

**ADOPTED
GATEWAY REGIONAL CENTER
URBAN RENEWAL PLAN**

JUNE 2001



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I. INTRODUCTION

The Gateway Regional Center Urban Renewal Area occupies one of the most strategic locations in the Portland metropolitan region. The 653-acre urban renewal area (“Area”) is located at the convergence of two freeway corridors (I-84 and I-205), two light rail transit lines including one that provides direct service to the Portland International Airport, multiple bus lines, and four east-west arterial streets that service neighborhoods from downtown Portland to downtown Gresham.

These transportation features, which have come to define nearly every aspect of Gateway, are problematic relative to the district’s usefulness as a regional center. Although the Area is easy to get to, motorists, bicyclists, and pedestrians are regularly confronted with frustrating and unsafe situations within the Regional Center. The local street system, which was established four decades ago, is incomplete and unimproved in places. Yet Gateway’s streets are heavily used because they provide direct access to interstate freeways, light rail, and commercial and employment centers. Large tracts of land occupied by “big box” retailers, malls, small industrial and utility operations and storage yards prohibit efficient travel patterns in the area.

Like many older suburban districts, Gateway’s private and public land uses are predominantly auto-dependent. Large public streets deliver motorists to large private parking lots. Many of the district’s primary intersections are the domain of car dealerships and gas stations. Buildings and businesses face parking lots rather than public streets or sidewalks. There are few bicyclists and pedestrians in Gateway because sidewalks are nonexistent, disconnected, or uncomfortably close to speeding traffic. Dedicated bike lanes are rare and disconnected.

The Area functions primarily as a local shopping and service destination, and a place of employment for several thousand people. It contains two hospitals, one of which is one of the largest employers on the City’s east side. Medical offices, dental practices and other health-related services are concentrated in Gateway. Two community shopping centers, the Gateway Shopping Center and Mall 205 anchor the north and south ends of the Area. Small local businesses are concentrated on NE Halsey Street and scattered elsewhere throughout the Area. For years, Gateway has provided jobs and services for a regional area that includes southern Clark county, eastern Multnomah county, and northern Clackamas county.

Interspersed among the shopping centers, medical office buildings and small businesses are single-family homes that predate the commercial development and a collection of apartment buildings built in the 1960s and 70s. Newer apartments began to appear in the late 1990s, filling in some vacant lots and underutilized sites in the district. Gateway is no longer just an employment center. It has been discovered as a convenient location for new housing. It is estimated that more than 4,000 people live in the Area.

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Housing and other uses coexist awkwardly in the Regional Center. In the central part of the Area, residences adjoin salvage yards and automotive shops. Single family homes have lost yard area and/or neighboring structures to new development and expanded rights-of-way. New infill housing fits in where it can, even on very small lots or adjacent to incompatible uses. The result is a jumble of uses and fragmentation of housing that is entirely unlike the healthy and desirable neighborhoods that surround the regional center.

The defining challenge for the Gateway Regional Center is this growing disparity between the Area's attractiveness as a location for thousands of new housing units and jobs, and its existing inefficient land use and transportation patterns. The *Opportunity Gateway Concept Plan* (accepted February 2000) offers a framework for reconciling this tension. The Concept Plan describes a Regional Center that is respectful of public policy *and* existing conditions, local preferences *and* regional responsibilities, visionary dreams *and* market realities.

The Gateway Regional Center Urban Renewal Plan ("Plan") will implement the *Opportunity Gateway Concept Plan*. It will provide a means for testing the merit and feasibility of the Opportunity Gateway vision. It will steer the Area beyond its existing conflicts toward a new and different future. Finally, the Plan will help the Gateway community, the city of Portland, and the private development sector identify and rectify many of the conditions that are limiting Gateway's ability to grow and prosper.

The Plan consists of Part One, Text, and Part Two, Exhibits. The Plan has been prepared by the Urban Renewal Agency of the City of Portland, Oregon, pursuant to Oregon Revised Statutes (ORS) Chapter 457, the Oregon Constitution, and all applicable laws and ordinances. All such applicable laws are made part of this Plan, whether expressly referred to in the text or not.

The Urban Renewal Plan for the Gateway Regional Center Urban Renewal Area was adopted by City Council on June 21, 2001, by Ordinance No. 175699.

II. BOUNDARY DESCRIPTION

The Area is located entirely within the City of Portland and Multnomah County in the State of Oregon. Its boundary contains land uses that are zoned for commercial, employment and multi-dwelling residential uses.¹ Maps of the boundary are included as Exhibits 1 and 2, and the Area's full legal description is included as Exhibit 3.

The Area (and Regional Center) can be generally described as containing:

- All property between NE Halsey, SE Stark, I-205 and 102nd;
- The area immediately surrounding the Woodland Park Hospital near NE 104th and NE Hancock;
- The properties along the Halsey-Weidler couplet ending just east of NE 114th;

¹ with the exception of the Floyd Light Middle School property, zoned R5 (19.2 acres).

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- A cluster of homes south of the former bowling alley and east of the Winco Grocery store;
- The properties close to the east side of NE 102nd between NE Halsey and Burnside;
- Almost all properties between Burnside, SE Stark, SE 102nd and SE 107th;
- Almost all properties between SE Stark, SE Market, I-205, SE 111th; and
- The public right-of-way between the I- 205 northbound travel lane and the developed western edge of the Area.

III. PUBLIC INVOLVEMENT

This urban renewal plan was initiated and drafted through an open process using a variety of public forums. From the inception of the Opportunity Gateway program in 1998, the Portland Development Commission (PDC) has been committed to engaging the Gateway community in a meaningful discussion about the future of the Regional Center. The recommendation to establish urban renewal in Gateway was made by the Opportunity Gateway Program Advisory Committee (PAC), a citizen stakeholder group charged with overseeing redevelopment plans and activities for the Regional Center.

In May 2000, the PAC requested that PDC conduct an Urban Renewal Feasibility Study to establish the potential costs, benefits and impacts of urban renewal in Gateway. In the summer and fall of the same year, the PAC and PDC staff held 13 small “precinct” meetings around the district to inform people about Opportunity Gateway and urban renewal. A large public meeting was held in November 2000 to discuss the Feasibility Study findings, and later that month, after additional public testimony, the PAC recommended that the Portland Development Commission prepare an urban renewal plan for the Regional Center.

In January 2001, PDC initiated the urban renewal planning process with a series of four public workshops to develop the guiding principles, goals and objectives for the urban renewal plan. In addition, PDC staff and PAC members displayed information and engaged citizens about the project and urban renewal at four “Listening Posts” in and around the district. These events were publicized through newspaper advertisements, flyers, phone calls and presentations to civic groups. Drafts of the urban renewal plan were made available for public review through postal notifications, publicly advertised meetings, and open houses. The Portland Development Commission Board held its April 2001 meeting in the district to gather additional public comment on the draft Plan. Additional public hearings were held by the Planning Commission and City Council in May and June. Documentation of the urban renewal outreach process is included as Exhibit 4.

The cornerstone of PDC’s outreach efforts is the agency’s ongoing collaboration with the PAC. The PAC’s tasks have included drafting the *Opportunity Gateway Concept Plan*, advising the city on project priorities, participating in small working committees (Education, Transportation, Parks and Public Space, and Design and Development), educating other stakeholders about Opportunity Gateway and voting on key initiatives like urban renewal.

It is recommended that the PAC remain in place throughout the life of the Urban Renewal Plan to ensure continued adherence to the Plan principles. The advent of urban renewal brings new and higher degree of responsibilities to the committee, including advisement on possible amendments to the Plan and participation in financial decisions that affect the Area. The PAC will be expected to regularly participate in the financial priority-setting exercises that are a part of PDC's Five-Year Business Plan and annual budget processes. While these decisions ultimately rest with PDC, the Commission is committed to giving substantial weight to the positions of the PAC.

The premium that PDC assigns to public involvement and participation is reflected in the guiding principles of this Plan, the first of which describes a commitment to an informed and open decision-making process. This commitment has been a hallmark of the Opportunity Gateway project is critical to the Plan's success.

IV. GUIDING PRINCIPLES, GOALS AND OBJECTIVES

The principles described in this section will guide the activities undertaken, resources allocated, and strategies crafted under the direction of this Plan. The Guiding Principles are drawn primarily from the *Opportunity Gateway Concept Plan and Redevelopment Strategy* which is the guiding vision document for the Regional Center. The goals and objectives described in this section incorporate additional community input solicited for the express purpose of drafting the urban renewal plan. This section melds a wide assortment of opinions from community and regional stakeholders regarding the most important features of the Regional Center.

The Guiding Principles include one standing principle and a set of subordinate principles. These include the goals and objectives that, if met, would fulfill the vision of the Gateway Regional Center as described in the *Opportunity Gateway Concept Plan*.

All future decisions affecting the urban renewal area should be consistent with the standing principle. The subordinate principles and associated goals and objectives serve to more definitively prioritize and direct public policy and resources.

A. Standing Principle

ESTABLISH THE GATEWAY REGIONAL CENTER

The purpose of all urban renewal activities is to facilitate the full and productive use of the land for appropriate "regional center" uses. The Regional Center, established by the Outer Southeast Community Plan in 1996, accommodates compact, mixed-use development that supports a range of travel options and multiple opportunities for community interaction and economic advancement. It is a center for housing, commerce, employment, cultural, and recreational amenities. It is home to people of all ages and income levels, including many

longtime residents who located in the district prior to the Regional Center designation. It is physically defined by a pedestrian orientation that contributes to a clear and attractive identity. It is distinguished by the ongoing efforts of citizens, government and investors to engage in an ongoing, community-based effort to shape the look, feel, and function of the Regional Center.

B. Subordinate Principles

1. UTILIZE INFORMED PUBLIC PARTICIPATION

Goals and Objectives:

a. Inclusivity. Discussions and decisions about the Regional Center will offer ongoing opportunities to engage people in a community-building process that enhances business and social networks and enhances a sense of collective ownership for the Gateway area. This outcome is fundamental to the success of the Regional Center and activities to support this process are within the scope of this Plan.

Implementing the Plan will rely on a vigorous and ongoing discussion among the Regional Center's many stakeholders. The solicitation and consideration of disparate interests and multiple points of view will be standard practice in the implementation of the Plan. The Gateway-area population is becoming more socially, racially and ethnically diverse. Continuing efforts will be made to maintain a representative balance on the PAC and to keep the widest possible group of stakeholders informed about plans and projects. Efforts will be made to engage new stakeholders in the implementation process. This will include community participation during the predevelopment and design stages of significant, publicly financed redevelopment projects.

The Development Commission, in implementing this Plan, will strive to coordinate and integrate the redevelopment efforts of the PAC, Metro, Tri-Met, Multnomah County, Oregon Department of Transportation, Portland city bureaus, public agencies, neighborhood associations, business associations, and the efforts of the private and non-profit sectors.

b. Education. Effective stewardship of the district will require the participation of people who have a basic knowledge of the factors that influence the Area's redevelopment. These include project history, community environment, market trends, policy directives, regulatory conditions, and so on. As more people gain this knowledge, it will become easier to transmit good information to others in the community. This widening base of informed participation will be a key to successful implementation of the Plan. Those who are involved in the urban renewal process shall endeavor to educate others who are new, concerned, or curious about the Regional Center and its development.

c. Leadership. Leaders from the community are vital to informed public participation. Leaders are people who can commit substantial time and energy to the implementation of the Plan. City of Portland staff will carry out urban renewal activities, but community leaders are responsible for providing oversight and guidance. Whether associated with public, private, non-profit or neighborhood interests, leaders will serve as trustees of the common good. Different people are expected to assume leadership roles over the life of the plan.

d. Accountability. The allocation of public resources in the district will be guided by documents produced through public processes, including the Portland Development Commission's Five Year Plan planning process and yearly budget updates. The framework for future expenditures, as established in this urban renewal plan, will not be altered excepted by amendment in processes described in this plan.

2. OPTIMIZE INVESTMENT IN THE DISTRICT

Goals and Objectives

a. Community Investment. Optimizing community investment means focusing on projects and programs that will improve the quality of life for east Portlanders and for new Regional Center neighborhoods as they arise. "Community Investment" also refers to the contributions that community members should make on behalf of the Regional Center. Community members may invest time, energy, money, political activism, and the education of others, but regardless of the form it takes, these investments must be ongoing and should increase over time along with financial investment in the Area.

b. Strategic Public Investment. Public dollars should be used strategically, especially to optimize existing investments such as the light rail and freeway systems. Tax increment funds should be used to leverage other public and private funds whenever possible. Further, the availability of tax increment funds should not cause resources that would otherwise be allocated to the Gateway area to be shifted to other parts of the city. When non-tax increment based funding is available to Gateway, city agencies should strive to allocate resources to projects and programs that are ineligible for urban renewal funding. Public investments should be strategically targeted to large and small ventures that improve the level of confidence that new and longstanding residents have about the Regional Center.

Prior investments in public infrastructure should be considered for strategic improvements during the life of the Plan. These might include upgrades to municipal or utility delivery systems for sewer, water, storm water, energy, and telecommunications. Infrastructure improvements should be designed and operated to achieve social, economic and natural resource benefits for the Area.

c. Policy-Supportive Private Investment. Private investment in the district should be evaluated according to its adherence to the public policies and plans that have been adopted for the Regional Center, and the principles listed in this Plan. The Portland Development Commission, City Council and Urban Renewal Advisory Committee should seek to attract, support, enable and motivate private investment that is policy-supportive, plan-oriented and principle-driven. Urban renewal funds should be made available to stimulate and support private investment in the form of new projects which clearly attempt to meet these criteria. Private investors, as users and beneficiaries of this infrastructure, will be expected to help fund the upgrade of various local systems such as streets, sewers and parks.

d. Stability and Sustainability. Public and private investment should seek to build on the Area's diverse cultural, historic, and natural resource assets. New investment should strive for sustainability, as measured in the responsible use, protection and enhancement of limited resources, improvement of environmental quality, and commitment to the lives of those who live, work, and rely on the Area.

3. ESTABLISH A DISTINCTIVE IDENTITY

Goals and Objectives

a. Unity and Cohesiveness. The Regional Center should be spatially defined with prominent entry markers and the presence of common elements like paving material, street trees, signage and landscaping that are specially designed for the district. North-south streets like 102nd and 99th should be improved to incorporate such elements in a manner that helps unify the entire district. Local east-west streets and small private streets should be improved according to consistent standards.

Public spaces in the district that occur repeatedly, such as parks, traffic and pedestrian islands and bus shelters should be designed in a way to help unify the Area. New public spaces in the district should attempt to incorporate the palette of materials, forms and colors that have been successfully used in other public spaces in the district. An important unifying element in the Regional Center will be open space. Design standards and guidelines should be implemented to help preserve a sense of openness and airiness in the Area, even as density increases.

New buildings, local streets, private accessways, landscaping, and other furnishings that are visible to the general public should be designed to contribute to the Regional Center's overall unity and cohesiveness.

b. Attractive Appearance/Thoughtful Design. New construction and rehabilitation, whether privately or publicly financed, should be held to a high standard of appearance by the Urban Renewal Advisory Committee, the Portland Development Commission, and regulatory agencies from the City of Portland. Without defining this standard, the expectation under this goal is that whenever possible, durable construction materials be selected, especially for prominent

sites, projects, and elevations; building elevations be well-composed; architectural detailing not be forsaken; and outdoor spaces be well-defined and well-maintained.

Public and private streets are to be held to this standard as well; high-quality street trees, lighting, and landscaping should be standard throughout the district. Durable materials should be used to minimize future maintenance costs. Interstitial spaces, especially setbacks between rights-of-way and buildings, should be thoughtfully designed and planted.

It is expected that design guidelines will be applied to significant development during the life of the urban renewal plan, and that such guidelines will be regularly reviewed, periodically modified, and consistently enforced.

c. Mitigation of Visual Blight. Blighting influences in the district include properties that are uncared-for, deteriorated, unsafe, dilapidated, or vacant. Such properties prevent the district from establishing a distinctive identity. It is the intent of this Plan to cause the mitigation of visual blight through cooperative measures among the Urban Renewal Advisory Committee, the Portland Development Commission and the owners of such blighted properties.

d. High-Visibility Projects. The Regional Center's identity will be enhanced through the development of well-designed buildings or public spaces that are seen or used by many people. Such projects should be sensitively sited and scaled, so as not to disrupt the character and quality of life for either the surrounding neighborhoods or those within the Regional Center. The western edge of the Area should be considered for such projects, given the visibility and accessibility afforded by the two interstate freeways and light rail system.

4. SUPPORT COMPACT DEVELOPMENT

Goals and Objectives

a. Respect Adjacent Neighborhoods. The Area is surrounded on three sides by residential neighborhoods. Projects built near the northern, eastern, and southern edges of the district should blend with the neighborhood environment. The transition of height, mass and density between the traditional single-family neighborhoods and Regional Center should be gradual wherever possible. When multi-story development occurs adjacent to single-family homes located outside the district, consideration should be given to the availability of light, shading and privacy for the single-dwelling occupants. Traffic impacts on surrounding neighborhood streets should be evaluated when considering new street connections.

Maintaining the character of the adjacent neighborhoods will require that the interior of the Area be developed more compactly than would be the case if the

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population growth were to be dispersed to the northern, eastern and southern edges of the district.

b. Efficient Land Use. The Area benefits from prior public investments in wide streets, freeway ramps, light rail, water, sewer and other utility services. In order to optimize the value of these investments, land within the Regional Center should be used efficiently. Land uses that require freeway accessibility and visibility should be supported in locations near the freeways. Destinations that are commonly accessed by light rail should be supported in locations near light rail stations. Where bus service is available, new projects should be designed to capitalize on the service and promote its use.

Existing or proposed land uses that squander acreage within the Area for excessive parking, low-density housing, outdoor storage or large setbacks are not supported under this Plan or the City of Portland's zoning code. The Plan and zoning code do support and anticipate the redevelopment of existing surface parking lots into new uses that support Regional Center goals and objectives. Proposed projects that seek to structure parking, whether aboveground, underground, or within building footprints, are encouraged under this Plan. Urban renewal resources should be made available to assist developers in meeting this goal.

Land use efficiency includes the notions of sustainability and environmental health. Infill development in the Area will help conserve the region's environmental resources, economic investment and social fabric. New development that encourages resource and energy efficiency, as directed by the City's Green Buildings policy and standards, shall be supported under this Plan.

c. Station Area Focus. Compact development is more readily achieved within one-quarter mile of light rail stations. The Area has two stations: the Gateway Transit Center station and the 102nd and Burnside station. Land within a quarter-mile of these stations is best suited to meet many of the Principles of this Plan. The redevelopment of these station areas should take into account the proximity of light rail service, especially with regard to parking ratios. Stakeholders may choose to focus urban renewal resources within these station areas, as this land presents opportunities for compact development. Within the station areas and throughout the Regional Center, transit connectivity must be maintained and enhanced over time to help support compact development.

The Gateway Park and Ride surface parking lot is an inefficient use of land adjacent to the Regional Center's more heavily used light rail station. It is expected that the Park and Ride will be redeveloped over the life of the Plan into transit-oriented developments for assorted public and private land uses, possibly to include a mixed-use Park and Ride parking structure. The Urban Renewal Advisory Committee, Portland Development Commission, City of Portland and

Tri-Met should work collaboratively over the life of the Plan to eliminate surface park-and-ride parking lots within the Regional Center.

5. SUPPORT A MIXTURE OF LAND USES

Goals and Objectives

a. Within the District. As a Regional Center, the Area should be a destination for people seeking an assortment of goods and services. In addition, it should serve as home to a range of people, businesses, governmental entities, non-profit organizations, educational institutions, faith-based organizations, entertainment venues and medical establishments. The Area should seek a balance of housing, office and commercial development since the predominance of any one of these sectors will impair the realization of most Regional Center goals and policies. A mixed-use character should be encouraged throughout the Area; where such a mixture of uses develops, care should be taken that the uses are compatible, and that transition buffers are utilized where appropriate.

b. Within Development Projects. Along commercial corridors like 102nd, 99th, NE Halsey, NE Glisan, Burnside and SE Stark/Washington and in certain other locations, development projects should strive to incorporate a mixture of uses. Ground floors should house active uses like retail or commercial activities. Upper floors should include housing or offices. A few mixed-use “signature” projects should be supported, which could include space for educational programs, entertainment, hotel, and/or parking. Every development project within the Regional Center station areas should be evaluated for the degree to which it includes a mix of uses.

6. CREATE A MIXTURE OF PUBLIC SPACES

Goals and Objectives

a. Parks and Plazas. Residential and employment population increases should be accompanied by a commensurate increase in parks, plazas and other designed outdoor space. These spaces should be both frequent and diverse. They may be hard-scaped, soft-scaped, multi-acre, “pocket”-sized, covered, open, naturally occurring or carefully “groomed.” Most importantly, such spaces should be accessible to all residents of the Area and to neighbors from the surrounding area.

Many public spaces envisioned for the Area should be small, intimate, and relatively unadorned. These spaces might occur at bus shelters, light rail stations, outside commercial buildings, or in other natural gathering places. Programming for parks and plazas should be carefully devised, budgeted for, and appropriate to the location and size of the space.

The Area should have a public plaza, located near the Gateway Transit Center light rail station, and at least two neighborhood parks that are centrally located within the district.

b. Rights-of-Way. Public rights-of-way are expected to include some features ordinarily associated with parks. Street-trees and other landscaping elements should be used extensively to provide greenery; sidewalks on 102nd should be wide enough to accommodate public art, café seating and a sense of openness. Streets that connect parks and plazas might be specially designed to continue the themes and design elements of the parks themselves. Large office development sites should include pedestrian paths, open space, trees and space between buildings.

c. Recreation. Some of the Area's public spaces should be designed to accommodate recreational activities. Because of the difficulty of assembling parkland in the Regional Center, opportunities to share recreational facilities with schools or other institutions inside the district should be supported. Trails for running and biking should be linked wherever possible. A linear parkway, proposed for NE 97th, should be constructed to provide a recreational amenity for new residents and visitors to the Regional Center. The Portland Park Bureau's effort to develop a pool at the East Portland Community Center is supported under this Plan.

d. Public Buildings. Public buildings are part of the Area's public space inventory. Public buildings provide places where community members can access services, interact, be entertained, learn and relax. Public buildings that have been discussed for the Regional Center include an Education Center, a Performing Arts Center, a Government Center, a Children's Receiving Center and facilities to support David Douglas School District, Mt. Hood Community College, and Multnomah County. Lobbies, courts and entries to public buildings should be carefully designed to help meet the need for adequate public space in the district.

7. ESTABLISH A PEDESTRIAN ORIENTATION

Goals and Objectives

a. Safety. Although the Regional Center is a Pedestrian District, the Area will always carry high volumes of motorized traffic. Whenever improvements are made to existing streets, measures should be taken to accommodate for the safety of pedestrians, including the elderly and people with disabilities. Rights-of-way that connect existing streets and sidewalks will offer pedestrians new routes that will be less heavily impacted by auto traffic.

