision to acquire the USPS site. The height and FAR entitlements also need to be reflected in code prior to any formal Master Plan work – rather than a result of it. Lastly, the assumptions are also important to providing clarity to development community regarding the opportunity offered in the forthcoming RFQ.
- There were questions around disaggregation of data for Lara Media’s study in the Pearl District and their scope for engagement. Victoria responded that there are eight ways that they can disaggregate the data including age, zip code, gender, education, registered to vote, and income. She also explained that their scope will include other communities of color and people with disabilities.

- 3. Charter and Group Agreements:** Zeke went over group agreements in the Steering Committee Charter as a reminder of how to engage with each other so participants are intentional about stepping into group conversations. Zeke asked members to discuss if there were any changes that needed to be made to the Charter. Prosper Portland staff will compile member suggestions for review at the next meeting..

Discussion:

- Members proposed: having the group agreements reflect the centering of racial equity, which requires members to be open to new ways of doing work and suspending assumptions; modifying the group agreement on “taking responsibility for the success of the meeting” to reflect asking members to come prepared, open-minded, and present.
- A member asked that there be diverse opportunities for offering feedback and to not always be group-based.
- It was expressed having materials more in advance would help in coming prepared.
- Several members agreed that having a tabletop reminder with group agreements and a statement around racial equity would help center the group.

- 4. Project Goals:** Zeke led a Committee discussion on the project goals for the RFQ. He reminded members to focus comments and questions on the concepts and to refrain from wordsmithing.

Zeke went through each of the guiding principle categories (Accountable, Connected, Equitable, Prosperous, Resilient, and Vibrant) and tallied the number of people who wished to discuss project goals within each category. There were between four and five votes for discussion for each category. Zeke facilitated a discussion on project goals by each category.

Discussion:

- Discussion summary for each guiding principle category:
 - Accountable: members recommended merging Project Goal #2 and #3 to reduce redundancy, and adding language in Project Goal #1 to reflect environmental benefit metrics and incorporating best practices at all stages of design.
 - Connected: members recommended specifically call out Union Station; and there was interest in better highlighting connections to the adjacent neighborhoods. There was discussion on moving the intention of a fossil fuel free city to the guiding principles, and acknowledging interface of active transportation and modes serving business needs.
 - Equitable: there was discussion and a vote on changing the language in Project Goal #8; the vote did not pass. A member requested to add environmental justice as a goal noting air pollution and urban heat island

concerns. Members supported clarifying that Universal Design applies to both public and private development in Project Goal #13. It was clarified that accessibility and addressing of Portland as an aging city is reflected in Project Goal #11 and #13.

- Prosperous: the meaning of High Road employer was explained as one that pays good wages and has good pathways for employee growth. Staff will propose language to clarify this term in Project Goal #14.
- Resilient: members recommended referencing Portland's Climate Change Action Plan and Watershed Management plan in Project Goal #17, and clarifying Project Goal #18 by including healthy in the description of the landscape.
- Vibrant: a Committee member clarified the intent of the word groundbreaking in Project Goal #19 reflects being open to new ways of thinking; members supported revision of Project Goal #19 to reflect supporting pedestrian scale urban development.
- Kimberly reiterated Prosper Portland's commitment to leading with racial equity after concerns around the focus on communities of color. She also reiterated Prosper Portland's commitment to seeking major anchor employers to further job creation goals and ensure financial viability of the commercial components of the project.

Vote:

- Members voted on revising Project Goal #8 language. The proposed revision did not pass with members voting 9 in favor and 14 not in favor of the revision.
- Members voted on revising Project Goal #11 language. The proposed revision did not pass with members voting 8 in favor, 14 not in favor, and one abstaining.

5. **RFQ Overview:** Zeke explained that there would not be enough time to go through the evaluation criteria for the RFQ, and that would be the focus of the next meeting. To keep the Committee's work on track, there will likely be homework, which would involve advance review and submission of input on the evaluation criteria.

He invited Lisa Abuaf, Development Manager, to give an overview of the RFQ process. Lisa explained private/public partnerships and how they achieve commonly shared goals and investment objectives. She went over the basic elements of the RFQ submittal requirements, and the developer/partner expectations, including scale of development, roles, affordable housing, and timeline. She discussed the minimum qualifications criteria, and explained the role of the Steering Committee in the evaluation process. Lisa asked for two volunteers to be part of short-listing the top three candidates using all RFQ evaluation criteria.