Pedestrian safety measures could include the construction of pedestrian islands within streets, improved street lighting, curb extensions at certain intersections, improved sidewalks and crosswalks, on-street parking or other buffers to traffic, and traffic management techniques that control the volume and speed of through-traffic. On certain streets, pedestrian movement and safety will require that a

higher percentage of the right-of-way be dedicated to pedestrians and non-motorized traffic than is currently the case.

b. Destinations. A pedestrian orientation will emerge in the Area to the extent that people have places to walk to. An improved pedestrian infrastructure should be complemented with destinations that are commonly accessed on foot. These might include markets, bookstores, coffee shops, bakeries, parks, restaurants, cafes, gift shops, galleries, ice cream parlors, florists, public gardens, places of worship, post offices, and other establishments that serve nearby residents. Projects that include destinations such as these should be supported for their contribution to the Regional Center's pedestrian orientation. Such projects should be designed to attract foot traffic in addition to vehicular traffic.

c. Amenities. Pedestrians in the Area should enjoy amenities that encourage and reward the choice to walk. Pedestrian amenities should be prioritized according to street type, with the highest concentrations found on the 102nd boulevard and 99th and NE Pacific "main streets." Amenities may include benches, water fountains, public art, trash receptacles, potted flowers, or shade trees. Private developers should be encouraged to include pedestrian amenities, such as awnings and benches, as part of new development proposals.

d. Visual Interest. The pedestrian experience should be enriched with street-level elements that provide visual interest. Often these elements are found as part of the buildings which address public sidewalks. New development in the Regional Center, especially on main pedestrian routes, should incorporate attractive signage, ground floor windows, floral arrangements, public art, brick and paving patterns, the display of goods and products, and decorative building details that create a high level of visual interest for pedestrians and other passers-by.

8. EXPAND AND IMPROVE TRAVEL OPTIONS

Goals and Objectives

a. Street Grid. The establishment of a street grid in the Area will shorten trip lengths within the Area, disperse traffic over a wider array of streets, permit more pedestrian and bicycle trips, enable additional storefront-type development, increase the parking supply through additional on-street parking, reduce regional street volumes, improve access to services and parks, and allow for alleys which could serve as corridors for utilities. Urban renewal resources should be dedicated to the purpose of connecting streets within the Regional Center and creating new streets in areas that suffer from substandard connectivity.

The implementation of the street grid should be opportunity driven; no redevelopment should occur in the Area without an examination of the adopted Regional Center Street Plan. Where new streets or connections are called for, the Urban Renewal Advisory Committee, Portland Development Commission,

Portland Office of Transportation City of Portland and private property owners should work together diligently to realize the establishment of new rights-of-way.

b. Facilitate Non-Auto Trips. All new and improved streets in the Area should consider the full spectrum of modal travel that may occur on such streets: auto, bicycle, pedestrian, and transit. Regional Center streets should be designed and built to comfortably accommodate more than one mode of travel. This may be achieved through sidewalk improvements, bike lanes, transit lanes and shelters, pedestrian islands, and/or pedestrian pathways. Because Regional Center plans and policies seek to optimize the light rail investment, encourage walking, and support compact development, urban renewal resources should support projects and programs that facilitate non-auto based trips.

c. Transit Improvements. Superior transit service is critical to the success of the Regional Center. Transit should be an attractive choice for getting to, from and around the Area. Principle 4 (“Compact Development”) focuses on optimizing transit trips in and out of the Regional Center. The convenience of internal transit trips may be improved by expanding bus and light rail service, establishing an internal transit system such as a streetcar, upgrading bus shelters and light rail stations, providing customer information displays and incorporating mini-plazas and artwork at key transfer points. In time, Tri-Met should consider expanding transit service hours if warranted by increased nighttime activity in the Regional Center.

Improving the functionality of the Gateway Transit Center is included under this goal. As long as buses, cars, pedestrians, and light rail trains converge at the Transit Center, efforts should be made to ensure that people and vehicles can interact safely and with relative ease.

d. Traffic Management. Travelling within the Area by automobile should be safe for both motorists and non-motorists. Managing Regional Center traffic will support many Plan principles and goals. Congestion, which will continue to be present within the Regional Center, should be controlled through traffic management measures. These may include establishing new local streets; conventionalizing signal phasing at heavily used intersections; adding, eliminating or elongating turn lanes where appropriate; coordinating signals in the major travel corridors; adding on-street parking; and implementing Transportation Demand Management measures to deter single occupancy car trips, especially for large employers. Bike lanes, crosswalks, curb extensions and other non-auto travel zones should be well-marked and easily observable by motorists. Traffic patterns should be studied and necessary traffic management improvements should be made to the major east-west collectors (NE Halsey-NE Weidler, NE Glisan, Burnside and SE Stark-SE Washington).

9. EXPAND AND IMPROVE HOUSING OPTIONS

Goals and Objectives

a. Housing Diversity. Plan activities should promote the development and preservation of an adequate supply of quality housing that provides long term affordability across the range of income levels of the region. Plan activities should promote the development of a diversity of housing types and tenures (rental and homeownership). Plan activities should encourage housing and job development that is mutually supportive, with new housing made available for workers in and around the Regional Center.

b. Balanced Communities. New housing development should balance current housing needs with policy objectives to provide a variety of housing product choices for new and existing residents and families of various sizes. Plan activities should encourage a mix of both homeownership and rental projects to serve residents at all life stages. Homeownership opportunities may be expanded through the use of condominiums, community land trusts, cooperatives, or mutual housing associations. Transit-oriented housing should be encouraged within a quarter-mile of light rail stations. In order to provide a continuum of housing within the Area, plan activities should consider the production of new housing for the elderly and people with disabilities, including but not limited to independent living, assisted living, and skilled nursing care facilities, particularly near transit services.

c. Housing Compatibility and Quality. The success of new housing investment must be measured in part by its contribution to the overall livability of the Regional Center and how it complements existing housing and businesses. Housing activities should enhance the livability of the residential and business areas and complement the character of the area. Housing development has a definite and important impact on the experience of pedestrians and nearby residents through attractive and functional design, management of traffic and parking and property management. Implementation of a housing strategy for the Regional Center should promote investment in high quality design through sound construction and design guidelines. The Urban Renewal Advisory Committee, Portland Development Commission, and City of Portland should consider the impacts and/or opportunities that new housing will create for local services including schools, grocery or retail, social services and parks.

d. Develop a Housing Strategy. In order to achieve the goals and objectives of this Plan, it will be important to prepare a comprehensive housing strategy that guides future funding decisions that are based urban renewal housing goals. The strategy will consider the existing housing inventory, assess the housing needs of existing residents and incoming residents and provide for goals, objectives and tools to accomplish the housing goals. The strategy will involve citizens in both its development and implementation through annual reports to the Urban Renewal Advisory Committee and inclusion in PDC Five-Year Plan and budget processes. The strategy will include measurable performance goals, which are based on Plan

housing goals and City and regional housing policies. The strategy should address the goal of minimizing the displacement of current residents.

10. ENHANCE ECONOMIC OPPORTUNITIES

Goals and Objectives

a. Support Small Local Businesses. The Area is home to hundreds of small businesses, many occupying the same locations for decades. These businesses are concentrated in the Halsey-Weidler corridor, but can be found in other parts of the district as well. Urban renewal activities should support existing businesses that are compatible with the Regional Center vision as described in the *Opportunity Gateway Concept Plan* and other relevant plans.

Small local business support might include financial assistance to property owners or tenants seeking to improve the appearance of commercial storefront properties, expand operations in a manner that is supportive of the principles of this Plan, or develop underutilized land. Financial assistance may also be available for local businesses not currently in the Area, but which would like to relocate in the Regional Center and would provide needed goods and services.

On-street parking is critical to the success of small businesses. Efforts should be made to provide ample on-street parking where appropriate on streets that support commercial or mixed-use development.

b. Employment Center. Expanding the employment base within the Area will help generate additional retail development and will complement housing development by providing jobs within a short walk or transit ride of Regional Center homes. Employment growth within the district will attract new people to the Regional Center, activating it during the workday and exposing more people to the Area's services and amenities.

Measures should be taken to create opportunities for new businesses to locate in the district, especially those that bring a large supply of new jobs. Included in these measures should be site assembly and incentive programs that attract high quality employers to the Area. Businesses that complement existing economic "clusters," such as medical services, should be encouraged within the Regional Center, as should businesses that rely on a regional base of customers. Services that are supportive of but ancillary to employment goals should also be encouraged to locate in the Area; these include educational services, childcare, workforce training, etc.

c. Family-wage Jobs. The Area currently lags the city of Portland and Multnomah County in per capita income. In establishing the Regional Center as an Employment Center, preferential support should be given to businesses and companies that provide "family-wage" jobs. These are jobs that can sustain a

family and provide a full range of benefits. Unqualified job expansion should not be the sole focus of the Area's economic development; attention should be paid to attracting and maintaining quality jobs, or those that pay a family wage.

d. Complement I-205 Development. Regional Center stakeholders must not ignore other nearby centers of housing, employment and services. These include downtown Portland, downtown Gresham, Vancouver, Airport Way, Cascade Station, the Lents Town Center and the Clackamas Regional Center. In particular, the Gateway Regional Center is linked to other commercial centers within the I-205 corridor (Airport Way, Cascade Station, Lents, and Clackamas Regional Center).

Over the life of this Plan, the PAC, Portland Development Commission, and City of Portland should continually evaluate and assess the various functions that are being served by these I-205 centers, so that activities in each may be complementary and not needlessly competitive. The goals and objectives under this principle will be realized only through strategic planning and the capitalization of opportunities as they arise. Regional Center stakeholders must continually monitor development, absorption and leasing in other parts of the region so that activities occurring outside Gateway's boundary do not solely dictate the course of the Area's economic development.

V. RELATIONSHIP TO LOCAL PLANS AND OBJECTIVES

A. Portland metropolitan regional policies

Oregon land use policy requires compliance between regional and local jurisdictions in a variety of land use planning areas. Metro, the regional government for the Portland area, developed regional policies for land use, transportation, housing and open space during its Region 2040 planning effort. To comply with state law, the city of Portland must embody Metro's regional policies into its own Comprehensive Plan. Urban renewal districts created within the city must comply with its Comprehensive Plan policies in all plans and implementation strategies.

While the city policies embody general regional goals, there are some vision and policy statements that put special emphasis on the Gateway District and, therefore, should be considered as providing specific policy direction for the Gateway Urban Renewal Plan.

According to the Region 2040 Growth Concept, Gateway is designated as a Regional Center, the only one of its kind in the city of Portland. A Regional Center is described as an area of mixed residential and commercial use that serves about 100,000 people and is easily accessible by different modes of transportation. Regional Centers are to be the

focus of compact development and redevelopment with high-quality transit service and multi-modal street networks.

B. Comprehensive plan goals and objectives

Effective on January 1, 1981 and last revised on January 15, 1999, the City of Portland's Comprehensive Plan is a guide for all land use related development within the City. The programs and projects contemplated in this Urban Renewal Plan are structured, and will continue to be developed in a manner consistent with the policies contained in the Comprehensive Plan. The Comprehensive Plan specifically describes the vision of Gateway through specific policies, described below. Other selected policies are listed because they are most applicable to Gateway.

Goal 2.

Maintain Portland's role as the major regional employment, population and cultural center through public policies that encourage expanded opportunity for housing and jobs, while retaining the character of established residential neighborhoods and business centers.

Policies and Objectives:

- 2.2 **Urban Diversity.** Promote a range of living environments and employment opportunities for Portland residents in order to attract and retain a stable and diversified population.
- 2.6 **Open Space.** Provide opportunities for recreation and visual relief by preserving Portland's parks, golf courses, trails, parkways and cemeteries. Establish a loop trail that encircles the city, and promote the recreational use of the city's rivers, creeks, lakes and sloughs.
- 2.9 **Residential Neighborhoods.** Allow for a range of housing types to accommodate increased population growth while improving and protecting the city's residential neighborhoods.
- 2.11 **Commercial Centers.** Expand the role of major established commercial centers which are well served by transit. Strengthen these centers with retail, office, service and labor-intensive industrial activities which are compatible with the surrounding area. Encourage the retention of existing medium and high-density apartment zoning adjacent to these centers.
- 2.12 **Transit Corridors.** Provide a mixture of activities along major transit routes and Main Streets to support the use of transit. Encourage development of commercial uses and allow labor-intensive industrial activities which are compatible with the surrounding area. Increase residential densities on residentially zoned lands within one-quarter mile of existing and planned transit routes to transit-supportive

levels. Require development along transit routes to relate to the transit line and pedestrians and to provide on-site pedestrian connections.

- 2.15 **Living Closer to Work.** Locate greater residential densities near major employment centers, including Metro-designated regional and town centers, to reduce vehicle miles traveled per capita and maintain air quality. Locate affordable housing close to employment centers. Encourage home-based work where the nature of the work is not disruptive to the neighborhood.
- 2.16 **Strip Development.** Discourage the development of new strip commercial areas and focus future activity in such areas to create a more clustered pattern of commercial development.
- 2.17 **Transit Stations and Transit Centers.** Encourage transit-oriented development patterns at light rail transit stations and at transit centers to provide for easy access to transit service. Establish minimum residential densities on residentially zoned lands within one-half mile of light rail transit stations and one-quarter mile of transit centers that support the use of transit. The design and mix of land uses surrounding light rail transit stations and transit centers should emphasize a pedestrian- and bicycle-oriented environment and support transit use.
- 2.18 **Transit-Supportive Density.** Through the community planning process, establish average minimum residential densities of 15 units per acre within one-quarter mile of existing and planned transit streets, main streets, town centers, and transit centers. Establish average minimum residential densities of 25 units per acre within one-half mile of light rail stations and regional centers. Establish minimum floor area ratios for non-residential development at light rail centers of 0.5:1. Where these densities are not realistic or desirable due to existing, well-established development patterns or environmental constraints, use other methods to increase densities such as encouraging infill through accessory units in single-family zones or increased density on long-vacant lots.
- 2.19 **Infill and Redevelopment.** Encourage infill and redevelopment as a way to implement the Livable City growth principles and accommodate expected increases in population and employment. Encourage infill and redevelopment in the Central City, at transit stations, along Main Streets, and as neighborhood infill in existing residential, commercial and industrial areas.
- 2.20 **Utilization of Vacant Land.** Provide for full utilization of existing vacant land except in those areas designated as open space.
- 2.21 **Mixed Use.** Continue a mechanism that will allow for the continuation and enhancement of areas of mixed use character where such areas act as buffers and where opportunities exist for creation of nodes or centers of mixed commercial, light industrial and apartment development.

- 2.27 **Outer Southeast Community Plan** Promote the economic vitality, diverse residential character, environmental quality, and livability of Outer Southeast Portland by including the Outer Southeast Community Plan as a part of this Comprehensive Plan.

Goal 3: Neighborhoods.

Preserve and reinforce the stability and diversity of the City's neighborhoods while allowing for increased density in order to attract and retain long-term residents and businesses and insure the City's residential quality and economic vitality.

Policies and Objectives:

- 3.1 **Physical Conditions.** Provide a coordinated program to prevent the deterioration of existing structures and public facilities.
- 3.2 **Social Conditions.** Provide and coordinate programs to promote neighborhood interest, concern and security and to minimize the social impact of land use decisions.
- 3.3 **Neighborhood Diversity.** Promote neighborhood diversity and security by encouraging diversity in age, income, race and ethnic background within the City's neighborhoods.
- 3.4 **Neighborhood Involvement.** Provide for the active involvement of neighborhood residents and businesses in decisions affecting their neighborhood through the promotion of neighborhoods and business associations. Provide information to neighborhood residents and business associations which allows them to monitor the impact of the Comprehensive Plan and to report their findings annually to the Planning Commission.
- 3.7 **Neighborhood Plan** Maintain and enforce neighborhood plans that are consistent with the Comprehensive Plan and that have been adopted by City Council.
- 3.9 **Outer Southeast Community Plan Neighborhoods and Business Plan.** Include as part of the Comprehensive Plan neighborhood and business plans developed as part of the Outer Southeast Community Plan. Neighborhood and business plans developed as part of the Outer Southeast Community Plan are those for Centennial, Foster-Powell, Hazelwood, Lents, Mt. Scott, Mill Park, Montavilla, Outer Southeast Business Coalition, Pleasant Valley, Powellhurst-Gilbert and South Tabor. Use the Neighborhood Plans to guide decisions on land use, transportation and capital expenditures, community development programs, where applicable.

Objectives:

- C. Reinforce the vitality of experience in and quality of life for residents, commuters, workers, visitors, and businesses in Hazelwood.

- D. Foster Mill Park's vision to create a village atmosphere within its neighborhood.
- H. Enhance the image, marketability, and vitality of businesses and business areas in Outer Southeast. Use the Outer Southeast Business Plan to guide decisions on land use, transportation, capital expenditures, and economic revitalization programs.

Goal 4: Housing

Enhance Portland's vitality as a community at the center of the region's housing market by providing housing of different types, tenures, density, sizes, costs, and locations that accommodate the need, preferences, and financial capabilities of current and future households.

Policies & Objectives

- 4.1 **Housing Availability.** Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Portland's households now and in the future.

- 4.3 **Sustainable Housing.** Encourage housing that supports sustainable development patterns by promoting the efficient use of land, conservation of natural resources, easy access to services and parks, resource efficient design and construction, and the use of renewable energy resources.

Objective:

- B. Establish development patterns that combine residential with other compatible uses; mixed-use areas such as the Central City, Gateway Regional Center, Station Communities, Town Center, Main Streets, and Corridors.

- 4.6 **Housing Quality.** Encourage the development of housing that exceeds the minimum construction standards.

- 4.7 **Balanced Communities.** Strive for livable mixed-income neighborhoods throughout Portland that collectively reflect the diversity of housing types, tenures (rental and ownership) and income levels of the region.

Objective:

- A. Achieve a distribution of household incomes similar to the distribution of household, in the Central City, Gateway Regional Center, in town centers, and in large redevelopment projects.

- G. Encourage the development and preservation of housing that serves a range of household income levels at locations near public transit and employment opportunities.

- 4.8 **Regional Housing Opportunities.** Ensure opportunities for economic and racial integration throughout the region by avocation for the development of a range of housing options affordable to all income levels throughout the region.

Objectives:

- A. Advocate for the development of a regional “fair share” strategy for meeting the housing needs of low, moderate and higher-income households and people in protected classes in cities and counties throughout the region.
- B. Support regulation and incentives that encourage the production and preservation of housing that is affordable at all income levels throughout the region.
- 4.10 **Housing Diversity.** Promote creation of a range of housing types, prices, and rents to 1) create culturally and economically diverse neighborhoods; and 2) allow those whose housing needs change to find housing that meets their needs within their existing community.
- 4.11 **Housing Affordability.** Promote the development and preservation of quality housing that is affordable across the full spectrum of household incomes.
- 4.14 **Neighborhood Stability.** Stabilize neighborhoods by promoting: 1) a variety of homeownership and rental housing options; 2) security of housing tenure; and 3) opportunities for community interaction.

Goal 5: Economic Development

Foster a strong and diverse economy which provides a full range of employment and economic choices for individual and families in all parts of the city.

Policies and Objectives:

- 5.1 **Urban Development and Revitalization.** Encourage investment in the development, rehabilitation and adaptive reuse of urban land and buildings for employment and housing opportunities.
- 5.2 **Business Development.** Sustain and support business development activities to retain, expand and recruit businesses.
- 5.3 **Community-Based Economic Development.** Support community-based economic development initiative consistent with this Comprehensive Plan and compatible with neighborhood livability.
- 5.4 **Transportation System.** Promote a multi-modal regional transportation system that encourages economic development.

Objective:

- D. Support transit-supportive development and redevelopment along designated transit streets and in the vicinity of light rail stations.

- 5.5 **Infrastructure Development.** Promote public and private investments in public infrastructure to foster economic development in Council-designated target areas.
- 5.6 **Area Character and Identity Within Designated Commercial Areas.** Promote and enhance the special character and identity of Portland's designated commercial areas.

Goal 6: Transportation

Provide for and protect the public's interest and investment in the public right-of-way and transportation system by encouraging the development of a balanced, affordable and efficient transportation system consistent with the Arterial Streets Classifications and Policies.

Policies and Objectives:

- 6.6 **Urban Form.** Support a regional form composed of mixed-use centers served by a multi-modal transportation system. New development should be served by interconnected public streets which provide safe and convenient pedestrian, bicycle and vehicle access. Street and pedestrian connections should be provided to transit routes and within and between new and existing residential, commercial, and employment areas other activity centers.
- 6.7 **Public Transit.** Develop transit as the preferred form of person trips to and from the Central City, all regional and town centers, and light rail stations. Enhance access to transit along Main Streets and transit corridors. Transit shall not be viewed simply as a method of reducing peak-hour, work-trip congestion on the automobile network, but shall serve all trip types. Reduce transit travel times on the primary transit network, in the Central City, and in regional and town centers, to achieve reasonable travel times and levels of reliability, including taking measures to allow the priority movement of transit on certain transit streets. Support a public transit system that addresses the special needs of the transportation disadvantaged.
- 6.9 **Transit-Oriented Development.** Reinforce the link between transit and land use by increasing residential densities on residentially-zoned lands and encouraging transit-oriented development along Major City Transit Streets and Regional Transit ways, as well as in activity centers, at existing and planned light rail transit stations, and at transit centers in conformance with the Comprehensive Plan and Zoning Code.
- 6.11 **Pedestrian Transportation.** Plan and complete a pedestrian network that increases the opportunities for walking to shopping and services, institutional and recreational destinations, employment and transit.
- 6.12 **Bicycle Transportation.** Make the bicycle and integral part of daily life in Portland, particularly for trips of less than five miles, by implementing a bikeway

network, providing end-of trip facilities, improving bicycle/transit integration, encouraging bicycle use, and making bicycling safer.

Goal 8: Environment

Maintain and improve the quality of Portland's air, water and land resources and protect neighborhoods and business centers from detrimental noise pollution.

Policies and Objectives:

8.4 **Ride Sharing, Bicycling, Walking, and Transit.** Promote the use of alternative modes of transportation such as ride sharing, bicycling, walking, and transit throughout the metropolitan area.

Goal 11: Public Facilities-General

Provide a timely orderly and efficient arrangement of public facilities and services that support existing and planned land use patterns and densities.

Policies and Objectives:

11.1 **Service Responsibility.** Within its boundaries of incorporation, the City of Portland will provide, where feasible and as sufficient funds are available from public or private sources, the following facilities and services at levels appropriate for all land use types:

- 1) streets and other public ways
- 2) sanitary and stormwater sewers
- 3) fire protection
- 4) parks and recreation
- 5) water supply
- 6) planning, zoning, buildings and subdivision control

11.11 **Local Service Street Improvements.** Construct local service streets in accordance with existing and planned neighborhood land use patterns and accepted engineering standards, including the provision of sidewalks on most streets. Sidewalks should be on both sides of the street except where physical or topographic conditions render it impractical. Construct local residential streets to minimize pavement width and total right-of-way width consistent with the operational needs of the facility and taking into account the needs of both pedestrians and vehicles.

11.12 **Transit Improvements.** Construct or modify transit streets to promote more efficient and effective public transportation and improve access for pedestrians to transit. Construct transit streets so that transit vehicle movement is not significantly impaired or made unsafe by street width, turning radii or other physical constraints.

- 11.13 **Bicycle Improvements.** Provide bikeway facilities appropriate to the street classifications, traffic volume, and speed in the design and construction of all new or reconstructed streets. Where the appropriate bikeway facility cannot be provided on the street, provide alternative access for bicycles on parallel streets. Bicyclist safety should be the highest priority in the design of all bikeway facilities.
- 11.14 **Pedestrian Improvements on Arterials.** Provide for safe pedestrian movement along all new or reconstructed streets classified as Neighborhood Collectors or above (other than in controlled access roadways). Develop additional pedestrian walkways where need for safe, direct access to schools, parks and other community facilities

Goal 11: Public Facilities—Parks and Recreation

Maximize the quality, safety and usability of parklands and facilities through the efficient maintenance and operation of park improvements, preservation of parks and open space, and equitable allocation of active and passive recreation opportunities for the citizens of Portland.

Policies and Objectives:

- 11.47 **New Parkland.** Increase the supply of parkland, giving priority to: areas where serious geographical and service level deficiencies exist, land acquisition necessary to complete the “Forty Mile Loop” system, acquisition of lands appropriate for park development which have been declared surplus by other public agencies, and acquisition of environmentally unique areas and natural drainageways.

Goal 12: Urban Design

Enhance Portland as a livable city, attractive in its setting and dynamic in its urban character by preserving its history and building a substantial legacy of quality private developments and public improvements for future generations.

Policies and Objectives:

- 12.1 **Portland’s Character.** Enhance and extend Portland’s attractive identity. Build on design elements, features and themes identified with the City. Recognize and extend the use of City themes that establish a basis of a shared identity reinforcing the individual’s sense of participation in a larger community.
- 12.2 **Enhancing Variety.** Promote the development of areas of special identity and urban character. Portland is a city built from the aggregation of formerly independent settlements. The City’s residential, commercial and industrial areas should have attractive identities that enhance the urbanity of the City.
- 12.4 **Provide for Pedestrians.** Portland is experienced most intimately by pedestrians. Recognize that auto, transit and bicycle users are pedestrians at either end of every trip and that Portland’s citizens and visitors experience the City as

pedestrians. Provide for a pleasant, rich and diverse experience for pedestrians. Ensure that those traveling on foot have comfortable, safe and attractive pathways that connect Portland's neighborhoods, parks, water features, transit facilities, commercial districts, employment centers and attractions.

12.6 **Preserve Neighborhoods.** Preserve and support the qualities of individual neighborhoods that help to make them attractive places. Encourage neighborhoods to express their design values in neighborhood and community planning projects. Seek ways to respect and strengthen neighborhood values in new development projects that implement this Comprehensive Plan.

12.7 **Design Quality.** Enhance Portland's appearance and character through development of public and private projects that are models of innovation and leadership in the design of the built environment. Encourage the design of the built environment to meet standards of excellence while fostering the creativity of architects and designers. Establish design review in areas that are important to Portland's identity, setting, and history and to the enhancement of its character.

C. The Outer Southeast Community Plan

The Outer Southeast Community Plan, an element of the Portland Comprehensive Plan adopted in March 1996, directs the future growth and development of a 28-square-mile area of Portland. The Gateway Urban Renewal Plan is based on and consistent with and will aim to implement the policies of the Outer Southeast Community Plan.

Gateway Regional Center Policy: One of the most important proposals is creating a "Regional Center" in the area from the Gateway Shopping Center to the Portland Adventist Medical Center area. High-density housing and more intense commercial uses including office buildings are encouraged in the area.

Gateway/Mall 205 Regional Center Vision: Growing dramatically, Gateway has added many multi-storied buildings with ground floor restaurants and trendy retail shops, as was anticipated in 1995. Modern transit stations let passengers off at locations sheltered from the strong east winds and driving winter rains. Beyond the stations lie the heart of this exciting new employment, commercial, and entertainment district, anchored by major retailers and office complexes. The park blocks are the focus of development and offer open space and relaxation for the growing population of residents, workers, and visitors.

Economic Development Policy: Improve the vitality of outer southeast business districts and employment centers. Ensure that they grow to serve the needs of outer southeast residents, attract customers from throughout the region, and generate family wage jobs for residents.

Objectives:

Gateway Regional Center Urban Renewal Plan

2. Promote the reuse and redevelopment of vacant, underused, or dilapidated commercial sites on arterials along both sides of I-205.
3. Create up to 6,000 new jobs in the outer southeast area by encouraging development of commercial and industrial areas.
 - d. Encourage the development of a regional center in the area from the Gateway Shopping Center to the Portland Adventist Medical Center.

Transportation Policy: Ensure that streets in outer southeast form a network that provide for efficient travel throughout the community and to other parts of Portland and the region. Reduce congestion and pollution caused by the automobile by creating land use patterns that support transit, bike, and pedestrian travel.

Objectives:

1. Reduce the amount of automobile driving done by area residents by making it more convenient to use public transit.
 - a. Increase housing densities within one-quarter mile of transit streets.
 - b. Encourage a mix of multifamily housing and shopping opportunities in areas with good transit service.
2. Support better mass transit service by creating opportunities to develop higher density housing on or near streets with public-transit service or planned public transit service. Ensure that this housing blends in with that of surrounding residential areas.

Housing Policy: Provide a variety of housing choices for outer southeast community residents of all income levels by maintaining the existing sound housing stock and promoting new housing development.

Objectives:

1. Construct 14,000 new housing units in the Outer Southeast Community Plan area by 2015.
2. Stimulate production of new housing units by both private and nonprofit housing producers to accommodate expected population growth.
5. Increase opportunities for multifamily housing in areas convenient to shopping and transit.
7. Preserve and increase the supply of housing affordable to households below the median income.

Urban Design Policy: Foster a sense of place and identity for the Outer Southeast Community Plan area by reinforcing existing character-giving elements and encouraging the emergence of new ones as envisioned in the Vision Plan.

Objectives:

1. Establish a high profile “regional center” in the area from Gateway to the Portland Adventist Medical Center with an infrastructure that is supportive of high-intensity development of living, working, and recreating.
7. Promote a street network which reinforces the unique character of each subarea.
9. Improve the appearance and livability of outer southeast neighborhoods.

Open Space Policy: Provide parks and open spaces to meet projected recreational needs of outer southeast residents. Create a sense of connection with the natural environment. Protect natural resources by reducing the impact of development on them.

Objectives:

1. Acquire new parks and open spaces and build new community centers to meet the recreational needs of current and future residents.
9. Improve the appearance and livability of outer southeast neighborhoods.

Public Safety Policy: Apply *Crime Prevention Through Environmental Design* principles to both public and private development projects. Encourage land use arrangements and street patterns that provide more eyes on the street. Encourage site layouts and building designs that encourage proprietary attitudes and natural surveillance over shared and public spaces.

Objectives:

1. Promote a mix of development and uses at focal points and attractions that provide round-the-clock surveillance.
5. Encourage the construction of streets that connect undeveloped or underdeveloped parts of the plan area to facilitate the movement of police and fire emergency vehicles throughout the area.
6. Promote connections that provide for pedestrian, bicycles, and motorized vehicles. Avoid pedestrian-only connections in order to enhance surveillance over sidewalks.

Subarea Policy IV: Gateway Regional Center: Foster the development of this area as a “Regional Center.” Attract intense commercial and high-density residential

development capable of serving several hundred thousand people. Promote an attractive urban environment by creating better pedestrian connections and providing more public open space.

Objectives:

1. Promote more intense development, including office buildings, civic and cultural facilities, and hotels, in the Gateway and Mall 205 shopping districts.
2. Provide an infrastructure that is supportive of high-intensity development for living, working, and recreating.
3. Provide a pleasant and diverse pedestrian experience by providing connecting walkways within a structure to adjacent sidewalk areas.
4. Strive for a 200' by 400' street grid pattern throughout the district. Surround each block with sidewalks, street trees, and on-street parking, except where it would interfere with the efficient operation of MAX.
5. Create a sidewalk environment that is safe, convenient, and attractive. Enliven the environment, creating vitality and interest, with building walls with window and display windows.
6. Discourage surface parking lots.
9. Stimulate high-density residential development throughout the Gateway subdistrict.

D. Opportunity Gateway Concept Plan and Redevelopment Strategy

Approved by the Portland City Council in February 2000 after a three year community effort, this document refines the vision for Gateway as described in *the Outer Southeast Community Plan* and explores redesign and redevelopment options in Gateway. The *Opportunity Gateway Concept Plan and Redevelopment Strategy* is consistent with the regulatory framework established by the city's Comprehensive Plan and Outer Southeast Community Plan policies.

Concept Plan: The Concept Plan envisions an intensification of activity in the new Regional Center. There is increased employment, retail and housing opportunities, all of which enhance the district's livability. The unparalleled transportation access serving the district has been complemented by an improved local network of streets, sidewalks, and transit service – including service to and from the airport. Numerous destinations and attractions fill the area, including new parks, an education center, a government center and cultural facilities. The Gateway Transit Center has converted from a surface parking lot to a mixed-use community, complete with a public plaza, local shops, and

entertainment. The character of existing streets such as 102nd, 99th and 97th has changed dramatically, with wider sidewalks, street trees and bicycle lanes. New street connections have been made which reduce congestion on major streets. Much of the through-traffic has been managed. All these improvements have made walking and bicycling more pleasant and commonplace.

Redevelopment Strategy: To begin implementation of the Concept Plan, the Opportunity Gateway process identified five short-term measures: 1) broaden community involvement and encourage informed public participation; 2) undertake selected improvements immediately; 3) capitalize on the Design Review process; 4) continue planning for Regional Center development; and 5) undertake and prioritize redevelopment in phases.

VI. PROPOSED LAND USES

The City of Portland's Comprehensive Plan and implementing ordinances govern land use within the area. The Comprehensive Plan Map is the official long-range planning guide for uses and development in the city. The Zoning Map implements the policies embodied in the Comprehensive Plan. Individual property owners may request to change their zone in compliance with the Comprehensive Plan Map designation through a quasi-judicial process. In addition, the City may initiate a legislative process to change the zoning designation of a number of properties to meet the Comprehensive Plan Map designation. Any adopted change in the Comprehensive Plan or implementing ordinance shall automatically amend this Section, as applicable, without the necessity of any further formal action. This Section shall thereafter incorporate the relevant amendments, additions or deletions. To the extent this Section VI or Exhibit 2, Urban Renewal Area Zoning, conflicts with the Comprehensive Plan or Zoning Code, the Comprehensive Plan and Zoning Code shall govern. Title 33, Portland Zoning Code is incorporated herein to establish the maximum densities and building requirements to be implemented with this Plan.

A. Base Zone Regulations

Following is a list of the area's existing Comprehensive Plan Map Designations, their Corresponding Zoning Map Designations, and brief descriptions of those Zoning Map Designations. A map of Zoning Map Designations in the area is included as Exhibit 2.

**Comprehensive Plan
Map Designations**

Central Employment

**Corresponding Zoning
Map Designations**

EX

Gateway Regional Center Urban Renewal Plan

General Employment	EG2 ²
General Commercial	CG
Central Commercial	CX
Urban Commercial	CS and CM
Office Commercial	CO1 and CO2
Neighborhood Commercial	CN2
Institutional Campus	IR
High Density Multi-Dwelling Residential	RH
Medium Density Multi-Dwelling Residential	R1
Low Density Multi-Dwelling Residential	R2 and R3
High Density Single-Dwelling Residential	R5 ³
Open Space	OS

CG – General Commercial. The General Commercial zone is intended to allow auto-accommodating commercial development in areas already predominantly built in this manner and in most new commercial areas. The zone allows a full range of retail and service businesses. Industrial uses are allowed but are limited in size to avoid adverse effects different in kind or amount than commercial uses and to ensure that they do not dominate the character of the commercial area. Development is expected to be auto accommodating.

CM - Mixed Commercial/Residential. The Mixed Commercial zone promotes development that combines commercial and housing uses in a single building. This zone allows increased development on busier streets without fostering a strip commercial appearance. This development type will support transit use, provide a buffer between busy streets and residential neighborhoods, and provide new housing opportunities in the City. The emphasis of the nonresidential uses is primarily on locally oriented retail, service, and office uses. Other uses are allowed to provide a variety of uses that may locate in existing buildings. Development will consist primarily of businesses on the ground floor with housing on upper stories. Development is intended to be pedestrian-oriented with buildings close to and oriented to the sidewalk, especially at corners.

CN2 – Neighborhood Commercial. The Neighborhood Commercial 2 zone is intended for small commercial sites and areas in or near less dense or developing residential neighborhoods. The emphasis of the zone is on uses that will provide services

²Sometimes an area is not ready for the more intensive uses and development envisioned in the Comprehensive Plan Map designation. In those cases the area may retain its current zone or be given another one, as long as it is less intensive than the Comprehensive Plan Map designation . EG2 zoning in the URA is an example of such a case.

³ Only one property within the URA, the Floyd Light Middle School, is zoned R5. No single-dwelling residential homes within the URA are zoned for single-dwelling residential use.

for the nearby residential areas, and on other uses that are small scale and have little impact. Uses are limited in intensity to promote their local orientation and to limit adverse impacts on nearby residential areas. Development is expected to be predominantly auto accommodating, except where the site is adjacent to a transit street. The development standards reflect that the site will generally be surrounded by more spread out residential development.

CO1 – Office Commercial. The Office Commercial 1 zone is used on small sites in or near residential areas or between residential and commercial areas. The zone is intended to be a low intensity office zone that allows for small scale offices in or adjacent to residential neighborhoods. The allowed uses are intended to serve nearby neighborhoods and/or have few detrimental impacts on the neighborhood.

CO2 – Office Commercial 2. The Office Commercial 2 zone is a low and medium intensity office zone generally for Major City Traffic Streets as designated by the Arterial Streets Classification Policy. Uses are limited to those in the Office category. The zone is intended to prevent the appearance of strip commercial development by allowing office uses but not other commercial uses. The development standards allow for more intense development than in the CO1 zone, but not so intense as the CG zone.

CS - Storefront Commercial. The Storefront Commercial zone is intended to preserve and enhance older commercial areas that have a storefront character. The zone allows a full range of retail, service and business uses. Industrial uses are allowed but are limited in size to avoid adverse effects different in kind or amount than commercial uses and to ensure that they do not dominate the character of the commercial area. Development is intended to be pedestrian-oriented.

CX – Central Commercial. The Central Commercial zone is intended to provide for commercial development within Portland’s most urban and intense areas. A broad range of uses is allowed to reflect Portland’s role as a commercial, cultural and governmental center. Development is intended to be intense with large and high buildings. Development is intended to be pedestrian-oriented with a strong emphasis on a safe and attractive streetscape.

EG2 – General Employment 2. The General Employment 2 zone allows a wide range of employment opportunities without potential conflicts from interspersed residential uses. The emphasis of the zones is on industrial and industrial-related uses. Other commercial uses are allowed to support a wide range of services and employment opportunities. The development standards are intended to allow new development that is similar in character to existing development. The intent is to promote viable and attractive industrial/commercial areas. EG2 areas have larger lots and an irregular or large block pattern. The area is less developed, with sites having medium and low building coverages and buildings which are usually set back from the street. EG2 zoned lands will generally be on larger areas than those zoned EG1.

EX – Central Employment. The Central Employment zone allows mixed-uses and is intended for areas in the City that have predominately industrial type development. The intent of the zone is to allow industrial, business, and service uses which need a central location. Residential uses are allowed, but are not intended to predominate or set development standards for other uses in the area. There are currently no properties within the URA given the EX zoning designation. However, all properties within the URA currently zoned for EG2 hold the Central Employment Comprehensive Plan Designation.

IR – Institutional Residential. The Institutional Residential zone is a multi-use zone that provides for the establishment and growth of large institutional campuses as well as higher density residential development. Intensity and density are regulated by the maximum number of dwelling units per acre and the maximum size of buildings permitted. Some commercial and light industrial uses are allowed, along with major event entertainment facilities and other uses associated with institutions. Residential development allowed includes all structure types.

OS – Open Space. The Open Space zone is intended to preserve and enhance public and private open natural, and improved park and recreational areas

R1 – Multi-Dwelling. The R1 zone is a medium density multi-dwelling zone. It allows approximately 43 units per acre. Density may be as high as 65 units per acre if amenity bonus provisions are used. Allowed housing is characterized by one to four story buildings and a higher percentage of building coverage than in the R2 zone. The major type of new housing development will be multi-dwelling structures (condominiums and apartments), duplexes, townhouses, and rowhouses. Generally, R1 zoning will be applied near neighborhood collector and district collector streets, and local streets adjacent to commercial areas, or major streets.

R2 – Multi Dwelling. The R2 zone is a low-density multi-dwelling zone. It allows approximately 21.8 dwelling units per acre. Density may be as high as 32 units per acre if amenity bonus provisions are used. One to three story buildings characterize allowed housing. The major types of new development will be duplexes, townhouses, rowhouses and garden apartments. These housing types are intended to be compatible with adjacent houses. Generally, R2 zoning will be applied near neighborhood collector and district collector streets, and local streets adjacent to commercial areas or major streets.

R3 – Multi-Dwelling. The R3 zone is a low density multi-dwelling zone. It allows approximately 14.5 dwelling units per acre. Density may be as high as 21 units per acre if amenity bonus provisions are used. Allowed housing is characterized by one and two story buildings and a relatively low building coverage. The major type of new development will be townhouses and small multi-dwelling residences. This development is compatible with low and medium density single dwelling development. Generally, R3 zoning will be applied on large sites or groups of sites.

R5 – Single-Dwelling. The R5 zone is a single dwelling zone. It allows approximately 8.7 dwelling units per acre. Minimum lot size is 5,000 sq. ft. Alternate

development options for R-5, R-7, and R-10 include attached houses, accessory dwelling units, and duplexes on corners and on transitional lots.

RH – Multi-Dwelling. The RH Zone is a high-density multi-dwelling zone. Density is not regulated by a maximum number of units per acre. Rather, the maximum size of buildings and intensity of use is regulated by floor area ratio (FAR) limits and other site development standards. Generally, the density will range from 80 to 125 units per acre.

B. The Gateway Plan District

The majority of the URA south of NE Halsey Street falls within the Gateway Plan District. The Gateway Plan District provides for an intensive level of mixed-use development including retail, office, and housing to support light rail transit stations and the regional center at Gateway. The plan district regulations apply when they differ from the base zone standards. For instance, the plan district regulations govern floor area ratios (FARs) on properties zoned for commercial and employment uses. While these zones have no minimum FAR requirement under the base zone standards, the plan district requires a minimum FAR of 0.5:1.

C. Overlay Zones

d – Design Overlay Zone. The design overlay zone covers the majority of properties zoned for commercial, employment, institutional, and multi-dwelling use. This overlay requires projects to meet standards or guidelines of design compatibility.

a – Alternative Design Density Overlay Zone. The alternative design density overlay zone is applied to a small number of properties in the URA currently zoned for multi-dwelling use. This overlay is intended to foster owner occupancy, focus development on vacant sites, preserve existing housing and encourage new development that is compatible with and supportive of the positive qualities of residential neighborhoods.

c – Environmental Conservation Overlay Zone. The environmental conservation overlay zone is applied to the wooded portion of the land immediately southeast of the Floyd Light Middle School and East Portland Community Center. This zone is intended to conserve areas deemed to have significant environmental resources and functional values.

VII. URBAN RENEWAL PROJECTS & PROGRAMS

In order to achieve the objectives of this Plan, the following activities will be undertaken by the Commission, in accordance with applicable Federal, State, County and City laws, policies and procedures, and in accordance with the goals and objectives of this Plan. General authority for categories of projects and programs is included herein, as well as

specific information on projects which are anticipated at the time of Plan adoption. These projects and programs may be modified, expanded, or eliminated as needed to meet the objectives of the Plan, subject to Section X, Amendments to the Plan. The authority and powers granted in this Section may be exercised in conjunction with any authority or powers granted to the Commission by statute, ordinance, or the City Charter. The Program Advisory Committee or its successor will play a significant role in offering guidance to the Commission in the execution of these projects and programs.

A. Redevelopment Through New Construction

1. Intent. It is the intent of this Plan to stimulate new public and private investment on vacant or underutilized property to achieve the goals and objectives of this Plan.
2. Method. Redevelopment through new construction may be achieved in two ways:
 - (a) By public or private property owners, with or without financial assistance by the Commission;
 - (b) By acquisition of property by the Commission for redevelopment or resale to others for redevelopment.
3. Redevelopment Financing. The Commission, with funds available to it, is authorized to set guidelines, establish loan programs and provide below-market interest rate and market rate loans and provide such other forms of financial assistance to property owners and those desiring to acquire property, as it may deem appropriate in order to achieve the objectives of this Plan.

B. Rehabilitation and Conservation

1. Intent. It is the intent of this Plan to conserve and rehabilitate existing buildings and other structures where they may be adapted for uses that further plan goals and objectives.
2. Method. Rehabilitation and conservation may be achieved in two ways:
 - (a) By owner and/or tenant activity, with or without financial assistance by the Commission;
 - (b) By acquisition of property by the Commission for rehabilitation by the Commission or resale for rehabilitation by others.
3. Rehabilitation and Conservation Financing. The Commission, with funds available to it, is authorized to create guidelines, establish loan programs

and provide below market interest rate and market rate loans to the owners of buildings or features, or those intending to acquire buildings or features, which are in need of rehabilitation and for which rehabilitation and reuse is economically feasible. The Commission is also authorized to provide other forms of financial participation, including grants, for these purposes. The obligations of the redeveloper, if any, shall be in accordance with Section VII(D)(2) of this Plan.

C. Acquisition and Redevelopment

1. Intent. It is the intent of this Plan to acquire property within the Area when necessary, by any means authorized by this Plan.

2. Method. At the time of this Plan's adoption, no specific property has been identified for acquisition. However, property acquisition, including limited interest acquisition, is hereby made part of this Plan and may be used to achieve the objectives of this Plan. The Commission is authorized to acquire property from owners that wish to convey title by voluntary sale, donation, or other means.
 - (a) Land Acquisition by Plan Amendment. Land acquisition for any purpose other than specifically listed in Subsection VII(C)(2)(b) shall be accomplished only by following procedures for amending this Plan as set forth in Section X of this Plan.

(1). Private Sector Redevelopment. Assembling land for private sector development where the developer of such land is a person or group other than the owner of record of such land to be acquired shall be accomplished only following a formal, minor amendment to this Plan. Therefore, each such development and the property acquisition required shall be processed on a case-by-case basis and no such acquisition shall be undertaken until a minor amendment to the Plan has been completed.

(2). Property Acquisition through Eminent Domain. No property is identified for acquisition through eminent domain under this Plan. Should the Commission seek to acquire property through eminent domain, it is authorized to do so only by amending this Plan according to the procedures set forth in Section X(A) of the Plan. City Council ratification of the minor amendment will also be required.

The decision to acquire property through the use of eminent domain shall ultimately be made by the Development Commission and City Council. However the Urban Renewal Advisory Committee shall, in all instances, be consulted for a recommendation and the Urban Renewal Advisory Committee

Gateway Regional Center Urban Renewal Plan

position shall be given substantial weight by members of the Development Commission and Council.