Lisa clarified that all responses will be made available and are considered public record.

Discussion:

- It was suggested that there be at least one minimum qualification from each category within the guiding principles
- A question arose on why the private partner requirement was only around 190 units or 10% of market rate units at 60% MFI. It was clarified that this percentage does not include affordable housing by Portland Housing Bureau, which would bring the total percentage to 30.

6. **Next Steps and Closing:** Zeke presented the Steering Committee's next steps for the next six months. He reiterated that the next meeting will be used to review and provide input on the evaluation criteria and will likely involve asking members to give input prior to October's Meeting. November's meeting will be used to pause and reflect on the Steering Committee work and process. Before closing, Zeke asked members to fill out the evaluation forms on the table so that input can be considered for future meetings.

MEETING ATTENDEES

Steering Committee

	Last Name	First Name	Organization	Present
1	Andrews	Sona	PSU	X
2	Bealer	Andre	NAMC-Oregon; MCIP	X
3	Block	Greg	Sustainable Northwest	X
4	Brennan	Emma	Oregon Tradeswomen	X
5	Devendorf	George	Transition Projects	X
6	Dysert	David	Peral District Neighborhood Associatino	X
7	Friesen-Strang	Elaine	AARP	X
8	Galster	George		X
9	Genasci	Donald	University of Oregon	X
10	Gonzalez	Jose	Miracle Theatre Group	X
11	Haines	Kelly	Worksystems Inc.	X
12	Haynes	Marion	Portland Business Alliance	
13	Hipolito	Alan	Verde	X
14	Houck	Mike	Urban Green Spaces Institute	alternate
15	Hwang	Duncan	APANO	
16	Kadish	Nathan	Ecotrust	X
17	Kaylor	Christian	Oregon Employment Department	X
18	Kransky	Gerik	The Street Trust	X
19	Le	Khanh	Main Street Alliance	X
20	Leach	Elizabeth	Leach Gallery	

Steering Committee

	Last Name	First Name	Organization	Present
21	Lee	Neil	CCBA / LEEKA	X
22	Lumley	Paul	NAYA	alternate
23	Mcllvaine	Leigh	Mercy Corps Northwest	
24	Myers	Willy	Prosper Portland / Columbia Pacific Building Trades	X
25	Oxley	Chris	Portland Trail Blazers	
26	Paulson	James	JMPDX LLC / Worksystems Inc. Board	
27	Potter	MaryAnn	Hispanic Chamber	X
28	Rappaport	Nicole	IUOE, Local 701	X
29	Rosenberg	Robin	Wieden & Kennedy	
30	Satterfield	Vivian	OPAL Environmental Justice Oregon	X
31	Saul	Amanda	Enterprise	X
32	Sherman	Jill	Gerding Edlen	
33	Simer	Jeremy	SEIU Local 49	X
34	Smith	Zeke	United Way	X
35	Stevenson	Sarah	Innovative Housing, Inc.	X
36	Sunderland Perez	Veronica	Latino Network	X
37	Szporluk	Michael	self-employed	X
38	Turoczy	Rick	PIE	X
39	Tuski	Don	Pacific Northwest College of Art	X
40	Uhlig	Alicia Daniels	International Living Future Institute	X

MEETING HANDOUTS

Broadway Corridor

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AGENDA

- | | |
|-----------------------|---|
| 2:00 p.m. – 2:45 p.m. | Welcome & Updates |
| 2:45 p.m. – 3:00 p.m. | Charter and Group Agreements |
| 3:00 p.m. – 3:45 p.m. | Project Goals for RFQ |
| 3:45 p.m. – 3:55 p.m. | Break |
| 3:55 p.m. – 4:10 p.m. | RFQ Overview |
| 4:10 p.m. – 4:45 p.m. | RFQ Evaluation Criteria and Process <ul style="list-style-type: none">• Role of Steering Committee• Evaluation criteria |
| 4:45 p.m. – 4:55 p.m. | Public Comment |
| 4:55 p.m. – 5:00 p.m. | Next Steps and Closing Remarks <ul style="list-style-type: none">• 10/24: Steering Committee reviews draft RFQ• 11/8: Prosper Portland Board approves RFQ |

Working Planning Tool

Vision: The Broadway Corridor is a once-in-a-generation unique, diverse, vibrant, sustainable, mixed-use, dense urban district seamlessly integrated with a regional multi-modal transportation hub. The Broadway Corridor Project acknowledges historic disparities; considers what is being created for future generations; fosters culture, social equity and inclusion; and reimagines how all people live, work, enjoy and move through the city in a genuinely transparent and equitable way.

Guiding Principles: The findings of a Racial Equity Impact Assessment (REIA) are guiding the implementation of this vision and ensuring that development is consistent with the guiding principles below, including being intentional about who benefits from the opportunities created; assessing and mitigating potential impacts/burdens; ensuring a diversity of communities influence decisions from planning through development and programming; and, strengthening partnerships required to advance the vision.

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

Guiding Principle	Project Goals <i>The Broadway Corridor project will....</i>	Developer Experience Desired <i>Experience in....</i>	Evaluation Criteria * <i>Demonstrated success in.....</i>
<p>Accountable</p> <p>Implement a robust, proactive and transparent strategy that is a responsible expenditure of public funds, attracts private investment, and delivers targeted and equitable public benefits, with clear and enforceable milestones and metrics</p>	<ol style="list-style-type: none"> 1. Identify <u>and promote</u> clear, long-term, and enforceable financial and community benefit metrics for project implementation <u>that reflect best practices at all stages of development and operations.</u> 2. <u>Intentionally engage communities of color and other under-served and under-represented people in decisions in all stages of the process and in future oversight</u> 3. <u>Integrate input received via meaningful public engagement of a diverse group of stakeholders providing differing perspective in the development and on-going operations;</u> Provide culturally relevant spaces <u>processes in all stages and in future oversight</u> that encourage community interaction and are welcoming to and informed by Portlanders of all ages, <u>abilities, cultures, and backgrounds;</u> <u>integrate input received via meaningful public engagement.</u> <p><u>Promote diversity, social equity, environmental sensitivity, economic returns and development</u></p>	<ol style="list-style-type: none"> 1. Working with an oversight committee to monitor and report on project metrics and ensure that equity commitments are maintained after completion of the project. 2. Participating in, or a willingness to participate in, a Community Benefits Agreement (CBA). 3. Engaging a wide range of community stakeholder groups and incorporating input received in past development projects. 4. Integrating environmental and social objectives with project profitability. 5. Delivering development projects on time and on budget; utilizing innovative approaches to adapt to changing market conditions and/or code requirements over time. 	<ol style="list-style-type: none"> 1. <u>Engaging and maintaining ongoing partnership with community partners to deliver projects (e.g. no fines, lawsuits, etc); Preference for developers who have successfully engaged and formed partnerships with communities of color to serve community needs and priorities.</u> 2. Transparent planning for and reporting on project metrics, <u>including use of existing and innovative technology.</u> 3. <u>Financing comparably scaled and complex projects, financial capacity of development team.</u> 4. <u>Implementing projects similar in scope and type to proposed project, including public/private partnerships, to deliver comparable development projects and depth of this experience.</u>

Comment [SH1]: Steering Committee to discuss further: is this duplicative?

Guiding Principle	Project Goals	Developer Experience Desired <i>Experience in....</i>	Evaluation Criteria * <i>Demonstrated success in.....</i>
<p>Leverage regional and local assets to strengthen multimodal transportation connections and improve accessibility to and through the area for all</p>	<p>4. <i>Improve safe, reliable, and affordable access for low income communities including connecting affordable housing with employment providing adequate wages.</i></p> <p>5. <i>Contribute to a fossil fuel free city and encourage Encourage use of public and active transportation by improving the multi-modal transportation hub and increasing connectivity to and between among transportation modes; minimizing on-site parking; and prioritizing pedestrian and bike amenities.</i></p> <p>6. Enhance Union Station as an active center and destination.</p> <p>7.6. Provide an accessible, active, vibrant streetscape with safe prioritizing pedestrian and bike infrastructure that enhances the neighborhood greenway system (Johnson Street and Park Avenue) and integrates Johnson Street with the Pearl District and builds connectivity with Union Station and existing attributes.</p> <p>8.7. Apply design principles to building and infrastructure to support pedestrian experience.</p>	<p>6. <i>Working with multiple organizations/agencies to deliver mixed-income or age-friendly Transit Oriented Development (TOD) with reduced parking and multi-modal transportation options.</i></p> <p>7. <i>Activating and revitalizing historic or transit resources and connecting them to the community</i></p> <p>8. <i>Providing active transportation amenities integrated into a vibrant commercial streetscape.</i></p>	<p>5. <i>Activating multi-modal transportation hubs and accommodating advancements in mobility and parking (e.g. bus rapid transit, autonomous vehicles, electric vehicles, and automated/stacked parking)</i></p> <p>6. <i>Delivering safe active transportation including bike and pedestrian access through a comparably sized mixed-use site.</i></p>