The following factors shall be considered before authorizing the Development Commission's use of eminent domain authority in a property acquisition:

- (I). The scope and span of negotiations between the renewal agency and affected properties owner(s), including duration, number and range of offers and counteroffers presented, and evidence, if any, of additional efforts made toward effecting a voluntary transaction.
- (II). The relative importance of the property(s) and associated redevelopment plans to Urban Renewal Plan principles, goals and objectives, including an assessment of possible alternate sites within the Area.
- (III). The various impacts, monetary and otherwise, that displacement would have on individual property owners, including the degree of business or domestic disruption anticipated;
- (IV). The economic and neighborhood stability provided to the Area by long-term businesses and residents;
- (V). The likelihood of retaining displaced residents or businesses within the urban renewal Plan area boundary;
- (VI). The contribution of small businesses to the Regional Center community and to the success of the Plan; and
- (VII). The importance of demonstrable fairness in Plan administration to the overall success of the Plan.

The Urban Renewal Advisory Committee, Development Commission and City Council shall be required to evaluate these factors against the Plan principles, goals and objectives that would be met through the acquisition and redevelopment of the property under consideration.

- (b). Land Acquisition by Resolution. Land acquisition not requiring a Plan amendment requires the prior approval of the Portland Development Commission by Resolution. The Commission may acquire land without amendment to this Plan where the following conditions exist:

Gateway Regional Center Urban Renewal Plan

- (1) Where it is determined that the property is needed to provide public improvements and facilities as follows:
 - (I) Right-of-way acquisition for streets, alleys, pedestrian ways or bikeways
 - (II) Property acquisition for public use
- (2) Where such conditions exist as may affect the health, safety and welfare of the Area as follows:
 - (I) Where existing conditions do not permit practical or feasible rehabilitation of a structure and it is determined that acquisition of such properties and demolition or resale of the improvements thereon are necessary to remove the blighting conditions;
 - (II) Where acquisition of property is necessary in order to construct facilities which have the primary purpose of serving the public.
- (3) Where the owner of real property within the boundaries of the Area wishes to convey title of such property by any means, including by gift.

D. Land Disposition

1. Property Disposition. The Commission is authorized to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property which has been acquired, in accordance with the goals and objectives of this Urban Renewal Plan.

All real property acquired by the Commission in the Area shall be disposed of for development for the uses permitted in the Plan at its fair re-use value for the specific uses to be permitted on the real property. Real property acquired by the Commission may be disposed of to any other person or entity by the Commission, in accordance with the Plan, by negotiated sale for its fair reuse value. All persons and entities obtaining property from the Commission shall use the property for the purposes designated in this Plan, and shall commence and complete development of the property within a period of time which the Commission fixes as reasonable, and to comply with other conditions which the Commission deems necessary to carry out the purposes of this Plan.

To provide adequate safeguards to insure that the provisions of this Plan will be carried out to prevent the recurrence of blight, all real property disposed of by the Commission, as well as all real property owned or leased by participants which is assisted financially by the Commission, shall be made subject to such restrictive covenants, easements, or other

conditions as may be necessary to implement the goals of the Plan. Leases, deeds, contracts, agreements, and declarations of restrictions by the Commission may contain restrictions, covenants, covenants running with the land, rights of reverter, conditions subsequent, equitable servitudes, or any other provisions necessary to carry out this Plan.

2. Redeveloper's Obligations. Any Redeveloper who acquires Commission property, and his successors and assigns, in addition to the other controls and obligations stipulated and required of him by the provisions of this Urban Renewal Plan, shall also be obligated by such additional requirements as may be determined by the Commission, including but not limited to:
 - (a) The Redeveloper shall obtain necessary approvals of proposed developments from all Federal, State and/or Local agencies that may have jurisdiction on properties and facilities to be developed within the Area.
 - (b) The Redeveloper and its successors or assigns shall develop such property, in accordance with the land use provisions and building requirements specified in this Plan.
 - (c) The Redeveloper shall submit all plans and specifications for construction of improvements on the land to the Commission for prior review and distribution to appropriate reviewing bodies as stipulated in this Plan and existing City codes and ordinances. Such plans and specifications shall comply with this Plan and the requirements of existing City codes and ordinances.
 - (d) The Redeveloper shall accept all conditions and agreements as may be required by the Commission for land sale or for receiving financial assistance from the Commission.
 - (e) The Redeveloper shall commence and complete the development of such property for the uses provided in this Plan within a reasonable period of time as determined by the Commission.
 - (f) The Redeveloper shall not effect or execute any agreement, lease, conveyance, or other instrument whereby the real property or part thereof is restricted upon the basis of age, race, color, religion, gender, sexual orientation, or national origin in the sale, lease or occupancy thereof.
 - (g) The Redeveloper shall maintain developed and/or undeveloped property under his ownership within the area in a clean, neat, and safe condition, in accordance with the approved plans for development.

E. Public Improvements

1. Intent. The Commission may improve or construct public facilities and utilities within public rights-of-way, easements, or on public property. These may include public utilities, community facilities, communication delivery systems, street lighting installation, landscaping, street tree planting, on-site stormwater control facilities on public or private property, street improvements, light rail and other transit system components, pedestrian trails and other facilities, recreational facilities, public education or arts facilities, governmental centers, parking facilities, parks, open space development, safety-related public facilities, and public restrooms. The private utilities concerned will make such modifications and adjustments as may be legally required of them by the City to adequately serve development and meet the objectives of this Plan. Public improvements which may be undertaken, under this Plan, are listed in section VII(2) below.

2. Anticipated Improvements. Public improvements may include the design, construction, reconstruction, repair or replacement of sidewalks, streets, pedestrian amenities, and public infrastructure deemed appropriate to achieve the goals and objectives of the Plan, including, but not limited to:
 - (a) Parks, public space and open space acquisition, development, and rehabilitation, for uses such as pedestrian plazas, neighborhood parks, pocket parks, natural area parks, and community gardens;
 - (b) Pedestrian improvements, including sidewalks, pedestrian-ways, trails, landscaping, lighting, refuge islands and curb extensions;
 - (c) Stormwater, sanitary sewer, water, power, communication, and other public or private utility infrastructure, potentially to include undergrounding of utilities and construction of on-site stormwater control facilities (e.g. bioswales, landscaping, ecoroofs, tree planting, etc.);
 - (d) New or upgraded streets, boulevards, bikeways, pedestrian paths, recreational trails or other improvements to the public rights-of-way;
 - (e) Trees, shrubs, plants, ground covers, and other plant materials including irrigation systems, soil preparation and/or containers to support same;
 - (f) Tables, benches, transit shelters and other street furniture including signage, kiosks, drinking fountains, decorative fountains, street and trail lights, and traffic control devices;

Gateway Regional Center Urban Renewal Plan

- (g) Special graphics and signage for directional, informational and identity-enhancing purposes;
- (h) Sidewalk awnings, canopies and other weather-sheltering devices for the protection of pedestrians and to augment transit passenger facilities;
- (i) On- and off-street parking facilities and structures;
- (j) Light rail, streetcar, shuttle, bus or other transit-related facilities;
- (k) Right-of-way improvements to enhance safe and convenient auto, pedestrian, transit, and bicycle access for arterial and local streets, including but not limited to 102nd and 99th avenues, Halsey-Weidler, NE Glisan, Burnside, and SE Stark-Washington streets
- (l) Regional facilities, such as an education center, arts center, government center, Children's Receiving Center and community facilities such as a multi-cultural center, intergenerational activity center, and childcare center;
- (m) Special signage, landscaping, public art, and other improvements to help establish and promote the Regional Center's identity;
- (n) Revitalization and adaptive reuse of land and properties in partnership with local school districts, the City of Portland, Multnomah County, Tri-Met, or the State of Oregon for capital projects which serve the goals and objectives of this Plan;
- (o) Facilities that are supportive of the residential, business and cultural communities such as meeting, conference, educational and performance spaces;
- (p) Facilities to enhance the safety and education of children.

F. Owner Participation

Property owners within the Urban Renewal Area proposing to improve their properties and who receive financial assistance from the Commission shall do so in accordance with all applicable provisions of this Plan as well as with all applicable codes, ordinances, policies, plans and procedures of the City. The Commission may provide financial assistance when appropriate to assist property owners to accomplish goals of the Plan. Such assistance may include:

Gateway Regional Center Urban Renewal Plan

1. Infrastructure The Commission may provide incentives for private parties to undertake and complete development of any of the infrastructure the Commission is authorized to complete in the above section.
2. Economic, Business and Employment Development. The Commission may provide assistance and incentives, including loans, grants or other funding programs, for private, nonprofit and for profit parties to undertake projects that are supportive of the wealth creation, economic development, jobs creation and employment goals of the Plan. This Plan authorizes projects and programs which fulfill the economic development/jobs-related goals and objectives of the Plan, including but not limited to:
 - (a) Land acquisition and transfer for rehabilitation or redevelopment;
 - (b) Financial mechanisms to promote, facilitate and develop employment opportunities and economic development in the urban renewal area.
3. Housing. The Commission may provide assistance and incentives, including through loans or other funding programs, for property owners to undertake and complete projects supportive of the housing goals of the Plan, including:
 - (a) Land acquisition and transfer for rehabilitation and redevelopment ;
 - (b) Financial mechanisms to promote, facilitate and develop housing in the Area.

G. Relocation

The Commission will provide assistance to persons or businesses displaced in finding replacement facilities. All persons or businesses to be displaced will be contacted to determine such relocation needs. They will be provided information on available space and will be given assistance in moving. All relocation activities will be undertaken, and payments made, in accordance with the requirements of ORS 281.045-281.105 and any other applicable laws or regulations. Relocation payments will be made as provided in ORS 281.060. Payments for relocation shall be made pursuant to PDC's adopted Relocation Regulations. Payments made to persons displaced from dwellings will assure that they will have available to them decent, safe and sanitary dwellings at costs or rents within their financial reach. Payment for moving expense will be made to businesses displaced.

The Commission has prepared and maintains information in its office relating to the relocation program and procedures, including eligibility for and amounts of relocation payments, services available and other relevant matters.

H. Planning And Administration

The Commission will undertake program development, and project planning activities necessary to achieve the goals and objectives of the Plan. The Commission will also undertake administration of all aspects of the Plan, in a manner consistent with the goals and objectives.

VIII. METHODS FOR FINANCING THE PROJECT

A. General Description Of The Proposed Financing Methods

The Commission may borrow money and accept advances, loans, grants and any other form of financial assistance from the Federal Government, the State, City, County, or other public body, or from any sources, public or private, for the purposes of undertaking and carrying out this Plan, or may otherwise obtain financing as authorized by ORS Chapter 457 and Chapter XV of the Charter of the City of Portland. Upon request of the Commission, the Council of the City of Portland may from time to time issue revenue bonds, certificates, debentures or promissory notes to assist in financing project activities as provided by Section 15-106 of the Charter of the City of Portland.

The funds obtained by the Commission shall be used to pay or repay any costs, expenses, advancements and indebtedness incurred in planning or undertaking project activities or in otherwise exercising any of the powers granted by ORS Chapter 457 and Chapter XV of the Charter of the City of Portland in connection with the implementation of this Plan.

The total maximum indebtedness that may be incurred to complete the Plan is \$164,240,000.

B. Self-Liquidation of Costs Of Project

The Project may be financed, in whole or in part, by self-liquidation of the costs of project activities as provided in ORS 457.420 through ORS 457.450. The ad valorem taxes, if any, levied by a taxing body upon the taxable real and personal property shall be divided as provided in ORS 457.440. That portion of the taxes representing the levy against the increase, if any, in assessed value of property located in the Area, or part thereof, over the true cash value specified in the certificate of amendment to the certificate filed under ORS 457.430, shall, after collection by the tax collector, be paid into a special fund of the Commission and shall be used to pay the principal and interest on any indebtedness incurred by the Commission to finance or refinance the implementation of this Plan.

C. Prior Indebtedness

Any indebtedness permitted by law and incurred by the Commission or the City in connection with preplanning for this Urban Renewal Plan shall be repaid from tax increments from the Area when and if such funds are available.

IX. OTHER PROVISIONS

A. Non-Discrimination

In the preparation, adoption and implementation of this Plan, no public official or private party shall take any action or cause any person, group or organization to be discriminated against on the basis of age, race, color, religion, gender, sexual orientation, marital status, citizenship status, or national origin.

B. Conformance With City Comprehensive Plan

This Urban Renewal Plan is in conformity with the Comprehensive Plan of the City as a whole relative to the commercial, employment and residential improvements of the Regional Center as described in the Outer Southeast Community Plan and Opportunity Gateway Concept Plan.

C. Agreements Between Commission and Property Owners

The Commission will implement the Plan through vehicles such as agreements between the Commission and other public agencies and private sector property owners, for-profit developers and non-profit development organizations. It is the intention of the Commission to utilize agreements such as memorandums of understanding, development agreements or other mechanisms with Area property owners and developers to guide and specify public investments and private development. These agreements will be utilized throughout the life of the Plan to ensure activities are in conformance with the Plan.

X. PROCEDURES FOR CHANGES OR AMENDMENTS IN THE APPROVED GATEWAY REGIONAL CENTER URBAN RENEWAL PLAN

The Plan will be reviewed and analyzed periodically and will continue to evolve during the course of project execution and ongoing planning. It is anticipated that this Plan will be changed or modified from time to time or amended as development potential and conditions warrant, as planning studies are completed, as financing becomes available, or as local needs dictate. Where the proposed modification will substantially change the Plan, the modification must be duly approved and adopted by the City Council in accordance with the requirements of State and local law. The provisions of ORS 457.095 and ORS 457.220 shall apply.

A. Minor Changes

Minor changes, such as additional project activities, clarification of language, procedures or minor modifications in or to the Area's infrastructure, identification of property to be acquired, quantification of benefits from the construction of public improvements, and the like may be approved by the Commission by resolution.

Changes which substantially diverge from the basic principles of this Plan, or which entail changes to the goals of the Plan shall require approval by City Council ordinance (as provided for in ORS 457.095, but not requiring notice to all real property owners as provided in ORS 457.120).

B. Substantial Changes

Adding land to the urban renewal area, except for an addition of land that totals not more than one percent of the existing area of the urban renewal area, or increases in the maximum indebtedness authorized under the Plan (excluding bonded indebtedness issued to refinance or refund existing bonded indebtedness) shall be substantial changes requiring approval as provided in ORS 457.095 and notice to all real property owners as provided in ORS 457.120.

XI. DURATION AND VALIDITY OF APPROVED URBAN RENEWAL PLAN

A. Duration of Urban Renewal Plan

No indebtedness, as defined by applicable state law, for which taxes divided under ORS 457.440 are to be pledged, shall be issued under the Plan (and under any and all projects undertaken with respect to the Plan) after FY 2021-2022 or when maximum indebtedness is reached.

B. Validity

Should a court of competent jurisdiction find any work, clause, sentence, section or part of this Plan to be invalid, the remaining words, clauses, sentences, sections or parts shall be unaffected by such findings and shall remain in full force and effect for the duration of the Plan.

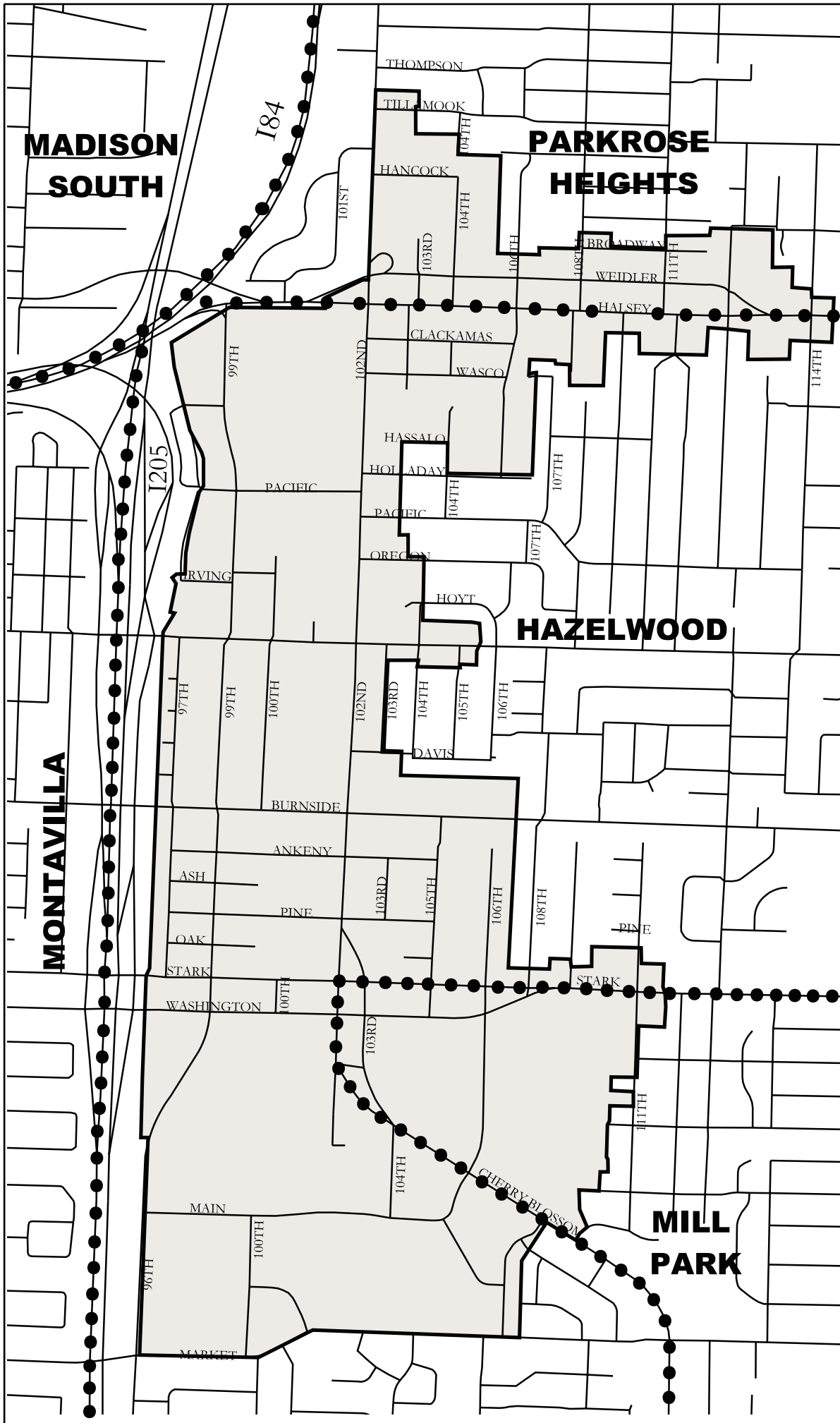
EXHIBIT 1

Gateway Urban Renewal Area Boundary

LEGEND

 Urban
Renewal Area
Boundary

 Neighborhood
Boundaries



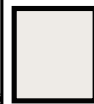
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PDC
PORTLAND
DEVELOPMENT
COMMISSION

EXHIBIT 2

Gateway Urban Renewal Area Zoning

LEGEND

 Urban
Renewal Area
Boundary

 Zone
Boundaries

Zone	Total Acreage
CX	159.0
IR	71.7
RH	59.9
R2	52.9
EG2	32.1
R1	22.8
CO1	21.3
R5	19.2
CS	14.9
CO2	10.9
CN2	8.8
OS	8.1
CG	5.5
R3	3.1
CM	2.6



Scale: 1 in. = 1000 ft.

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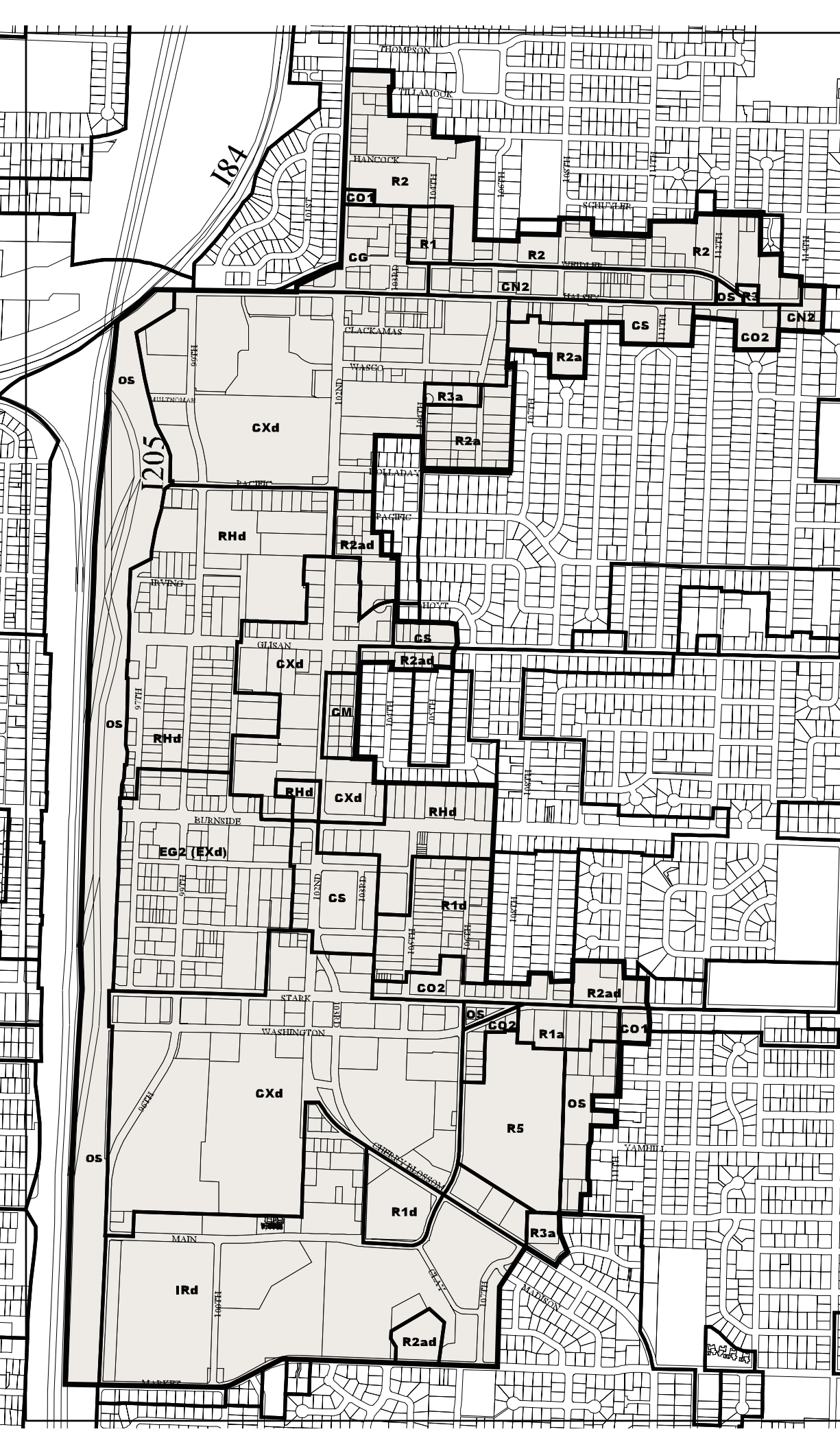