Connected

Guiding Principle	Project Goals	Developer Experience Desired Experience in....	Evaluation Criteria * Demonstrated success in.....
<p>Promote social equity, reducing disparities, and extending community benefits</p>	<p>9-8. <i>Improve socio-economic opportunities for people of color, <u>including such as</u> through affordable commercial space for diverse businesses, workforce training, and contracting opportunities.</i></p> <p>10-9. <i>Strong commitment to utilizing <u>MWESB-a combination of certified minority-owned, woman-owned and DBE firms and union vendors in design, construction and ongoing operations to create living wage jobs for a diverse workforce.</u></i></p> <p>11-10. <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></p> <p>12-11. <i>Provide a mix of housing units, including family sized and multi-generational housing.</i></p> <p>13-12. <i>Provide integrated mixed-income development including housing and commercial space for all income levels.</i></p> <p>14-13. <i>Utilize Universal Design to ensure development can benefit and be utilized by all and public spaces are welcoming to all community members.</i></p>	<p>9. <i>Developing, programming and leasing projects to provide economic opportunity for communities of color.</i></p> <p>10. <i>Hiring diverse employees/members of development team</i></p> <p>11. <i>Utilizing <u>a combination of certified minority-owned, woman-owned MWESB or and DBE firms and union vendors in construction and ongoing operations.</u></i></p> <p>12. <i>Developing or partnering to develop and finance affordable housing.</i></p> <p>13. <i>Designing, developing and/or operating mixed-income buildings offering a range of housing units.</i></p> <p>14. <i>Understanding and use of universal design principles, ADA accessibility beyond code requirements, and age friendly planning.</i></p>	<p>7. <i>Leasing to or otherwise providing opportunities to businesses owned by people of color.</i></p> <p>8. <i>Maintaining a diverse and equitable workforce (race, gender, disability) including a development team that includes people of color</i></p> <p>9. <i>Utilization of <u>certified minority-owned, woman-owned MWESB or and DBE firms and union vendors in construction and ongoing operations.</u></i></p> <p>10. <i>Providing a mix of housing types to serve a diverse income mix, including family sized units and ownership opportunities; Preference for developers who have previously exceeded accessibility and/or affordable housing requirements or laws.</i></p> <p>11. <i><u>Demonstrated ability to maximize diversity in its past projects or business practices and commitment to strive to meet the Prosper Portland Equity Policy.</u></i></p>

Equitable

Comment [SH2]: Steering Committee to discuss: owners vs workers; includes Veterans to extent included in DBE certification

Guiding Principle	Project Goals	Developer Experience Desired Experience in....	Evaluation Criteria * Demonstrated success in.....
<p data-bbox="67 613 102 737" style="writing-mode: vertical-rl; transform: rotate(180deg);">Prosperous</p> <p data-bbox="102 329 478 480">Foster economic and wealth prosperity for all through opportunities for innovation, creativity, education, and economic growth in the region</p>	<p data-bbox="497 329 1042 418">15-14. Leverage large central site as a regional employment hub and recruit major anchor <u>High Road Employer</u>.</p> <p data-bbox="497 435 1042 613">16-15. <u>Promote Create</u> living wage jobs <u>creation</u> for all, <u>at all skill levels and</u> with career pathways, through partnerships with tenants, particularly providing employment and job training opportunities for communities of color and other underserved populations.</p> <p data-bbox="497 630 1042 751">17-16. Provide a diverse range and size of businesses, including stabilizing and growing small local businesses and providing opportunities for innovation and starting new businesses.</p> <p data-bbox="497 768 1042 824">18. Provide daycare or K-12 educational opportunities to support citywide needs.</p> <p data-bbox="497 841 1042 898">19. Leverage large site for anchor educational institutional campus or annex</p> <p data-bbox="497 914 1042 971">20. Provide access and pathways to home ownership opportunities.</p>	<p data-bbox="1064 329 1610 418">15. Recruiting large-scale <u>companies</u> <u>High Road Employers</u> to development projects, thus creating <u>quality</u> jobs for the community.</p> <p data-bbox="1064 435 1610 492">16. Developing projects with a diverse range of industry types.</p> <p data-bbox="1064 508 1610 630">17. Providing opportunities for small local businesses, including innovative opportunities for future economic growth such as incubators, maker spaces or flexible space.</p> <p data-bbox="1064 646 1610 703">18. Working with educational institutions within <u>mixed-use developments</u>.</p> <p data-bbox="1064 719 1610 776">19-18. Providing internships, training, and job opportunities through partnerships with tenants.</p>	<p data-bbox="1631 329 2177 451">12. Developing projects <u>within the last six years</u> that have integrated and sustained both large employers (500+ employees) and medium size businesses (25-50 employees).</p> <p data-bbox="1631 467 2177 524">13. Providing opportunities to sustain and grow a diverse range of small businesses.</p> <p data-bbox="1631 540 2177 630">14. Providing internships, work experiences and career pathways for youth and communities of color via partnerships with tenants.</p> <p data-bbox="1631 646 2177 735">15. Recruiting and integrating educational anchors into a mixed-use development, including K-12 and/or higher ed.</p> <p data-bbox="1631 751 2177 841">Applying efficient use of existing and innovative technology, data collection and management tools to improve community services and reporting</p>

Comment [SH3]: Committee to discuss further: relationship of goals

Comment [SH4]: Moved to Bike Rack; Steering Committee to discuss further.

Guiding Principle		Project Goals	Developer Experience Desired Experience in....	Evaluation Criteria * Demonstrated success in.....
Resilient	Demonstrate leadership in sustainability, health and integration of the built environment with the natural environment and to promote human interaction with their environment.	<p>21-17. <u>Address-Lead on climate change mitigation and adaptation, including reducing carbon emissions addressing stormwater management, and exploring district scale utility systems with a comprehensive and innovative strategy.</u></p> <p>22-18. <u>Create a thriving human, social, and ecological-landscape that promotes human, social, and ecological community interaction and human interaction with within the environment.</u></p> <p><u>Prepare for and mitigate the effects of seismic vulnerability</u></p>	<p>19. Incorporating <u>innovative green design elements and technologies in development</u> that are responsive to climate mitigation and adaptation and integrate public/private open space, <u>such as utilizing non-toxic, low carbon, locally sourced materials; and utilizing shared infrastructure/district systems.</u></p> <p>20. <u>Utilizing innovative green design and technologies in development to minimize carbon footprint.</u></p> <p>21. <u>Utilizing non-toxic, low carbon, locally sourced materials.</u></p> <p>22. <u>Utilizing shared infrastructure/district systems.</u></p> <p>23-20. <u>Obtaining green building certifications (LEED Platinum, Living Building Challenge, Living Community Challenge)</u></p> <p>24-21. <u>Incorporating green space and natural environment in development projects.</u></p>	<p>15. Minimizing ecological impacts of development and ongoing operations; Preference given to firms with industry recognition or awards for innovative solutions for sustainability (i.e. water, emissions, energy usage) <u>and designing / planning for a catastrophic natural event.</u></p> <p>16. Integrating nature in the built environment.</p> <p>17. <u>Utilizing a construction waste mitigation and air quality plan.</u></p> <p><u>Designing and planning for natural event and/or climate change.</u></p> <p>18-17. <u>Demonstrated ability to advance green building and sustainable developments in past projects through existing and innovative technology; and commitment to strive to meet the Prosper Portland Green Building Policy.</u></p>

Comment [SH5]: Steering Committee to discuss further: intent vs means to be defined is later planning phase