EXHIBIT 3

Gateway Regional Center Urban Renewal Area Legal Boundary Description

A tract of land situated in the southeast one-quarter of Section 28; southeast and southwest one-quarters of Section 27; northeast and southeast one-quarters of Section 33; northeast, northwest and southwest one-quarters of Section 34, in Township 1 North and Range 2 East of the Willamette Meridian, and also in the northwest one-quarter of Section 3; northeast one-quarter of Section 4 in Township 1 South and Range 2 East of the Willamette Meridian, in the City of Portland, County of Multnomah, and State of Oregon, being more particularly described as follows:

Beginning at a point of intersection of the westerly extension of the south right-of-way line of SE Market Street and the "L" centerline of the East Portland Freeway (US Highway 205) and running thence northerly tracing said "L" centerline, a distance of 6460 feet, more or less to said "L" centerline station 305+00.00; thence northeasterly to the southeasterly right-of-way line of US Highway I-84 (Banfield Expressway); thence northeasterly tracing said southeasterly right-of-way, a distance of 450 feet more or less to the westerly projection of the north right-of-way line of NE Halsey Street; thence tracing said westerly projection and continuing along the north right-of-way line of NE Halsey Street, a distance of 750 feet, more or less to a point of intersection of the northerly right-of-way line of NE Weidler Street; thence northeasterly tracing said southeasterly right-of-way line of NE Weidler Street, a distance of 550 feet, more or less to the westerly right-of-way line of NE 102nd Avenue; thence northerly tracing said right-of-way line, a distance of 1440 feet, more or less to a point of intersection of the westerly projection of the north line of Erma Addition, a duly recorded plat in Multnomah County; thence easterly tracing said westerly projection and continuing along the said north line, a distance of 370 feet, more or less to the northeast corner of Lot 1 of said Erma Addition; thence southerly tracing the east line of said Lot 1, a distance of 124 feet, more or less to the north right-of-way line of NE Tillamook Street; thence westerly tracing said north right-of-way line, a distance of 20 feet, more or less, to a point of intersection of the northerly projection of the west line of the east 20 feet of Lot 4, Block 1 of Atwood Addition, a duly recorded plat in Multnomah County; thence southerly tracing said northerly projection and continuing along said west line, a distance of 210 feet, more or less to the south line of said Block 1; thence easterly tracing said south line of Block 1, a distance of 337 feet, more or less to the centerline of NE 104th Avenue; thence southerly tracing said centerline, a distance of 150 feet, to the southwest corner of that property described in deed to Merrill G. and Dorothy T. Nielson and recorded in 1966 in Book 396 and Page 288 of Multnomah County Deed Records; thence easterly along the south line of said Nielson property and the easterly projection thereof, to a point in the west boundary of Block 2 of Plantation, a duly recorded plat in Multnomah County; thence southerly tracing the west line of said Block 2 and continuing along the southerly projection of said west line, a distance of 510 feet, more or less to the northwest corner of

Lot 8, Austin Acres, a duly recorded Plat in Multnomah County; thence southerly tracing the west line of said Austin Acres, a distance of 245 feet, more or less to the north line of the south 75 feet of Lot 7, Austin Acres; thence easterly tracing said north line, a distance of 138 feet more or less to the west right-of-way line of NE 106th Avenue; thence easterly, a distance of 50 feet, more or less to a point of intersection of the east right-of-way line of said NE 106th Avenue and the south line of the north 85 feet of Lot 2 of said Austin Acres; thence easterly tracing said south line, a distance of 138 feet to the east line of said Austin Acres; thence northerly tracing said east line, a distance of 50 feet, more or less to the northwest corner of that property described in deed to Irwin J. and Jerome K. Caplan and recorded in 1989 in Book 2241, Page 2081 Multnomah County Deed Records; thence easterly tracing the north line of said Caplan property, a distance of 300 feet, more or less to the west right-of-way line of NE 108th Avenue; thence northerly tracing said west right-of-way line, a distance of 120 feet, more or less to a point of intersection with the westerly projection of the north line of Lot 5, Block 26 of Casmur, a duly recorded plat in Multnomah County; thence easterly tracing said westerly projection and continuing along said north line, a distance of 150 feet, more or less to the northeast corner of said Lot 5; thence southerly tracing the east line of said Lot 5 and continuing along the east lines of Lots 5, 6, 7 and 8 of said Block 26, a distance of 100 feet, more or less to the north right-of-way line of NE Broadway Street; thence easterly tracing said north right-of-way line, a distance of 500 feet, more or less to the west right-of-way line of NE 111th Avenue; thence northerly tracing said west right-of-way line, a distance of 100 feet, more or less to a point of intersection with the westerly projection of the north line of Lot 14, Block 25 of said Casmur; thence tracing said westerly projection and continuing along the north line of said Lot 14 and along the north lines Lots 18 through 26, to the northeast corner of said Lot 26, Block 25; thence northerly tracing said east line, a distance of 50 feet, more or less to the northwest corner of Lot 13 Hazelwood, , a duly recorded plat in Multnomah County; thence easterly tracing the north line of said Lot 13, Hazelwood, and continuing easterly tracing the south right-of-way line of NE Schuyler Street, a distance of 480 feet, more or less to the northeast corner of that property described in deed to Unicare Homes, Inc. and recorded in 1987 in Book 2020, Page 1764 Multnomah County Deed Records; thence southerly tracing the east line of said Unicare Homes, Inc. and also along the West line of McBee Estates, a duly recorded plat in Multnomah County, a distance of 275 feet more or less to the southwest corner of Lot 4 of said McBee Estates; thence easterly tracing the south line of said Lot 4 and continuing along the south line of Lot 3 of said McBee Estates, a distance of 161 feet, more or less to the west line of Lot 5, Block 1 of Ervins Acres, a duly recorded plat in Multnomah County; thence southerly tracing said west line and continuing along the west lines of Lots 4 and 3 of said Block 1, a distance of 180 feet, more or less to the southwest corner of said Lot 3; thence easterly tracing the south line of said Lot 3 and it's easterly extension, a distance of 186 feet, more or less to the east right-of-way line of NE 114th Avenue; thence southerly tracing said east right-of-way line, a distance of 68 feet, more or less to the northwest corner of Lot 1, Block 2 of said Ervins Acres; thence easterly tracing the north line of said Lot 1, a distance of 136 feet, more or less to the northeast corner of said Lot 1; thence southerly tracing the east line of said Lot 1, a distance of 95 feet, more or less to the north right-of-way line of NE Halsey Street; thence southerly 90 feet, more or less to the northwest corner of Lot 1, Block 1 of Muskopf Addition, a duly

recorded plat in Multnomah County; thence southerly tracing the west line of said Lot 1 and continuing along the west line of Lot 5 of said Block 1, a distance of 150 feet, more or less to the north line of the south 64 feet of Lot 3, Block 2 of Halsey Addition, a duly recorded plat in Multnomah County; thence westerly tracing said north line, a distance of 135 feet, more or less to the easterly right-of-way line of NE 114th Avenue; thence westerly, a distance of 50 feet, more or less to the northeast corner of Lot 3, Block 1 of said Halsey Addition, said corner being on the westerly right-of-way line of said NE 114th Avenue; thence westerly tracing the north line of said Lot 3, a distance of 138 feet, more or less to the northwest corner thereof; thence southerly tracing the west line of said Lot 3 and continuing along the west lines of Lots 4 and 5 of said Block 1, a distance of 150 feet, more or less to the northeast corner of Lot 6 of Sutton Place, a duly recorded plat in Multnomah County; thence westerly tracing the north line of said Lot 6 and continuing along the north lines of Lots 5 and 4 of said Sutton Place, a distance of 322 feet, more or less, to the east line of Lot 5, Block 1 of Evans Park, a duly recorded plat in Multnomah County; thence northerly tracing said east line and continuing along the east lines of Lots 4, 3 and 2 of said Block 1, a distance of 210 feet, more or less to the northeast corner of Lot 2; thence westerly tracing the north line of said Lot 2, a distance of 144 feet, more or less to the east right-of-way line of NE 112th Avenue; thence westerly, a distance of 50 feet, more or less to a point of intersection of the west right-of-way line of said NE 112th Avenue and the north line of the south 17 feet of Lot 1, Block 1 of Upton Acres; thence westerly tracing said north line, a distance of 129 feet, more or less to the west line of said Lot 1; thence southerly tracing said west line and continuing along the west lines of Lots 2, 3 and 4 of said Block 1, a distance of 205 feet, more or less to the northeast corner of Lot 1, Block 3 of Donna Addition, a duly recorded plat in Multnomah County; thence westerly tracing said north line, a distance of 214 feet, more or less to the east right-of-way line of NE 111th Avenue; thence westerly, a distance of 80 feet, more or less to the northeast corner of Lot 1, Block 2 of Bevis Park, a duly recorded plat in Multnomah County, said northeast corner also on the west right-of-way line of said NE 111th Avenue; thence westerly tracing the north line of said Lot 1, a distance of 224 feet, more or less to the east line of Lot 3, Block 2 of Waldheim Tracts, a duly recorded plat in Multnomah County; thence northerly tracing the east line of said Lot 3 and continuing along the east line of Lot 2, of said Block 2, a distance of 160 feet, more or less to the northeast corner of said Lot 2; thence westerly tracing the north line of said Lot 2, a distance of 107 feet to the east right-of-way line of NE 109th Avenue; thence westerly, a distance of 50 feet to the northeast corner of Lot 2, Block 1 of said Waldheim Tracts, said corner also being on the west right-of-way line of NE 109th Avenue; thence westerly tracing the north line of said Lot 2, a distance of 107 feet, more or less to the northwest corner thereof; thence southerly tracing the west line of said Lot 2 and continuing along the west lines of Lots 3, 4, 5, 6 and 7 of said Block 1, a distance of 420 feet, more or less to the northeast corner of Lot 5 of Hassalo Circle, a duly recorded plat in Multnomah County; thence westerly tracing the north line of said Lot 5 and continuing along the north lines of Lots 6 and 7 of said Hassalo Circle, a distance of 264 feet to the northwest corner of Lot 7, said northwest corner also being on the east line of Lot 16 of said Hassalo Circle; thence northerly tracing said east line of said Lot 16, a distance of 87 feet, more or less to the northeast corner thereof, said corner also being at the southeast corner of that property described in deed to Harold L. and Lori A. Teeter and recorded in

Document No. 2000-135567 Multnomah County Deed Records; thence northerly tracing the east line of said Teeter property, a distance of 83 feet to the northeast corner thereof; thence westerly tracing the north line of said Teeter property, a distance of 117 feet, more or less to the east line of that property described in deed to Emery K. and Virginia M. Brandt and recorded in 1974 in Book 967, Page 434 Multnomah County Deed Records; thence northerly tracing the east line of said Brandt property, a distance of 22 feet, more or less to the northeast corner thereof; thence westerly tracing the north line of said Brandt property and continuing along the north lines of those properties described in deed to Jerome W. and Kimberly S. Thielan, recorded in 1993 in Book 2752, Page 336 and to Harlen D. Walden, recorded in Document No. 2000-52533 Multnomah County Deed Records, a distance of 200 feet, more or less to the northwest corner of said Walden property; thence tracing the west line of said Walden property, a distance of 115 feet to the north right-of-way line of NE Wasco Street; thence easterly tracing said north right-of-way line, a distance of 55 feet, more or less to the southeast corner of said Walden property; thence southerly, a distance of 50 feet to the northwest corner of Lot 17 of said Hassalo Circle; thence southerly tracing the west line of said Lot 17 and continuing along the west lines of Lots 18, 19, 20 and 21 of said Hassalo Circle and continuing southerly along the west lines of Lots 1, 2, 3, 4 and 5, Block 6 of Lorene Park, a duly recorded plat in Multnomah County, a distance of 800 feet, more or less, to the south right-of-way line of NE Holladay Street; thence westerly tracing said south right-of-way line 685 feet, more or less to the west right-of-way line of NE 104th Avenue; thence northerly tracing said west right-of-way line, a distance of 289 feet, more or less to the southeast corner of that property described in deed to TJS, Inc. and recorded in Document No. 2000-029030 Multnomah County Deed Records; thence tracing the south line of said TJS, Inc. property, a distance of 340 feet, more or less to the northeast corner of that property described in deed to Northern Pacific Holdings, Ltd. and recorded in 1987 in Book 2036, Page 1621 Multnomah County Deed Records; thence southerly tracing the east line of said Pacific Holdings, Ltd., a distance of 117 feet to the north line of that property described in deed to Ray C. and Bertha E. Rector recorded in 1966 in Book 230 and Page 306 Multnomah County Deed Records; thence west to the northwest corner of said Rector property; thence south along the west line of said Rector property a distance of 107 feet, more or less to the north right-of-way line of NE Holladay Street; thence southerly, a distance of 50 feet, more or less to the northeast corner of Lot 6, Block 1 of Tulip Acres, a duly recorded plat in Multnomah County, which point is also on the south right-of-way line of said NE Holladay Street; thence southerly tracing the east line of said Lot 6, a distance of 280 feet, more or less to the north right-of-way line of NE Pacific Street; thence southerly, a distance of 50 feet, more or less to the northeast corner of Lot 6, Block 4, Tulip Acres, said northeast corner also being on the south right-of-way line of said NE Pacific Street; thence southerly tracing the east line of said Lot 6, a distance of 106 feet, more or less to the north line of the south 175 feet of said Lots 6 and 7 of said Block 4; thence easterly tracing said north line, a distance of 75 feet, more or less to the east line of said Lot 7; thence southerly tracing said east line, a distance of 175 feet, more or less to the north right-of-way line of NE Oregon Street; thence easterly tracing said north right-of-way line, a distance of 125 feet, more or less to a point of intersection of the northerly projection of the west line of Lot 9 of Jonell, a duly recorded plat in Multnomah County; thence southerly tracing said northerly projection and continuing

along the west lines of Lots 9 and 8 of said Jonell, a distance of 330 feet, more or less, to the north right-of-way line of NE Hoyt Street; thence southerly, a distance of 74 feet, more or less to the most westerly northwest corner of Lot 3 of said Jonell, said corner also being on the east line of NE 104th Avenue; thence southerly tracing the west line of said Lot 3, a distance of 92 feet, more or less to the southwest corner thereof; thence easterly tracing the south line of said Lot 3 and continuing along the south lines of Lots 4 and 5 of said Jonell, a distance of 244 feet to the southwest corner of Lot 1, Block 3 of Paragon Park, a duly recorded plat in Multnomah County; thence easterly tracing the south line of said Lot 1 and continuing along the south lines of Lots 2 and 3 of said Block 3, a distance of 193 feet, more or less to the southeast corner of said Lot 3; thence southerly tracing the west lines of Lots 4 and 5 of said Block 3, a distance of 138 feet, more or less to the north right-of-way line of NE Glisan Street; thence southerly, a distance of 80 feet, more or less to a point of intersection of the south right-of-way of said NE Glisan Street and the northeast corner of Lot 1 of Gateway Addition, a duly recorded plat in Multnomah County; thence southerly tracing the east line of said Lot 1, a distance of 98 feet, more or less to the southeast corner thereof; thence westerly tracing the south line of said Lot 1, a distance of 108 feet, more or less to the east right-of-way line of NE 105th Avenue; thence southerly tracing said east right-of-way line, a distance of 27 feet, more or less to a point of intersection with the easterly projection of the north line of Lot 13 of said Gateway Addition; thence westerly tracing said easterly projection and continuing along said north line of Lot 13, a distance of 171 feet, more or less to the northwest corner thereof; thence southerly tracing the west line of said Lot 13, a distance of 5 feet, more or less to the northeast corner of that property described in deed to Andrew W. Hood and recorded in Document No. 94-174885 Multnomah County Deed Records; thence westerly tracing the north line of said Hood property and continuing along the westerly projection of said north line, a distance of 197 feet to the west right-of-way line of NE 104th Avenue; thence northerly tracing said west right-of-way line, a distance of 50 feet more or less to a point of intersection of the north line of that property described in deed to James K. and Vivien A. Stewart and recorded in 1990 in Book 2323, Page 98 Multnomah County Deed Records; thence westerly tracing said north line and continuing along the north line of that property described in deed to D. L. Walker Trust and recorded in Document No. 2000-039768 Multnomah County Deed Records, a distance of 200 feet, more or less to the east right-of-way of NE 103rd Avenue; thence southerly tracing said east right-of-way line, a distance of 720 feet, more or less to the north right-of-way line of NE Davis Street; thence easterly tracing said north right-of-way line, a distance of 125 feet, more or less to the northerly projection of the east line of that property described in deed to Multnomah County and recorded in Document No. 2000-072608 Multnomah County Deed Records; thence tracing said northerly projection and continuing along said east line, a distance of 190 feet to the north line of Lot 5 of Kilworth Acres, a duly recorded plat in Multnomah County; thence easterly tracing said north line and continuing along the north lines of Lots 6 through 17 of said Kilworth Acres, a distance of 925 feet to the northeast corner of said Lot 17; thence southerly tracing the east line of said Lot 17, a distance of 243 feet to the north right-of-way line of East Burnside Street; thence southerly, a distance of 100 feet, more or less to a point of intersection of the west line of Lot 1, Block 1, projected north, of Sierra Vista, a duly recorded plat in Multnomah County, and the south right-of-way line of said East

Burnside Street; thence southerly tracing the west line of said Lot 1 and continuing along the west line of said Block 1 and its southerly extension to the northwest corner of Block 2, Sierra Vista; thence continuing along the west line of Block 2 of said Sierra Vista, a distance of 1100 feet, more or less, to the southwest corner of Lot 16 of said Block 2; thence easterly tracing the south line of said Lot 16, a distance of 130 feet, more or less to the west right-of-way line of SE 108th Avenue; thence easterly, a distance of 60 feet, more or less to the southwest corner of Lot 17, Block 3 of said Sierra Vista, said corner also being on the east right-of-way line of said SE 108th Avenue; thence easterly tracing the south line of said Lot 17, a distance of 130 feet, more or less to the southeast corner thereof; thence tracing the east line of said Lot 17 and continuing along the east lines of Lots 16 and 15 of said Block 3, a distance of 85 feet to a point of intersection of the south line of that property described in deed to Greg Ruff and recorded in Document No. 99-207749 Multnomah County Deed Records; thence easterly tracing said south line and continuing along the easterly projection of said south line 186 feet, more or less to the east right-of-way line of SE 109th Avenue; thence southerly tracing said east right-of-way line, a distance of 60 feet, more or less to the southwest corner of Lot 3, Block 2 of Curtis Addition, a duly recorded plat in Multnomah County; thence easterly tracing the south line of said Lot 3, a distance of 136 feet, more or less, to the southeast corner thereof; thence northerly tracing the east line of said Lot 3 and continuing along the east lines of Lots 4 and 5 of said Block 2, a distance of 160 feet, more or less to the southwest corner of Lot 6, Block 3 of Starkwood, a duly recorded plat in Multnomah County; thence easterly tracing the south line of said Lot 6 and continuing along the south lines of Lots 7, 8 and 9 and the easterly projection thereof, a distance of 380 feet, more or less to the east right-of-way line of SE 111th Avenue; thence southerly tracing said east right-of-way line, a distance of 115 feet, more or less to the north line of the south 40 feet of Lot 14, Block 4 of said Starkwood; thence easterly tracing said north line, a distance of 100 feet, more or less to the northeast corner thereof, said northeast corner being at the northwest corner of that property described in deed to Roger P. and Laverne Setera and recorded in 1975 in Book 1053, Page 369 Multnomah County Deed Records; thence easterly tracing the north line of said Setera property, a distance of 70 feet, more or less to the northeast corner thereof; thence southerly tracing the east line of said Setera Property, a distance of 180 feet, more or less to the north right-of-way line of SE Stark Street; thence southerly, a distance of 80 feet, more or less to a point of intersection of the south right-of-way line of said SE Stark Street and the east line of Lot 11 of Homestake Gardens, a duly recorded plat in Multnomah County; thence southerly tracing the east line of said Lot 11, a distance of 220 feet, more or less to the southeast corner thereof; thence westerly tracing the south line of said Lot 11 and continuing along the south lines of Lots 10, 9 and 8, a distance of 200 feet, more or less to the east right-of-way line of SE 111th Avenue; thence southerly tracing said east line, a distance of 400 feet, more or less to a point of intersection of the easterly projection of the north line of the north one-half of the south one half of Lots 27, 28 and 29 of said Homestake Gardens; thence westerly tracing said easterly projection and continuing along said north line to the northwest corner of said north one-half of the south one-half of Lot 27; thence southerly tracing said west line of said Lot 27 to the southwest corner thereof; thence easterly tracing the south line of said Lot 27 and continuing along the easterly projection of said south line, a distance of 200 feet, more or less to the east right-of-way line of SE 111th Avenue; thence southerly

tracing said east right-of-way line, a distance of 115 feet to a point of intersection of the easterly projection of the north line of the south 115 feet of Lots 38, 39 and 40 of said Homestake Gardens; thence westerly tracing said easterly projection and continuing along said north line of said south 115 feet, a distance of 200 feet, more or less to the northwest corner thereof said point also being on the west line of Lot 40 said Homestake Gardens; thence southerly tracing said west line of Lot 40 to the centerline of SE Yamhill Street; thence westerly along said centerline, a distance of 15 feet to a point of intersection of the centerline of said SE Yamhill Street and the east line of the west 39 feet of Lot 48, said Homestake Gardens, projected northerly; thence southerly tracing said projected north line and east line of said west 39 feet of Lot 48, a distance of 260 feet to a point in the north line of Lot 63 said Homestake Gardens; thence easterly tracing said north line, a distance of 14 feet to a point 1 foot west of the northeast corner of Lot 63; thence southerly, 1 foot westerly of and parallel to said east line of Lot 63, a distance of 110 feet to a point on the north line of the south 120 feet of said Lot 63; thence westerly, 55 feet, tracing said north line of said south 120 feet and said north line projected westerly to the east line of the west 52 feet of Lot 64; thence southerly tracing said east line and the southerly projection thereof, a distance of 170 feet, more or less to the south right-of-way line of SE Salmon Street; thence westerly tracing said south line, a distance of 150 feet, more or less to the northwest corner of Lot 67 of Homestake Gardens, a duly recorded plat in Multnomah County; thence southerly tracing the west line of said Lot 67, a distance of 115 feet, more or less to the most northerly northeast corner of that property described in deed to Richard W. Cooley and recorded in 1979 in Book 1470, Page 1747, Multnomah County Deed Records; thence southeasterly tracing northeasterly line of said Cooley property and southerly projection thereof, a distance of 180 feet, more or less to the south right-of-way line of SE Main Street; thence southwestly tracing said south right-of-way line, a distance of 90 feet, more or less to the beginning of a 10 foot radius curve; thence southwestly, a distance of 70 feet, more or less, perpendicular to the south right-of-way line of SE Cherry Blossom Drive, to the south right-of-way line of said SE Cherry Blossom Drive; thence northwestly tracing said south right-of-way line, a distance of 280 feet, more or less to the northwest corner of Lot 12, Block 7 of Vermada Park, a duly recorded plat in Multnomah County; thence southwestly tracing said northwest line and continuing along the northwest lines of Lot 11, Block 7 to the northeasterly right-of-way line of a 50 foot road described as Parcel 3 in document 99-031202, Multnomah County Deed Records; thence southeasterly 50 feet to the northwest corner of Lot 1, Block 9 of said Vermada Park, thence southwestly and southerly following the west boundary of said Vermada Park and the southerly projection thereof to the south right-of-way line of SE Market Street; thence westerly tracing said south right-of-way line, a distance of 3,200 feet to the point of beginning.