Comment [SH6]: Added to bike rack

Guiding Principle	Project Goals	Developer Experience Desired Experience in....	Evaluation Criteria * Demonstrated success in.....
<p>Vibrant</p> <p>Create a unique and aesthetically stunning, mixed-use community that welcomes and reflects diversity, integrates private with public spaces, and enriches the quality of life for existing and new Portlanders of all ages, cultures, and backgrounds</p>	<p>23-19. Promote <u>groundbreaking</u> design <u>excellence</u> in a truly mixed use, diverse and active 24-hour large-scale urban development that supports pedestrians and the public realm, and is designed to become a new Portland icon.</p> <p>24-20. Extend the Park Blocks to provide high quality <u>green and hardscape</u> open space including amenities for families, public spaces for events, seating areas, and landmark artwork; <u>[Connect parks, neighborhood greenways and public/private open space as an integrated system].</u></p> <p>25-21. 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.</p> <p>26-22. <u>Incorporate and reflect on the history of the district</u><u>Connect past and future of the place and the people who have been here.</u></p> <p>27-23. Support diverse arts, cultural artists, and art organizations <u>including through use of art within the development</u><u>through the design, construction, and operational phases of the project.</u></p>	<p>22. Designing and programming active, high-density, mixed-use development that successfully surrounds and supports grand public space and the pedestrian environment.</p> <p>23. Programming dynamic open space and public plazas, including spaces that provide multiple benefits, can be easily transformed for multiple uses, and create communal spaces of various sizes</p> <p>24. Incorporating public amenities and essential public services into a mixed-use development.</p> <p>25. Working with artists and art master plans informed by community and local artists.</p>	<p>20-18. Developing large-scale mixed-use <u>and mixed-income</u> developments that have distinctive character in terms of use, materials, architectural design and scale.</p> <p>21-19. Developing projects that maintain vibrancy over the long term <u>(20+ years)</u> and serve as destinations for the surrounding city <u>—as demonstrated by number and type of visitors, number and quality of attractions and public amenities, and high public use rates over time, etc.</u></p> <p>22-20. Creating signature public spaces that offer a range of urban experiences and amenities.</p> <p>23-21. Integrating diverse art that reflects the history, culture and community of the region.</p>

Comment [SH7]: Steering Committee to discuss further: is the intent clear?

* Evaluation instructions to consider transparency, depth of past demonstrated success, scale of experience, innovative approaches, applicability to Portland/Broadway Corridor
Indicates minimum criteria to be reviewed by Prosper Portland staff

Broadway Corridor Racial Impact Equity Analysis

Introduction

The 24-acre Broadway Corridor comprises numerous parcels, including Portland’s Union Station, largely east of Broadway, the majority of which are owned by the Portland Development Commission (Prosper Portland), together with the 14-acre U.S. Postal Service (USPS) site west of Broadway. The Corridor is identified in the City of Portland’s Central City 2035 Plan as a key opportunity site for high density employment and signature city attractions.

Acquisition and redevelopment of the USPS site, as called for in the Central City 2035 Plan, offers a once-in-a-generation opportunity for Prosper Portland and the City to meet its goals for inclusive prosperity. This site will meet ambitious growth requirements—including private development together with affordable housing, economic development, transportation, and open space goals—on a large, contiguous property in the middle of downtown and adjacent to Portland’s regional transit hub. Development of the USPS site can absorb a substantial share of the approximately 21,500 new households and 42,500 new jobs projected to be added to the Central City by 2035. This plan anticipates approximately 2,400 new households and 4,000 jobs on the 14-acre USPS site, supported by approximately \$40 million invested for infrastructure.

Approximately 3.8 million square feet of development on the USPS will yield a private investment opportunity close to one billion dollars. In addition to the business opportunities to design, build and develop the site there are firms who will manage the property, provide security and landscaping services, operate retail stores or childcare facilities.

Prosper Portland and the City have a chance to turn this development into a substantial growth opportunity for Portland minority owned firms, whether they be developers, designers, property managers or small business owners.

What is a Racial Equity Impact Assessment?

A Racial Equity Impact Analysis (REIA) is an assessment of how institutional racism historically impacts decision making on a project and an analysis of how the project can be done differently to address historical inequities. According to Race Forward, a REIA is “used to reduce, eliminate and prevent racial discrimination and inequities.”

A REIA process examines who the affected stakeholders are in the project, identifies the racial inequities through data and analysis of past projects, and examines ways to interrupt the status quo through the decision making process to lead to more equitable outcomes.

Project Approach

Two members of the Prosper Portland Equity Council facilitated the Broadway Corridor Redevelopment Team over the course of five meetings to achieve the following:

1. **Conduct an equity audit on past projects with similar goals by articulating what Prosper Portland could have done differently and how we could have defined success differently. Findings are described in attached document.**

Once completed, Prosper Portland will engage with members of the Steering Committee to:

2. **Undertake a process based on the audit to identify revised project goals and success measures:**

Project goals and measures were primarily identified by Prosper Portland staff, and will be refined and confirmed by the Broadway Corridor Steering Committee. They will be used to track progress towards equitable outcomes.

3. **Identify a comprehensive list of stakeholders who need to be involved early in the master planning process and who will be key partners in implementing the project's equity outcomes:**

Prosper Portland will engage with the Steering Committee member to identify a comprehensive list of stakeholders to be engaged during the course of the planning, scoping and development of this project.

1. **Community experts.** Community experts are neighborhood associations, organizations serving communities of color and other advocacy and community organizations.
2. **Partners.** Partners include city bureaus and other public agencies, affordable housing and social service organizations, organizations providing technical support to minority owned small businesses and other organizations critical to the execution of the Broadway Corridor Framework Plan
3. **Technical experts.** Technical experts include specialists in their field, bureau partners and other specialists.
4. **End users.** End users may include (but not limited to) developers who may bid on the project, future residents, future contractors and service providers involved with this site.

REIA Equity Audit Findings

As part of the equity audit, the team discussed the following ideas by which Prosper Portland seeks to approach this project differently.

- 1. Engage regionally diverse stakeholders.** The Broadway Corridor site will be a regional attractor. Those who live, work, build and manage the site will come from all over the Portland Metropolitan Region for the next ten years. As our population becomes more ethnically diverse, it is essential we engage stakeholders from outside the Central City.
- 2. Hold a conversation about equity before the project starts.** In the past, Prosper Portland recognizes that equity goals and solutions happened after the plan is developed. Our past practice has been treating equity as an afterthought and not as a key measure of success we want to achieve going into the project. For this project, we recognize that an honest discussion about equity with Prosper Portland staff and stakeholders needs to happen at the very beginning of the project.
- 3. Structure deals with equity goals in mind.** A discussion about meeting equity goals often happens too late in the negotiation with our business partners. How a development or service delivery partner plans to incorporate equity into the project should be one of the first conversations we have with them.
- 4. Find development partners who will achieve equity objectives.** When seeking a development partner, we've realized it is a struggle to complete a mission driven deal when the business partner does not value equity as part of their practice. For the future, we plan to vet potential partners based on their commitment to values of equity and inclusion.
- 5. Leverage equity goals from institutional partners and industry.** Traditionally, Prosper Portland has looked at equity goals in a project from a construction workforce perspective but we realize there are many other relationships we can leverage in a transaction particularly from the businesses and the institutions that may tenant the project.
- 6. Engage stakeholders in a meaningful and effective way.** Stakeholder needs and desires should be taken into consideration prior to writing a draft plan. Prosper Portland needs constructive stakeholder input earlier in the process, and not only for approval of a completed draft plan.
- 7. Check our own assumptions; question every process.** Prosper Portland should not assume it knows all of the players in the market, and we should work to adapt our outreach methods to extend our reach. Each stage of the project should be questioned in order to improve outcomes.
- 8. Be more creative in finding ways to support minority owned and community owned assets.**

Prosper Portland should explore various ownership models and leverage existing networks to build community capacity. Our current model is based on land ownership, and Prosper Portland needs to invest and explore other options, i.e. community land trusts, cooperatives, etc.

- 9. Make competitive process more welcoming, designed in the eyes of those we want to include.** Introduce prospective groups/bidders to competitive process early. Provide application guidance to first time bidders in order to promote transparency. Get feedback on competitive process from prospective applicants we seek to serve.
- 10. Have a long term perspective.** Phase the project in a manner that both private and public goals can be achieved. Market cycles can affect the pace of the project, and so the project should be phased in a way that all goals can be achieved. For example, there are lessons to be learned from South Waterfront, where affordable housing units were built following the private units which made the cost burden of affordable housing greater.