Containing an area of 653 acres more or less.

EXHIBIT 4

Description of Outreach Efforts for the Gateway Regional Center URA

The planning process for the Gateway Regional Center Urban Renewal Area included extensive outreach to property owners, business owners, residents and other stakeholders in and around the Area. Some of the outreach predated the urban renewal planning process, but came after the Opportunity Gateway Program Advisory Committee (PAC) endorsed an urban renewal feasibility study for the area. The PAC's interest in involving the community resulted in PDC hiring a part-time public outreach coordinator for the Opportunity Gateway project in July 2000.

The following are highlights from the PAC's public-involvement efforts beginning last summer and continuing for the duration of the urban renewal planning process:

- Beginning in August 2000, the PAC convened a series of 13 small "precinct meetings" for property and business owners within the project boundary, and a separate meeting for renters. At these meetings, two members of the PAC made a brief presentation about the PAC, Opportunity Gateway and the possible role of urban renewal. They then led a general discussion about issues in Gateway, prompting attendees for feedback and suggestions. Invitees were mailed a postcard one week prior to the meeting, and, when possible, called by a member of the PAC or staff. In precincts that contained major commercial corridors, businesses were also notified by flyer. (The renters meeting was advertised through flyers posted at more than a dozen large apartment complexes throughout Gateway.)
- All property and business owners within the project boundary who live locally and did not attend a precinct meeting were mailed information about Opportunity Gateway, including a schedule of future meetings.
- A two-hour public meeting attended by more than 100 people was held in November 2000 to present information about the urban renewal feasibility study and get feedback from the community. Advertising for the meeting included a postcard to approximately 650 people, an Oregonian ad, and phone calls to those who attended the aforementioned "precinct" meetings.
- At least 10 minutes for public comment was reserved during each Opportunity Gateway PAC meeting, including 30 minutes at the meeting at which the PAC voted on whether to direct PDC to draft an urban renewal plan for the district. Minutes of each PAC meeting were made available at subsequent meetings.
- Four urban renewal workshops were held during January and February at various locations and times in the boundary. Participants were shown a 25-minute PowerPoint presentation before breaking into smaller groups organized around

topics such as housing, transportation and architecture & design. Public comments were recorded at each session, and a compilation of all comments made during these small-group discussions were mailed to each of the participants and given to all PAC members.

- Staff made presentations regarding urban renewal in Gateway to approximately 160 people at seven neighborhood and civic meetings during January, February and March.
- The January 2001 Opportunity Gateway Bulletin, which explained the urban renewal planning process and included a calendar of three months' worth of public meetings, was mailed to nearly 9,000 addresses on January 10.
- Advertisements for the public workshops, the special meeting on condemnation, and the draft plan distribution locations were placed in the *Oregonian*, the Mid-County Memo and the Gateway Area Business Association newsletter.
- Four "Listening Posts" were set up at well-trafficked Gateway locations and times to educate passers-by about Opportunity Gateway and how they can participate in the upcoming urban renewal workshops.
- Three distribution sites were held at prominent locations in Gateway during mid-to-late February to pass out copies of the first draft of the urban renewal plan. These sites were advertised via postcards to our mailing list and a series of three ads in the *Oregonian*.
- Comment cards were available at each urban renewal workshop and listening post to encourage input from those who were reluctant to share their concerns in the small-group discussions, who did not want to attend a workshop, or who wanted to comment on a topic area different from the one their small-group discussed.
- Displays at the listening posts and urban renewal workshops visually explained several facets of Opportunity Gateway and urban renewal. Information conveyed using these display boards included: the role of the various community groups, the history of Opportunity Gateway, and the facets of the concept plan; a visual interpretation of the Concept Plan; and how the various public documents (urban renewal plan, five-year plan, biennial budget) fit together.
- A March meeting on "Financing the Gateway Urban Renewal Area" enabled community members to learn how urban renewal projects are selected and help prioritize the first five years of urban renewal expenditures. The meeting was advertised in the *Oregonian* and through a postcard mailing to more than 750 people.

- Maps depicting the Opportunity Gateway boundary and Portland's urban renewal areas were displayed at urban renewal workshops, PAC meetings and one listening post.
- Members of the Program Advisory Committee were encouraged to share and discuss information regarding urban renewal with their respective constituents.
- Several educational materials were available at listening posts, workshops and PAC meetings. These materials included: "An Introduction to Urban Renewal," the Gateway Bulletin, a frequently asked questions sheet on both Opportunity Gateway and urban renewal, the Opportunity Gateway Concept Plan, the urban renewal feasibility study.
- The April Portland Development Commission Board Meeting was held in the Gateway Area to solicit community input on the urban renewal plan and planning process.

**Report to the
Portland Planning Commission**

EXHIBIT 5

**COMPREHENSIVE PLAN FINDINGS OF FACT REGARDING
THE PROPOSAL TO CREATE THE
GATEWAY URBAN RENEWAL DISTRICT AND PLAN**

**May 2001
Bureau of Planning
Portland, Oregon**

For more information, contact:
Ellen Ryker, City Planner
Portland Bureau of Planning
1900 SW Fourth, Room 4100
Portland, Oregon 97201-5350
Phone: 503-823-7896
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The Bureau of Planning is committed to providing equal access to information and hearings. If you need special accommodation, please call Ellen Ryker at 503-823-7896 (TTY 503- 823-6868).

Additional copies of this document may be obtained from:

The Portland Development Commission
1900 SW Fourth, Room 7000
Portland, Oregon 97201-5350

Portland City Council

Vera Katz, Mayor
Jim Francesconi, Commissioner
Charlie Hales, Commissioner
Dan Saltzman, Commissioner
Erik Sten, Commissioner

Portland Planning Commission

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PORTLAND COMPREHENSIVE PLAN

The Portland *Comprehensive Plan* contains a set of goals, policies, and objectives that apply to the entire city. The Portland *Comprehensive Plan* was adopted on October 16, 1980 by Ordinance No. 150580, became effective on January 1, 1981, and acknowledged for compliance with Statewide Planning Goals on May 3, 1981. These citywide provisions have been amended several times, and were last revised in 1999 with a revision of the housing goal. These citywide components are amplified and supplemented by similar provisions in community and neighborhood plans. The *Comprehensive Plan* map depicts land use designations and street classifications. This map, along with citywide, community, and neighborhood goals, policies, and objectives, comprise Portland's *Comprehensive Plan*. All of these plan components have been acknowledged as meeting the Statewide Planning Goals.

On January 25, 2000, Portland received additional recognition that its *Comprehensive Plan* continues to meet all requirements of Oregon law by successfully completing its first state-sponsored periodic review (Oregon Department of Land Conservation and Development Order #001132).

The city zoning maps, planning and zoning code, and land division code carry out the *Comprehensive Plan*, but are not part of the *Comprehensive Plan*.

OUTER SOUTHEAST COMMUNITY, BUSINESS, AND NEIGHBORHOOD PLANS

The *Outer Southeast Community, Business, and Neighborhood Plans*, adopted by Ordinance No. 169763, were coordinated with and incorporated into the acknowledged Portland *Comprehensive Plan* on January 31, 1996. Resolution No. 35491, approved January 31, 1996, states that the City Council acknowledges its role as a coordinator and implementor of area revitalization and neighborhood stabilization strategies in the Outer Southeast plans.

CULLY/PARKROSE COMMUNITY PLAN

The *Cully/Parkrose Community Plan* was adopted as an official element of the Multnomah County *Comprehensive Framework Plan* in April 1979. Community plans were designed to address the specific circumstances, issues and needs of individual communities within the context of the County's *Comprehensive Plan* areawide policies. Substantial portions of the Cully/Parkrose community were annexed to the City of Portland by 1985. Consequently, responsibility for ongoing planning efforts for large portions of the community were transferred to the City. The portion of the Gateway Regional Center Urban Renewal District that is outside of the *Outer Southeast Community Plan* lies within the *Cully/Parkrose Community Plan*.

Urban Area Planning Agreement provisions are designed to ensure the orderly transition of planning functions between the two jurisdictions and integration of annexed areas into the City. Adoption of reformatted County community plans as Portland community/neighborhood plans facilitates agreement objectives. Nine policies in the original *Cully/Parkrose Community Plan* that addressed local circumstances, issues, and concerns were reformatted for consistency with the Portland *Comprehensive Plan* and its implementing ordinances and included in this neighborhood plan. The City Council adopted the *Cully/Parkrose Community Plan* into the Portland *Comprehensive Plan* by Ordinance No. 158942 on August 27, 1986.

URBAN RENEWAL PLANS CONFORM TO COMPREHENSIVE PLANS

Urban renewal plans contain financing provisions for projects described in the *Comprehensive Plan*, and may fund other projects that conform to the land use designations and street classifications depicted on the *Comprehensive Plan* map.

Comprehensive plans describe a variety of public goods that are to be achieved over the long term. These goods are usually complementary, but there are times when a comprehensive plan provision can only be advanced at the expense of another, or when one provision is funded while others must wait.

In determining whether the *Gateway Regional Center Urban Renewal Plan* conforms with Portland's *Comprehensive Plan*, the City must choose between sometimes competing public goods. To do this the City will apply the following definition of "conform:"

1. On balance, the purposes of the *Comprehensive Plan* are advanced as a whole; and
2. Future compliance with the *Comprehensive Plan* is not precluded.

It should be noted that Portland's economic development plan is citywide *Comprehensive Plan* Goal 5. Thus, any urban renewal plan that conforms with Citywide Goal 5 will also conform with the City's economic development plan.

THE GATEWAY REGIONAL CENTER URBAN RENEWAL PLAN

The proposed urban renewal boundary contains approximately 653 acres located in Outer Northeast and Southeast Portland just east of I-205 and south of I-84. The *Gateway Regional Center Urban Renewal Plan* is governed by goals and objectives that originated in two key documents: the *Outer Southeast Community Plan* and the *Opportunity Gateway Concept Plan and Redevelopment Strategy: A guide to growth for Portland's only Regional Center*, accepted by City Council in February 2000. These documents form the policy framework for the urban renewal area. The *Gateway Regional Center Urban Renewal Area Plan* is expected to generate approximately \$100 million current-year dollars in tax increment – approximately \$164 million with inflation - over the 20 year life of the plan. The increment is reserved for project expenditures in the following categories.

Project Category	Percent	Dollars
Housing	20	20,147,800
Transportation	27	27,393,320
Economic Development	4	3,490,200
Transit-Oriented Development	13	13,379,000
Public Facilities	8	7,952,000
Parks and Public Spaces	9	8,784,500
Regional Center Identifiers	2	1,914,500
Project Management, Administration & Contingency	17	16,806,054
Totals	100	99,867,374

CITYWIDE COMPREHENSIVE PLAN GOALS, POLICIES, AND OBJECTIVES

The following citywide goals, policies, and objectives apply to the *Gateway Regional Center Urban Renewal Plan*:

Citywide Goal 1. Metropolitan Coordination

The *Comprehensive Plan* shall be coordinated with federal and state law and support regional goals, objectives and plans adopted by the Columbia Regional Association of Governments and its successor, the Metropolitan Service District, to promote a regional planning framework.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies through its extensive coordination with governments within the metropolitan region.

1. The Portland City Council accepted the *Opportunity Gateway Concept Plan and Redevelopment Strategy* in February 2000 with Resolution 35832. Representatives from Tri-Met, Metro, Oregon Department of Transportation, Oregon Office of Economic and Community Development, David Douglas School District, Human

Solutions and Mt. Hood Community College participated on the Program Advisory Committee (PAC) that prepared and endorsed the *Concept Plan*.

2. The *Gateway Regional Center Urban Renewal Plan* meets citywide Policy 1.4 (Intergovernmental Coordination), which calls for continuous participation in intergovernmental affairs with public agencies to coordinate metropolitan planning and project development and maximize the efficient use of public funds, through the following principles.
3. Principle 1 (Utilize Informed Public Participation), goal a (Inclusivity): Discussions and decisions about the Regional Center will offer ongoing opportunities to engage people in a community-building process that enhances business and social networks and enhances a sense of collective ownership for the Gateway area. This outcome is fundamental to the success of the Regional Center and activities to support this process are within the scope of the urban renewal plan. Implementing the urban renewal plan relies on a vigorous and ongoing discussion among the Regional Center's many stakeholders. The solicitation and consideration of disparate interests and multiple points of view will be standard practice in the implementation of the Plan. The Gateway-area population is becoming more socially, racially and ethnically diverse. Continuing efforts will be made to maintain a representative balance on the PAC and to keep the widest possible group of stakeholders informed about plans and projects. Efforts will be made to engage new stakeholders in the implementation process. This will include community participation during the predevelopment and design stages of significant, publicly financed redevelopment projects. The Development Commission, in implementing this Plan, will strive to coordinate and integrate the redevelopment efforts of the PAC, Tri-Met, Multnomah County, Metro, Oregon Department of Transportation, Portland city bureaus, public agencies, neighborhood associations, business associations, and the efforts of the private and non-profit sectors.
4. Principle 2 (Optimize Investment in the District), goal b (Strategic Public Investment): Public dollars should be used strategically, especially to optimize existing investments such as the light rail and freeway systems. Tax increment funds should be used to leverage other public and private funds whenever possible. Further, the availability of tax increment funds should not cause resources that would otherwise be allocated to the Gateway area to be shifted to other parts of the city. When non-tax increment based funding is available to Gateway, city agencies should strive to allocate resources to projects and programs that are ineligible for urban renewal funding. Public investments should be strategically targeted to large and small ventures that improve the level of confidence that new and longstanding residents have about the Regional Center. Prior investments in public infrastructure should be considered for strategic improvements during the life of the Plan. These might include upgrades to municipal or utility delivery systems for sewer, water, stormwater, energy, and telecommunication. Infrastructure improvements should be designed and operated to achieve social, economic and natural resource benefits for the Area.

5. The urban renewal plan implements citywide Policy 1.5 (Compliance with Future Metro Planning Efforts), which calls for the review and update of Portland's *Comprehensive Plan* to comply with the regional *Framework Plan* adopted by Metro. Notification of the Planning Commission's consideration of the *Gateway Regional Center Urban Renewal Plan* was sent to Metro on April 20, 2001.
6. The Portland Development Commission held a public hearing on May 16, 2001 to hear testimony and consider action on the *Gateway Regional Center Urban Renewal Plan* and boundary. The Portland Development Commission unanimously recommended City Council adoption of the plan and boundary.
7. The Portland Planning Commission held a public hearing on May 22, 2001 to hear public testimony and consider the recommended *Gateway Regional Center Urban Renewal Plan* and Boundary. The Portland Planning Commission unanimously recommended City Council adoption of the *Gateway Regional Center Urban Renewal Plan* and the area boundary.

Citywide Goal 2. Urban Development

Maintain Portland's role as the major regional employment, population and cultural center through public policies that encourage expanded opportunity for housing and jobs, while retaining the character of established residential neighborhoods and business centers.

Finding. The *Gateway Regional Center Urban Renewal Plan* supports this goal and related policies for the following reasons.

8. The Plan is expected to generate 3,790 units of housing and at least 9,808 jobs during the 20 year life of the plan. Jobs and housing will be interconnected by a multimodal transportation system. The synergistic mixture of jobs, housing, and transportation options will help maintain Portland as a major employment and housing center within the metropolitan region.
9. Urban renewal housing and economic development programs and recommended transportation, public, and community infrastructure projects create the foundation needed to support the expansion, growth, and diversity of population consistent with citywide Policies 2.1 (Population Growth) and 2.2 (Urban Diversity). Policy 2.1 allows for population growth within the existing city boundary by providing land use opportunities that will accommodate the projected increase in city households by the year 2000. Policy 2.2 (Urban Diversity) promotes a range of living environments and employment opportunities for Portland residents in order to attract and retain a stable and diversified population.
10. The urban renewal plan targets investments in land acquisition and construction of improvements in parks, plazas, recreational facilities and small public spaces,

thereby implementing the recreational objectives of citywide Policy 2.6 (Open Space), which calls for providing opportunities for recreation and visual relief by preserving Portland's parks, golf courses, trails, parkways and cemeteries. The *Gateway Regional Center Urban Renewal Plan* supports open space by providing \$8.7 million for parks and open space projects. This expenditure will be governed by Principle 6 (Create a Mixture of Public Spaces) and its goals and objectives.

- a. **Parks and Plazas:** Residential and employment population increases should be accompanied by a commensurate increase in parks, plazas and other designed outdoor space. These spaces should be both frequent and diverse. They may be hard-scaped, soft-scaped, multi-acre, "pocket" sized, covered, open, naturally occurring or carefully "groomed." Most importantly, such spaces should be accessible to all residents of the Regional Center and to neighbors from the surrounding area. Many public spaces envisioned for the Regional Center should be small, intimate, and relatively unadorned. These spaces might occur at bus shelters, light rail stations, outside commercial buildings, or in other natural gathering places. Programming for parks and plazas should be carefully devised, budgeted for, and appropriate to the location and size of the space. The Regional Center should have a public plaza, located near the Gateway Transit Center light rail station, and at least two neighborhood parks that are centrally located within the district.
- b. **Rights-of-Way:** Public rights-of-way are expected to include some features ordinarily associated with parks. Street trees and other landscaping elements should be used extensively to provide greenery; sidewalks on 102nd should be wide enough to accommodate public art, café seating and a sense of openness. Streets that connect parks and plazas might be specially designed to continue the themes and design elements of the parks themselves. Large office development sites should include pedestrian paths, open space, trees and space between buildings.
- c. **Recreation:** Some of the Regional Center's public spaces should be designed to accommodate recreational activities. Because of the difficulty of assembling parkland in the Regional Center, opportunities to share recreational facilities with schools or other institutions inside the district should be supported. Trails for running and biking should be linked wherever possible. A linear parkway, proposed for NE 97th, should be constructed to provide a recreational amenity for new residents and visitors to the Regional Center. The Portland Park Bureau's effort to develop a pool at the East Portland Community Center is supported under this Plan.
- d. **Public Buildings:** Public buildings are part of the Regional Center's public space inventory. Public buildings provide places where community members can access services, interact, be entertained, learn and relax. Public buildings that have been discussed for the Regional Center include an Education Center, a Performing Arts Center, a Government Center, and facilities to support David Douglas School

District, Mt. Hood Community College, and Multnomah County. Lobbies, courts, and entries to public buildings should be carefully designed to help meet the need for adequate public space in the district.

11. The *Gateway Regional Center Urban Renewal Plan* boundary was drawn to exclude areas designated for single-family dwelling units, which are generally well established residential neighborhoods. This supports and is consistent with citywide Policy 2.9 (Residential Neighborhoods), which allows for a range of housing types to accommodate increased population growth while improving and protecting the city's residential neighborhoods. This will be accomplished in accordance with Principle 4 (Compact Development), goal a (Respect Adjacent Neighborhoods): The Regional Center is surrounded on three sides by residential neighborhoods. Projects built near the northern, eastern, and southern edges of the district should blend with the neighborhood environment. The transition of height, mass and density between the traditional single-family neighborhoods and Regional Center should be gradual wherever possible. When multi-story development occurs adjacent to single-family homes located outside the district, consideration should be given to the availability of light, shading and privacy for the single-dwelling occupants. Traffic impacts on surrounding neighborhood streets should be evaluated when considering new street connections. Maintaining the character of the adjacent neighborhoods will require that the interior of the Regional Center be developed more compactly than would be the case if the population growth were to be dispersed to the northern, eastern, and southern edges of the district.

12. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 2.11 (Commercial Centers), which promotes the expansion of major established commercial centers that are well served by transit, strengthening these centers with retail, office, service and labor-intensive industrial activities that are compatible with the surrounding area, and encourages the retention of existing medium and high density apartment zoning adjacent to these centers. The plan supports this policy by strengthening this Metro-designated 2040-designated Regional Center and encouraging new more intensive development within this important regional multi-modal transportation node and corridor. The *Gateway Regional Center Urban Renewal Plan* does not change zoning. The Plan allocates \$3.5 million for economic development. This expenditure is governed by Principle 10 (Enhance Economic Opportunities) and the following goals and objectives:
 - a. Support Small Local Businesses: The Regional Center is home to hundreds of small businesses, many occupying the same locations for decades. These businesses are concentrated in the Halsey-Weidler corridor, but can be found in other parts of the district as well. Urban renewal activities should support existing businesses that are compatible with the Regional Center vision as described in the *Opportunity Gateway Concept Plan* and other relevant plans. Small local, business support might include financial assistance to property owners or tenants seeking to improve the appearance of commercial storefront properties, expand operations in a manner that is supportive of the principles of this Plan, or develop underutilized land. Financial assistance may also be available for local businesses

not currently in the area, but which would like to relocate in the Regional Center and would provide needed goods and services. On-street parking is critical to the success of small businesses. Efforts should be made to provide ample on-street parking where appropriate on streets that support commercial or mixed-used development.

- b. **Employment Center:** Expanding the employment base within the Regional Center will help generate additional retail development and will complement housing development by providing jobs within a short walk or transit ride of Regional Center homes. Employment growth within the district will attract new people to the Regional Center, activating it during the work day and exposing more people to the Area's services and amenities. Measures should be taken to create opportunities for new businesses to locate in the district, especially those that bring a large supply of new jobs. Included in these measures should be site assembly and incentive programs that attract high quality employers to the area. Businesses that complement existing economic "clusters," such as medical services, should be encouraged within the Regional Center, as should businesses that rely on a regional base of customers. Services that are supportive of, but ancillary to, employment goals should also be encouraged to locate in the area; these include educational services, childcare, workforce training, etc.
- c. **Family-wage Jobs:** The area currently lags the City of Portland and Multnomah County in per capita income. In establishing the Regional Center as an Employment Center, preferential support should be given to businesses and companies that provide "family-wage" jobs. These are jobs that can sustain a family and provide a full range of benefits. Unqualified job expansion should not be the sole focus of the Area's economic development; attention should be paid to attracting and maintaining quality jobs, or those that pay a family wage.
- d. **Complement I-205 Development:** Regional Center stakeholders must not ignore other nearby centers of housing, employment and services. These include downtown Portland, downtown Gresham, Vancouver, Airport Way, CascadeStation, the Lents Town Center, and the Clackamas Regional Center. In particular, the Gateway Regional Center is linked to other commercial centers within the I-205 corridor (Airport Way, Cascade Station, Lents, and Clackamas Regional Center.) Over the life of this Plan, the Urban Renewal Advisory Committee, Portland Development Commission, and City of Portland should continually evaluate and assess the various functions that are being served by these I-205 centers, so that activities in each may be complementary and not needlessly competitive. The goals and objectives under this principle will be realized only through strategic planning and the capitalization of opportunities as they arise. Regional Center stakeholders must continually monitor development, absorption, and leasing in other parts of the region so that activities occurring outside Gateway's boundary do not solely dictate the course of the area's economic development.

13. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 2.12 (Transit Corridors), which is to provide a mixture of activities along major transit routes and Main Streets to support the use of transit; encourage development of commercial uses and allow labor-intensive industrial activities which are compatible with the surrounding area; and increase residential densities on residentially-zoned lands within one-quarter mile of existing and planned transit routes to transit-supportive levels, as well as require development along transit routes to relate to the transit line and pedestrians and to provide on-site pedestrian connections, in the following ways.
14. The *Gateway Regional Center Urban Renewal Plan* allocates \$13.4 million for transit-oriented development. This expenditure is governed by Principle 4 (Support Compact Development) and goal c (Station Area Focus): Compact development is more readily achieved within one-quarter mile of light rail stations. The Regional Center has two stations: the Gateway Transit Center station and the 102nd and Burnside station. Land within a quarter-mile of these stations is best suited to meet many of the Principles of this plan. The redevelopment of these station areas should take into account the proximity of light rail service, especially with regard to parking ratios. Stakeholders may choose to focus urban renewal resources within these station areas, as this land presents opportunities for compact development. Within the station areas throughout the Regional Center, transit connectivity must be maintained and enhanced over time to help support compact development. The Gateway Park and Ride surface parking lot is an inefficient use of land adjacent to the Regional Center's more heavily used light rail station. It is expected that the Park and Ride properties will be redeveloped over the life of the Plan into transit-oriented developments for assorted public and private land uses, possibly to include a mixed-use Park and Ride parking structure. The Urban Renewal Advisory Committee, Portland Development Commission, City of Portland, and Tri-Met should work collaboratively over the life of the Plan to eliminate surface park and ride parking lots with the Regional Center.
15. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 2.15 (Living Closer to Work), which calls for locating greater residential densities near major employment centers, including Metro-designated regional and town centers, to reduce vehicle miles traveled per capita and maintain air quality, and locating affordable housing close to employment centers. The *Gateway Regional Center Urban Renewal Plan* does not change any zoning nor *Comprehensive Plan* designation. However, the Plan allocates \$20.2 million for housing and \$3.5 million for economic development. This allocation will be done according to Principle 9 (Expand and Improve Housing Options) and goal a (Housing Diversity): Plan activities should promote the development and preservation of an adequate supply of quality housing that provides long term affordability across the range of income levels of the region. Plan activities should promote the development of a diversity of housing types and tenures (rental and homeownership). Plan activities should encourage housing and job development that is mutually supportive, with new housing made available for workers in and around the Regional Center.

16. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 2.17 (Transit Stations and Transit Centers) through the retention of existing zoning and *Comprehensive Plan* map designations and for the reasons stated in the Findings for Policy 2.12 above. Minimum residential densities are being established citywide to comply with the Metro's *Urban Growth Management Functional Plan*.
17. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 2.18 (Transit-Supportive Density), which calls for establishing, through the community planning process, average minimum residential densities of 15 units per acre within one-quarter mile of existing and planned transit streets, main streets, town centers, and transit centers, establishing average minimum residential densities of 25 units per acre within one-half mile of light rail stations and regional centers, and establishing minimum floor area ratios (FAR) for non-residential development at light rail centers of 0.5:1. The Plan supports this policy through the retention of existing zoning and *Comprehensive Plan* map designations. This map designates a pattern of high density residential (RH), central commercial (CX), storefront commercial (CS), medium-density residential (R1), mixed commercial (CM), and low-density residential (R2.5). The minimum density for the RH zone is one unit per 1,500 square feet, or 29 units per acre for the R1 zone one unit per 2,000 square feet or 22 units per acre, and for the R2 zone one unit per 3,000 square feet or 15 units per acre. The minimum FAR for all new development in the CM, CS, CX, EG, and EX zones is 0.5 to 1. Minimum residential densities in the remaining zones are being established citywide to comply with the Metro's *Urban Growth Management Functional Plan*. The *Comprehensive Plan* policy recognizes that transit-supportive density may not be achievable in some circumstances. There are two instances where this is the case: within 1000 ft of the 102nd and Burnside station is an existing single family neighborhood zoned for high-density single-dwelling residential (R5) and an employment area zoned for general employment (EG2) with a *Comprehensive Plan* designation of central employment (EX).
18. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 2.22 (Mixed Use), which calls for continuing a mechanism that will allow for the continuation and enhancement of areas of mixed use character where such areas act as buffers and where opportunities exist for creation of nodes or centers of mixed commercial, light industrial and apartment development. The Plan supports this policy through Principle 5 (Support a Mixture of Land Uses) and the following goals and objectives:
 - a. Within the District: As a Regional Center, the area should be a destination for people seeking an assortment of goods and services. In addition, it should serve as home to a range of people, businesses, governmental entities, non-profit organizations, educational institutions, faith-based organizations, entertainment venues and medical establishments. The Regional Center should seek a balance of housing, office or commercial development since the predominance of any one of these sectors will impair the realization of most Regional Center goals and

policies. A mixed-use character should be encouraged throughout the entire area; where such a mixture of uses develops, care should be taken that the uses are compatible, and that transition buffers are utilized where appropriate.

- b. Within Development Projects: Along commercial corridors like 102nd, 99th, NE Halsey, NE Glisan, Burnside and SE Stark/Washington and in certain other locations, development projects should strive to incorporate a mixture of uses. Ground floors should house active uses like retail or commercial activities. Upper floors should include housing or offices. A few mixed-use “signature” projects should be supported, which could include space for educational programs, entertainment, hotel, and/or parking. Every development project within the Regional Center station areas should be evaluated for the degree to which it includes a healthy mix of uses.
19. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 2.23 (Buffering), which calls for ensuring that impacts from nonresidential uses on residential areas are mitigated through the use of buffering and access limitations when residential zoned lands are changed to commercial, employment, or industrial zones. While the *Gateway Regional Center Urban Renewal Plan* does not change any zoning or *Comprehensive Plan* designation, buffering of single-family neighborhoods outside of the district boundary is an important element of the Plan. Principle 4 (Support Compact Development) supports this policy through goal a (Respect Adjacent Neighborhoods): Projects built near the northern, eastern, and southern edges of the district should blend with the neighborhood environment. The transition of height, mass and density between the traditional single-family neighborhoods and Regional Center should be gradual wherever possible. When multi-story development occurs adjacent to single-family homes located outside the district, consideration should be given to the availability of light, shading and privacy for the single-dwelling occupants.
 20. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 2.27 (*Outer Southeast Community Plan*), which calls for promoting the economic vitality, diverse residential character, environmental quality, and livability of Outer Southeast Portland by including the *Outer Southeast Community Plan* as a part of this *Comprehensive Plan*. The Plan supports this policy by providing a strategic implementation framework for the implementation of Outer Southeast Community and Neighborhood Plan action charts.

Citywide Goal 3. Neighborhoods

Preserve and reinforce the stability and diversity of the city’s neighborhoods while allowing for increased density in order to attract and retain long-term residents and businesses and insure the city’s residential quality and economic vitality.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies for the following reasons.

21. The Plan excludes areas zoned and designated through the *Comprehensive Plan* for single-family dwelling units, which are generally well established residential neighborhoods, and focuses investments on properties zoned for commercial, employment, institutional, and multi-dwelling units. These focused investments will facilitate increased residential densities within mixed use station communities. New station communities will attract and retain long-term residents and businesses.
22. Principle 4 (Support Compact Development), goal c (Station Area Focus): Compact development is more readily achieved within one-quarter mile of light rail stations. The Regional Center has two stations: the Gateway Transit Center station and the 102nd and Burnside station. Land within a quarter-mile of these stations is best suited to meet many of the Principles of this plan. The redevelopment of these station areas should take into account the proximity of light rail service, especially with regard to parking ratios. Stakeholders may choose to focus urban renewal resources within these station areas, as this land presents opportunities for compact development.
23. Principle 9 (Expand and Improve Housing Options), goal d (Develop a Housing Strategy) will assess the housing needs of existing residents and address the goal of minimizing the displacement of current residents. The Plan as a whole provides for improvements in residential quality and economic vitality that would also benefit new residents and businesses.
24. Urban Renewal Plan-projected infrastructure, transportation, housing, and public facilities (valued at over \$55 million) address existing conditions of blight present within the area consistent with citywide Policies 3.1 (Physical Conditions) and 3.2 (Social Conditions). This is addressed in Principle 3 (Establish a Distinctive Identity), specifically goal c (Mitigation of Visual Blight): Blighting influences in the district include properties that are uncared-for, deteriorated, unsafe, dilapidated, or vacant. They also prevent the district from establishing a distinctive identity. In addition, such properties frustrate the establishment of a “distinctive identity” for the Regional Center. It is the intent of this Plan to cause the mitigation of visual blight through cooperative measures among the Urban Renewal Advisory Committee, the Portland Development Commission and the owners of such blighted properties.
25. The Plan supports citywide Policy 3.3 (Neighborhood Diversity) through Principle 9 (Expand and Improve Housing Options), goal a (Housing Diversity): Plan activities should promote the development and preservation of an adequate supply of quality housing that provides long term affordability across the range of income levels of the region. Plan activities should promote the development of a diversity of housing types and tenures (rental and homeownership). Plan activities should encourage housing and job development that is mutually supportive, with new housing made available for workers in and around the Regional Center.
26. The Opportunity Gateway Program Advisory Committee and associated neighborhood, community and business associations and stakeholders played an

active role in determining the most desirable future use for the urban renewal area and the identification of possible projects and programs needed to implement the community's envisioned future. The *Gateway Regional Center Urban Renewal Plan* intends to continue to support citywide Policy 3.5 (Neighborhood Involvement) through Principle 1 (Utilize Informed Public Participation) and the following goals and objectives:

- a. (Inclusivity): Discussions and decisions about the Regional Center will offer ongoing opportunities to engage people in a community-building process that enhances business and social networks and enhances a sense of collective ownership for the Gateway area. This outcome is fundamental to the success of the Regional Center and activities to support this process are within the scope of the urban renewal plan. Implementing the urban renewal plan relies on a vigorous and ongoing discussion among the Regional Center's many stakeholders. The solicitation and consideration of disparate interests and multiple points of view will be standard practice in the implementation of the Plan. The Gateway area population is becoming more socially, racially and ethnically diverse. Continuing efforts will be made to maintain a representative balance on the PAC and to keep the widest possible group of stakeholders informed about plans and projects. Efforts will be made to engage new stakeholders in the implementation process. This will include community participation during the predevelopment and design stages of significant, publicly financed redevelopment projects. The Development Commission, in implementing this Plan, will strive to coordinate and integrate the redevelopment efforts of the PAC, Tri-Met, Multnomah County, Metro, Oregon Department of Transportation, Portland city bureaus, public agencies, neighborhood associations, business associations, and the efforts of the private and non-profit sectors.
- b. Education: Effective stewardship of the district will require the participation of people who have a basic knowledge of the factors that influence the Area's redevelopment. These include project history, community environment, market trends, policy directives, regulatory conditions, and so on. As more people gain this knowledge, it will become easier to transmit good information to others in the community. This widening base of informed participation will be a key to successful implementation of the Plan. Those who are involved in the urban renewal process shall endeavor to educate others who are new, concerned, or curious about the Regional Center and its development.
- c. Leadership: Leaders from the community are vital to informed public participation. Leaders are people who can commit substantial time and energy to the implementation of the Plan. City of Portland staff will carry out urban renewal activities, but community leaders are responsible for providing oversight and guidance. Whether associated with public, private, non-profit or neighborhood interests, leaders will serve as trustees of the common good. Different people are expected to assume leadership roles over the life of the plan.

- d. **Accountability:** The allocation of public resources in the district will be guided by documents produced through public processes, including the Portland Development Commission's Five Year Plan planning process and yearly budget updates. The framework for future expenditures, as established in this urban renewal plan, will not be altered except by amendment in processes described in this plan.
27. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 3.7 (Visual Communication) by allocating \$1.0 million for Signage and Public Art. This expenditure is governed by Principle 3 (Establish a Distinctive Identity), goal a (Unity and Cohesiveness): The Regional Center should be spatially defined with prominent entry markers and the presence of common elements like paving material, street trees, signage and landscaping that are specially designed for the district.
28. The *Gateway Regional Center Urban Renewal Plan* provides a strategic implementation framework for the implementation of the *Outer Southeast Community, Neighborhood and Business Plan* action charts consistent with citywide Policy 3.9 (Outer Southeast Community Plan Neighborhoods and Business Plan) and adopted plan vision statements.

Citywide Goal 4. Housing

Enhance Portland's vitality as a community at the center of the region's housing market by providing housing of different types, tenures, density, sizes, costs, and locations that accommodate the needs, preferences, and financial capabilities of current and future households.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies for the following reasons.

29. The *Gateway Regional Center Urban Renewal Plan* will provide \$20.2 million for housing development, which will help build 3,790 new housing units. The expenditure of these funds is governed by Principle 9 (Expand and Improve Housing Options) and the following goals and objectives:
- a. **Housing Diversity:** Plan activities should promote the development and preservation of an adequate supply of quality housing that provides long term affordability across the range of income levels of the region. Plan activities should promote the development of a diversity of housing types and tenures (rental and homeownership). Plan activities should encourage housing and job development that is mutually supportive, with new housing made available for workers in and around the Regional Center.
 - b. **Balanced Communities:** New housing development should balance current housing needs with policy objectives to provide a variety of housing product choices for new and existing residents and families of various sizes. Plan

activities should encourage a mix of both homeownership and rental projects to serve residents at all life stages. Homeownership opportunities may be expanded through the use of condominiums, community land trusts, cooperatives, or mutual housing associations. Transit-oriented housing should be encouraged with a quarter-mile of light rail stations. In order to provide a continuum of housing within the Area, plan activities should consider the production of new housing for the elderly and people with disabilities, including but not limited to independent living, assisted living, and skilled nursing care facilities, particularly near transit services.

- c. **Housing Compatibility and Quality:** The success of new housing investment must be measured in part by its contribution to the overall livability of the Regional Center and how it complements existing housing and businesses. Housing activities should enhance the livability of the residential and business areas and complement the character of the area. Housing development has a definite and important impact on the experience of pedestrians and nearby residents through attractive and functional design, management of traffic and parking and property management. Implementation of a housing strategy for the Regional Center should promote investment in high quality design through sound construction and design guidelines. The Urban Renewal Advisory Committee, Portland Development Commission, and City of Portland should consider the impacts and/or opportunities that new housing will create for local services including schools, grocery or retail, social services and parks.
- d. **Develop Housing Strategy:** In order to achieve the goals and objectives of this Plan, it will be important to prepare a comprehensive housing strategy that guides future funding decisions that are based on urban renewal housing goals. The strategy will consider the existing housing inventory, assess the housing needs of existing residents and incoming residents and provide for goals, objectives and tools to accomplish the housing goals. The strategy will involve citizens in both its development and implementation through annual reports to the Urban Renewal Advisory Committee and inclusion in PDC Five-Year Plan and budget processes. The strategy will include measurable performance goals, which are based on Plan housing goals and City and regional housing policies. The strategy should address the goal of minimizing the displacement of current residents.

Funds expended in accord with these principles will provide housing of different types, tenures, density, sizes, costs, and locations that accommodate the needs, preferences, and financial capabilities of current and future households within the urban renewal plan area.

- 30. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 4.1 (Housing Availability) by increasing housing supply 3,790 new units through Principle 9 (Expand and Improve Housing Options), goal a (Housing Diversity): Plan activities should promote the development and preservation of an adequate supply of quality housing that provides long term affordability across the range of income levels of the region. Plan activities should promote the development of a diversity of

housing types and tenures (rental and homeownership). Plan activities should encourage housing and job development that is mutually supportive, with new housing made available for workers in and around the Regional Center.

31. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 4.2 (Maintain Housing Potential) because it does not change the *Comprehensive Plan* map or the zoning map.
32. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 4.3 (Sustainable Housing), especially objective B (Establish development patterns that combine residential with other compatible uses in mixed-use areas such as the Central City, Gateway Regional Center, Station Communities, Town Centers, Main Streets, and Corridors) through the following principles, goals and objectives:
33. Principle 2 (Optimize Investment in the District), goal b (Strategic Public Investment): Public dollars should be used strategically, especially to optimize existing investments such as the light rail and freeway systems...Public investments should be strategically targeted to large and small ventures that improve the level of confidence that new and longstanding residents have about the Regional Center.
34. Principle 4 (Support Compact Development)
 - b. Efficient Land Use: The Regional Center benefits from prior public investments in wide streets, freeway ramps, light rail, water, sewer and other utility services. In order to optimize the value of these investments, land within the Regional Center must be used efficiently. Land uses that require freeway accessibility and visibility should be supported in locations near the freeways. Destinations that are commonly accessed by light rail should be supported in locations near light rail stations. Where bus service is available, new projects should be designed to capitalize on the serve and promote its use. Existing or proposed land uses that squander acreage within the Area for excessive parking, low-density housing, outdoor storage or large setbacks are not supported under this Plan or the City of Portland's zoning code. The Plan and zoning code do support and anticipate the redevelopment of existing surface parking lots into new uses that support Regional Center goals and objectives. Proposed projects which seek to place parking in structures, whether above or underground, or within building footprints are encouraged under this Plan. Urban renewal resources should be made available to assist developers in meeting this goal. Land use efficiency includes the notions of sustainability and environmental health. Infill development in the Area will help conserve the region's environmental resources, economic investment and social fabric. New development that encourages resource and energy efficiency, shall be supported under this Plan.
 - c. Station Area Focus: Compact development is more readily achieved within one-quarter mile of light rail stations. The Regional Center has two stations: the Gateway Transit Center station and the 102nd and Burnside station. Land within a quarter-mile of these stations is best suited to meet many of the Principles of this

plan. The redevelopment of these station areas should take into account the proximity of light rail service, especially with regard to parking ratios. Stakeholders may choose to focus urban renewal resources within these station areas, as this land presents opportunities for compact development. Within the station areas throughout the Regional Center, transit connectivity must be maintained and enhanced over time to help support compact development. The Gateway Park and Ride surface parking lot is an inefficient use of land adjacent to the Regional Center's more heavily used light rail station. It is expected that the Park and Ride properties will be redeveloped over the life of the Plan into transit-oriented developments for assorted public and private land uses, possibly to include a mixed-use Park and Ride parking structure. The Urban Renewal Advisory Committee, Portland Development Commission, City of Portland, and Tri-Met should work collaboratively over the life of the Plan to eliminate surface park and ride parking lots with the Regional Center.

35. Principle 5 (Support a Mixture of Land Uses), goal a (Within the District): As a Regional Center, the area should be a destination for people seeking an assortment of goods and services. In addition, it should serve as home to a range of people, businesses, governmental entities, non-profit organizations, educational institutions, faith-based organizations, entertainment venues and medical establishments. The Regional Center should seek a balance of housing, office or commercial development since the predominance of any one of these sectors will impair the realization of most Regional Center goals and policies. A mixed-use character should be encouraged throughout the entire area; where such a mixture of uses develops, care should be taken that the uses are compatible, and that transition buffers are utilized where appropriate.
36. Principle 6 (Create a Mixture of Public Spaces)
 - a. Parks and Plazas: Residential and employment population increases should be accompanied by a commensurate increase in parks, plazas and other designed outdoor space...The Regional Center should have a public plaza, located near the Gateway Transit Center light rail station, and at least neighborhood parks that are centrally located within the district.
 - d. Public Buildings: Public buildings are part of the Regional Center's public space inventory...Lobbies, courts and entries to public buildings should be carefully designed to help meet the need for adequate public space in the district.
37. Principle 8 (Expand and Improve Travel Options)
 - a. Street Grid: The establishment of a street grid in the Regional Center will shorten trip lengths within the Area, disperse traffic over a wider array of streets, permit more pedestrian and bicycle trips, enable additional storefront-type development, increase the parking supply through additional on-street parking, reduce regional street volumes, improve access to services and parks, and allow for alleys which could serve as corridors for utilities. Urban renewal resources should be dedicated

to the purpose of connecting streets within the Regional Center and creating new streets in areas that suffer from substandard connectivity.

- b. Facilitate Non-Auto Trips: All new and improved streets in the Regional Center should consider the full spectrum of modal travel that may occur on such streets: auto, bicycle, pedestrian, and transit...Because Regional Center plans and policies seek to optimize the light rail investment, encourage walking, and support compact development, urban renewal resources should support projects and programs that facilitate non-auto based trips.
 - c. Transit Improvements: Superior transit service is critical to the success of the Regional Center. Transit should be an attractive choice for getting to, from and around the Area...The convenience of internal transit trips may be improved by expanding bus and light rail service, establishing an internal transit system such as a streetcar, upgrading bus shelters and light rail stations, providing customer information displays and incorporating mini-plazas and artwork at key transfer points. In time, Tri-Met should consider expanding transit service hours if warranted by increased nighttime activity in the Regional Center. Improving the functionality of the Gateway Transit Center is included under this goal. As long as buses, cars, pedestrians, and light rail trains converge at the Transit Center, efforts should be made to ensure that people and vehicles can interact safely and with relative ease.
38. Principle 10 (Enhance Economic Opportunities), goal b (Employment Center): Expanding the employment base within the Regional Center will help generate additional retail development and will complement housing development by providing jobs within a short walk or transit ride of Regional Center homes.
39. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policies 4.4 (Housing Safety), 4.5 (Housing Conservation), and 4.6 (Housing Quality) through Principle 3 (Establish a Distinctive Identity), goal c (Mitigation of Visual Blight): Blighting influences in the district include properties that are uncared-for, deteriorated, unsafe, dilapidated, or vacant. They also prevent the district from establishing a distinctive identity. In addition, such properties frustrate the establishment of a “distinctive identity” for the Regional Center. It is the intent of this Plan to cause the mitigation of visual blight through cooperative measures among the Urban Renewal Advisory Committee, the Portland Development Commission and the owners of such blighted properties.
40. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policies 4.7 (Balanced Communities), 4.8 (Regional Housing Opportunities), 4.9 (Fair Housing), 4.10 (Housing Diversity), 4.11 (Housing Affordability), 4.12 (Housing Continuum), and 4.13 (Humble Housing) through the following principles:
41. Principle 5 (Support a Mixture of Land Uses), goal a (Within the District): As a Regional Center, the area should be a destination for people seeking an assortment of

goods and services. In addition, it should serve as home to a range of people, businesses, governmental entities, non-profit organizations, educational institutions, faith-based organizations, entertainment venues and medical establishments. The Regional Center should seek a balance of housing, office or commercial development since the predominance of any one of these sectors will impair the realization of most Regional Center goals and policies. A mixed-use character should be encouraged throughout the entire area; where such a mixture of uses develops, care should be taken that the uses are compatible, and that transition buffers are utilized where appropriate.

42. Principle 9 (Expand and Improve Housing Options) and the following goals and objectives:
 - a. Housing Diversity: Plan activities should promote the development and preservation of an adequate supply of quality housing that provides long term affordability across the range of income levels of the region. Plan activities should promote the development of a diversity of housing types and tenures (rental and homeownership). Plan activities should encourage housing and job development that is mutually supportive, with new housing made available for workers in and around the Regional Center.
 - b. Balanced Communities: New housing development should balance current housing needs with policy objectives to provide a variety of housing product choices for new and existing residents and families of various sizes. Plan activities should encourage a mix of both homeownership and rental projects to serve residents at all life stages. Homeownership opportunities may be expanded through the use of condominiums, community land trusts, cooperatives, or mutual housing associations. Transit-oriented housing should be encouraged with a quarter-mile of light rail stations. In order to provide a continuum of housing within the Area, plan activities should consider the production of new housing for the elderly and people with disabilities, including but not limited to independent living, assisted living, and skilled nursing care facilities, particularly near transit services.
43. Oregon law prohibits government rent and price controls, but makes an exception for publicly-supported housing. The Portland Development Commission uses urban renewal funds to leverage private investments in affordable housing, and the City maintains long-term affordability agreements as a condition of these public/private partnerships. These safeguards and the expenditure of \$20.2 million designated for housing are provided for and governed by the following principles:
44. Principle 2 (Optimize Investment in the District)
 - a. Community Investment: Optimizing community investment means focusing on projects and programs that will improve the quality of life for east Portlanders, and for new Regional Center neighborhoods as they arise.

- b. Strategic Public Investment: Tax increment funds should be used to leverage other public and private funds whenever possible...Public investments should be strategically targeted to large and small ventures that improve the level of confidence that new and longstanding residents have about the Regional Center.
 - c. Policy-Supportive Private Investment: Private investment in the district should be evaluated according to its adherence to the public policies and plans that have been adopted for the Regional Center, and the principles listed in this Plan. The Portland Development Commission, City Council and Urban Renewal Advisory Committee should seek to attract, support, enable and motivate private investment that is policy-supportive, plan-oriented and principle-driven. Urban renewal funds should be made available to stimulate and support private investment in the form of new projects which clearly attempt to meet these criteria. Private investors, as users and beneficiaries of this infrastructure, will be expected to help fund the upgrade of various local systems such as streets, sewers and parks.
45. Principle 9 (Expand and Improve Housing Options), goal d (Develop Housing Strategy): In order to achieve the goals and objectives of this Plan, it will be important to prepare a comprehensive housing strategy that guides future funding decisions that are based on urban renewal housing goals. The strategy will consider the existing housing inventory, assess the housing needs of existing residents and incoming residents and provide for goals, objectives and tools to accomplish the housing goals. The strategy will involve citizens in both its development and implementation through annual reports to the Urban Renewal Advisory Committee and inclusion in PDC Five-Year Plan and budget processes. The strategy will include measurable performance goals, which are based on Plan housing goals and City and regional housing policies. The strategy should address the goal of minimizing the displacement of current residents.
46. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 4.14 (Neighborhood Stability) by drawing the boundary to exclude areas designated for single-family dwelling units, which are generally well established residential neighborhoods and through the following principles:
47. Principle 4 (Compact Development), goal a (Respect Adjacent Neighborhoods) states that projects built near the northern, eastern, and southern edges of the district should blend with the neighborhood environment. The transition of height, mass and density between the traditional single-family neighborhoods and Regional Center should be gradual wherever possible. When multi-story development occurs adjacent to single-family homes located outside the district, consideration should be given to the availability of light, shading and privacy for the single-dwelling occupants. Traffic impacts on surrounding neighborhood streets should be evaluated when considering new street connections. Maintaining the character of the adjacent neighborhoods will require that the interior of the Regional Center be developed more compactly than would be the case if the population growth were to be dispersed to the northern, eastern, and southern edges of the district.

48. Principle 9 (Expand and Improve Housing Options), goal d (Develop a Housing Strategy) states that the strategy will assess the housing needs of existing residents and address the goal of minimizing the displacement of current residents.
49. Principle 10 (Enhance Economic Opportunities), goal b (Employment Center) encourages services that are supportive of, but ancillary to, employment goals to locate in the Area; these include educational services, childcare, workforce training, etc.

Citywide Goal 5. Economic Development

Foster a strong and diverse economy which provides a full range of employment and economic choices for individuals and families in all parts of the city.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies for the following reasons.

50. The Plan will provide \$3.5 million for economic development activities. This expenditure is expected to generate at least 9,808 new jobs during the life of the urban renewal plan. Job creation will foster a strong and diverse economy that provides a full range of employment and economic choices for individuals and families. The expenditure of these funds is governed by Principle 10 (Enhance Economic Opportunities) and the following goals and objectives:
 - a. **Support Small Local Businesses:** The Regional Center is home to hundreds of small businesses, many occupying the same locations for decades. These businesses are concentrated in the Halsey-Weidler corridor, but can be found in other parts of the district as well. Urban renewal activities should support existing businesses that are compatible with the Regional Center vision as described in the *Opportunity Gateway Concept Plan* and other relevant plans. Small local business support might include financial assistance to property owners or tenants seeking to improve the appearance of commercial storefront properties, expand operations in a manner that is supportive of the principles of this Plan, or develop underutilized land. Financial assistance may also be available for local businesses not currently in the area, but which would like to relocate in the Regional Center and would provide needed goods and services. On-street parking is critical to the success of small businesses. Efforts should be made to provide ample on-street parking where appropriate on streets that support commercial or mixed-used development.
 - b. **Employment Center:** Expanding the employment base within the Regional Center will help generate additional retail development and will complement housing development by providing jobs within a short walk or transit ride of Regional Center homes. Employment growth within the district will attract new people to the Regional Center, activating it during the work day and exposing more people to the Area's services and amenities. Measures should be taken to create

opportunities for new businesses to locate in the district, especially those that bring a large supply of new jobs. Included in these measures should be site assembly and incentive programs that attract high quality employers to the Area. Businesses that complement existing economic “clusters,” such as medical services, should be encouraged within the Regional Center, as should businesses that rely on a regional base of customers. Services that are supportive of but ancillary to employment goals should also be encouraged to locate in the Area; these include educational services, childcare, workforce training, etc.

- c. Family-wage Jobs: The Area currently lags the City of Portland and Multnomah County in per capita income. In establishing the Regional Center as an Employment Center, preferential support should be given to businesses and companies that provide “family-wage” jobs. These are jobs that can sustain a family and provide a full range of benefits. Unqualified job expansion should not be the sole focus of the Area’s economic development; attention should be paid to attracting and maintaining quality jobs, or those that pay a family wage.
- d. Complement I-205 Development: Regional Center stakeholders must not ignore other nearby centers of housing, employment and services. These include downtown Portland, downtown Gresham, Vancouver, Airport Way, CascadeStation, the Lents Town Center and the Clackamas Regional Center. In particular, the Gateway Regional Center is linked to other commercial centers within the I-205 corridor (Airport Way, Cascade Station, Lents, and Clackamas Regional Center). Over the life of this Plan, the Urban Renewal Advisory Committee, Portland Development Commission, and City of Portland should continually evaluate and assess the various functions that are being served by these I-205 centers, so that activities in each may be complementary and not needlessly competitive. The goals and objectives under this principle will be realized only through strategic planning and the capitalization of opportunities as they arise. Regional Center stakeholders must continually monitor development, absorption and leasing in other parts of the region so that activities occurring outside Gateway’s boundary do not solely dictate the course of the Area’s economic development.

- 51. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 5.1 (Urban Development and Revitalization) through the following principles:
- 52. Principle 2 (Optimize Investment in the District), goal d (Stability and Sustainability): Public and private investment should seek to build on the Area’s diverse cultural, historic, and natural resource assets. New investment should strive for sustainability, as measured in the responsible use, protection and enhancement of limited resources, improvement of environmental quality, and commitment to the lives of those who live, work, and rely on the Area.
- 53. Principle 10 (Enhance Economic Opportunities), goal a (Support Small Local Businesses): Small local business support might include financial assistance to

property owners or tenants seeking to improve the appearance of commercial storefront properties, expand operations in a manner that is supportive of the principles of this Plan, or develop underutilized land.

54. Principle 9 (Expand and Improve Housing Options), goal a (Housing Diversity): Plan activities should promote the development and preservation of an adequate supply of quality housing that provides long-term affordability across the range of income levels of the region.
55. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 5.2 (Business Development) through Principle 10 (Enhance Economic Opportunities) and the following goals and objectives:
 - a. Support Small Local Businesses: Small local business support might include financial assistance to property owners or tenants seeking to improve the appearance of commercial storefront properties, expand operations in a manner that is supportive of the principles of this Plan, or develop underutilized land. Financial assistance may also be available for local businesses not currently in the area, but which would like to relocate in the Regional Center and would provide needed goods and services.
 - b. Employment Center: Measures should be taken to create opportunities for new businesses to locate in the district, especially those that bring a large supply of new jobs. Included in these measures should be site assembly and incentive programs that attract high quality employers to the Area. Businesses that complement existing economic “clusters,” such as medical services, should be encouraged within the Regional Center, as should businesses that rely on a regional base of customers. Services that are supportive of but ancillary to employment goals should also be encouraged to locate in the Area; these include educational services, childcare, workforce training, etc.
 - c. Family-wage Jobs: In establishing the Regional Center as an Employment Center, preferential support should be given to businesses and companies that provide “family-wage” jobs. These are jobs that can sustain a family and provide a full range of benefits.
56. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policies 5.3 (Community-Based Economic Development) and 5.5 (Infrastructure Development) through the following principles:
57. Principle 1 (Utilize Informed Public Participation)
 - a. Inclusivity: Discussions and decisions about the Regional Center will offer ongoing opportunities to engage people in a community-building process that enhances business and social networks and enhances a sense of collective ownership for the Gateway area...Continuing efforts will be made to keep the widest possible group of stakeholders informed about plans and projects. Efforts

will be made to engage new stakeholders in the implementation process. This will include community participation during the predevelopment and design stages of significant, publicly financed redevelopment projects. The Development Commission, in implementing this Plan, will strive to coordinate and integrate the redevelopment efforts of the PAC, Tri-Met, Metro, Multnomah County, Oregon Department of Transportation, Portland city bureaus, public agencies, neighborhood associations, business associations, and the efforts of the private and non-profit sectors.

- b. Education: Effective stewardship of the district will require the participation of people who have a basic knowledge of the factors that influence the Area's redevelopment. These include project history, community environment, market trends, policy directives, regulatory conditions, and so on. As more people gain this knowledge, it will become easier to transmit good information to others in the community. This widening base of informed participation will be a key to successful implementation of the Plan. Those who are involved in the urban renewal process shall endeavor to educate others who are new, concerned, or curious about the Regional Center and its development.

58. Principle 2 (Optimize Investment in the District)

- a. Community Investment: Optimizing community investment means focusing on projects and programs that will improve the quality of life for east Portlanders, and for new Regional Center neighborhoods as they arise. "Community Investment" also refers to the contributions that community members should make on behalf of the Regional Center. Community members may invest time, energy, money, political activism, and the education of others, but regardless of the form it takes, these investments must be ongoing and should increase over time along with financial investment in the Area.
- b. Strategic Public Investment: Public dollars should be used strategically, especially to optimize existing investments such as the light rail and freeway systems. Tax increment funds should be used to leverage other public and private funds whenever possible. Further, the availability of tax increment funds should not cause resources that would otherwise be allocated to the Gateway area to be shifted to other parts of the city. When non-tax increment based funding is available to Gateway, city agencies should strive to allocate resources to projects and programs that are ineligible for urban renewal funding. Public investments should be strategically targeted to large and small ventures that improve the level of confidence that new and longstanding residents have about the Regional Center. Prior investments in public infrastructure should be considered for strategic improvements during the life of the Plan. These might include upgrades to municipal or utility delivery systems for sewer, water, stormwater, energy, and telecommunication. Infrastructure improvements should be designed and operated to achieve social, economic and natural resource benefits for the Area.

- c. **Policy-Supportive Private Investment:** Private investment in the district should be evaluated according to its adherence to the public policies and plans that have been adopted for the Regional Center, and the principles listed in this Plan. The Portland Development Commission, City Council and Urban Renewal Advisory Committee should seek to attract, support, enable and motivate private investment that is policy-supportive, plan-oriented and principle-driven. Urban renewal funds should be made available to stimulate and support private investment in the form of new projects which clearly attempt to meet these criteria. Private investors, as users and beneficiaries of this infrastructure, will be expected to help fund the upgrade of various local systems such as streets, sewers and parks.
59. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 5.4 (Transportation System) by establishing a full street grid, facilitating non-auto trips, making transit improvements, and managing traffic. The effects on the regional transportation system are elaborated in the Goal 6 Transportation Findings below.
 60. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 5.6 (Area Character and Identity Within Designated Commercial Areas) through the following principles:
 61. Principle 10 (Enhance Economic Opportunities), goal a (Support Small Local Businesses): Urban renewal activities should support existing businesses that are compatible with the Regional Center vision as described in the *Opportunity Gateway Concept Plan* and other relevant plans.
 62. Principle 3 (Establish a Distinctive Identity)
 - a. **Unity and Cohesiveness:** The Regional Center should be spatially defined with prominent entry markers and the presence of common elements like paving material, street trees, signage and landscaping that are specially designed for the district. North-south streets like 102nd and 99th should be improved to incorporate such elements in a manner that helps unify the entire district. Local east-west streets and small private streets should be improved according to consistent standards. Public spaces in the district that occur repeatedly, such as parks, traffic and pedestrian islands and bus shelters, should be designed in a way to help unify the Area. New public spaces in the district should attempt to incorporate the palette of materials, forms and colors that have been successfully used in other public spaces in the district. An important unifying element in the Regional Center will be open space. Design standards and guidelines should be implemented to help preserve a sense of openness and airiness in the Area, even as density increases. New buildings, local streets, private accessways, landscaping, and other furnishings that are visible to the general public should be designed to contribute to the Regional Center's overall unity and cohesiveness.
 - b. **Attractive Appearance/Thoughtful Design:** New construction and rehabilitation, whether privately or publicly financed, should be held to a high standard of appearance by the Urban Renewal Advisory Committee, the Portland

Development Commission, and regulatory agencies from the City of Portland. Without defining this standard, the expectation under this goal is that whenever possible, durable construction materials be selected, building elevations be well-composed, architectural detailing be included, and outdoor spaces be well-defined and well-maintained. Public and private streets are to be held to this standard as well: high-quality street trees, lighting, and landscaping should be standard throughout the district. Durable materials should be used to minimize future maintenance costs. Interstitial spaces, especially setbacks between rights-of-way and buildings, should be thoughtfully designed and planted. It is expected that design guidelines will be applied to significant development during the life of the urban renewal plan, and that such guidelines will be regularly reviewed, periodically modified, and consistently enforced.

63. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 5.7 (Business Environment Within Designated Commercial Areas) for the reasons stated in the Findings for citywide Policies 2.11 (Commercial Centers), 2.12 (Transit Corridors), 2.15 (Living Closer to Work), 2.17 (Transit Stations and Transit Centers), 2.18 (Transit-Supportive Density), and 2.22 (Mixed Use) above and through the application of Economic Development Principle 10, goals a (Support Small Local Businesses) and b (Employment Center).

Citywide Goal 6. Transportation

Provide for and protect the public's interest and investment in the public right-of-way and transportation system by encouraging the development of a balanced, affordable and efficient transportation system consistent with the Arterial Streets Classifications and Policies.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies for the following reasons.

64. The *Gateway Regional Center Urban Renewal Plan* will provide \$27.4 million for transportation improvements, which includes funds for boulevard and collectors, traffic operations improvements, local streets, and transit improvements. A selective reading of *Comprehensive Plan* policies could lead to the mistaken conclusion that every street should be improved to facilitate every conceivable mode of transportation. This is, of course, impossible. Decisions have to be made to optimize certain streets for selected modes. This is a major purpose for the policy classifications for arterial streets. The sum total of these decisions create a balanced, affordable and efficient transportation system. Principle 8 (Expand and Improve Travel Options) and its goals and objectives conforms to Portland's *Comprehensive Plan* and creates the policy framework within which designated funds will be expended.
 - a. Street Grid: The establishment of a street grid in the Regional Center will shorten trip lengths within the Area, disperse traffic over a wider array of streets, permit

more pedestrian and bicycle trips, enable additional storefront-type development, increase the parking supply through additional on-street parking, reduce regional street volumes, improve access to services and parks, and allow for alleys which could serve as corridors for utilities. Urban renewal resources should be dedicated to the purpose of connecting streets within the Regional Center and creating new streets in areas that suffer from substandard connectivity. The implementation of the street grid should be opportunity driven; no redevelopment should occur in the Area without an examination of the adopted Regional Center Street Plan. Where new streets or connections are called for, the Urban Renewal Advisory Committee, Portland Development Commission, Portland Office of Transportation City of Portland and private property owners should work together diligently to realize the establishment of new rights-of-way.

- b. Facilitate Non-Auto Trips: All new and improved streets in the Regional Center should consider the full spectrum of modal travel that may occur on such streets: auto, bicycle, pedestrian, and transit. Regional Center streets should be designed and built to comfortably accommodate more than one mode of travel. This may be achieved through sidewalk improvements, bike lanes, transit lanes and shelters, pedestrian islands, and/or pedestrian pathways. Because Regional Center plans and policies seek to optimize the light rail investment, encourage walking, and support compact development, urban renewal resources should support projects and programs that facilitate non-auto based trips.
- c. Transit Improvements: Superior transit service is critical to the success of the Regional Center. Transit should be an attractive choice for getting to, from and around the Area. Principle 6 (Compact Development) focuses on optimizing transit trips in and out of the Regional Center. The convenience of internal transit trips may be improved by expanding bus and light rail service, establishing an internal transit system such as a streetcar, upgrading bus shelters and light rail stations, providing customer information displays and incorporating mini-plazas and artwork at key transfer points. In time, Tri-Met should consider expanding transit service hours if warranted by increased nighttime activity in the Regional Center. Improving the functionality of the Gateway Transit Center is included under this goal. As long as buses, cars, pedestrians, and light rail trains converge at the Transit Center, efforts should be made to ensure that people and vehicles can interact safely and with relative ease.
- d. Traffic Management: Travelling within the Regional Center by automobile should be safe for both motorists and non-motorists. Managing Regional Center traffic will support many Plan principles and goals. Congestion, which will continue to be present within the Regional Center, should be controlled through traffic management measures. These may include establishing new local streets; conventionalizing signal phasing at heavily used intersections; adding, eliminating or elongating turn lanes where appropriate; coordinating signals in the major travel corridors; adding on-street parking; and implementing Transportation Demand Management measures to deter single occupancy car trips, especially for

large employers. Bike lanes, crosswalks, curb extensions, and other non-auto travel zones should be well-marked and easily observable by motorists. Traffic patterns should be studied and necessary traffic management improvements should be made to the major east-west collectors (NE Halsey-NE Weidler, NE Glisan, Burnside, and SE Stark-SE Washington).

65. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.1 (Intergovernmental Coordination) for the reasons stated above under citywide Policy 1.4 (Intergovernmental Coordination).
66. The western boundary of the Gateway Regional Center is I-205. Access to both I-205 and I-84, both of which are part of the Regional Transit and Trafficway system, are possible from NE Glisan and SE Stark/SE Washington, both Major City Traffic Streets. Burnside is also part of the Regional Transit system. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.2 (Regional and City Travel Patterns) by reducing regional street volumes and improving the functionality of the Gateway Transit Center, dispersing traffic over a wider array of streets, and management of congestion.
67. The *Gateway Regional Center Urban Renewal Plan* supports citywide Principle 6.6 (Urban Form) through its Standing Principle and the following subprinciples, goals, and objectives:
68. Standing Principle (Establish the Gateway Regional Center): The purpose of all Gateway Regional Center urban renewal activities is to facilitate the full and productive use of the land for appropriate “regional center” uses. The Regional Center, established by the *Outer Southeast Community Plan* in 1996, accommodates compact, mixed-use development that supports a range of travel options and multiple opportunities for community interaction and economic advancement. It is a center for housing, commerce, employment, and cultural and recreational amenities. It is home to people of all ages and income levels, including many longtime residents who located in the district prior to the Regional Center designation. It is physically defined by a pedestrian orientation that contributes to a clear and attractive identity. It is distinguished by the ongoing efforts of citizens, government and investors to engage in an ongoing, community-based effort to shape the look, feel and function of the Regional Center.
69. The *Gateway Regional Center Urban Renewal Plan* also supports this policy for the reasons stated in the Findings for citywide Goal 2 Urban Development and citywide Policy 4.3 above.
70. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policies 6.7 (Public Transit) and 6.8 (Regional Rail Corridors) for the reasons stated in the Findings for citywide Goal 6 Transportation and citywide Policy 6.6 above.

71. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.9 (Transit-Oriented Development) for the reasons stated in the Findings for citywide Policies 2.11, 2.12, 2.17, and 2.18 above.
72. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.11 (Pedestrian Transportation) through the following principles, goals and objectives:
73. Principle 7 (Establish a Pedestrian Orientation)
 - a. Safety: Although the Regional Center is a Pedestrian District, the area will always carry high volumes of motorized traffic. Whenever improvements are made to existing streets, measures should be taken to accommodate for the safety of pedestrians, including the elderly and people with disabilities. Rights-of-way that connect existing streets and sidewalks will offer pedestrians new routes that will be less heavily impacted by auto traffic. Pedestrian safety measures could include the construction of pedestrian islands within streets, improved street lighting, curb extensions at certain intersections, improved sidewalks and crosswalks, on-street parking or other buffers to traffic, and traffic management techniques that control the volume and speed of through-traffic. On certain streets, pedestrian movement and safety will require that a higher percentage of the right-of-way be dedicated to pedestrians and non-motorized traffic than is currently the case.
 - b. Destinations: A pedestrian orientation will emerge in the Regional Center to the extent that people have places to walk to. An improved pedestrian infrastructure should be complemented with destinations that are commonly accessed on foot. These might include markets, bookstores, coffee shops, bakeries, parks, restaurants, cafes, gift shops, galleries, ice cream parlors, florists, public gardens, places of worship, post offices, and other establishments that serve nearby residents. Projects that include destinations such as these should be supported for their contribution to the Regional Center's pedestrian orientation. Such projects should be designed to attract foot traffic in addition to vehicular traffic.
 - c. Amenities: Pedestrians in the Regional Center should enjoy amenities that encourage and reward the choice to walk. Pedestrian amenities should be prioritized according to street types, with the highest concentrations found on the 102nd boulevard and 99th and NE Pacific "main streets." Amenities may include benches, water fountains, public art, trash receptacles, potted flowers, or shade trees. Private developers should be encouraged to include pedestrian amenities, such as awnings and benches, as part of new development proposals.
 - d. Visual Interest: The pedestrian experience should be enriched with street-level elements that provide visual interest. Often these elements are found as part of the buildings which address public sidewalks. New development in the Regional Center, especially on main pedestrian routes, should incorporate attractive signage, ground floor windows, floral arrangements, public art, brick and paving

patterns, the display of goods and products, and decorative building details that create a high level of visual interest for pedestrians and other passers-by.

74. Principle 8 (Expand and Improve Travel Options)

- a. Street Grid: The establishment of a street grid in the Regional Center will...and permit more pedestrian and bicycle trips...
- b. Facilitate Non-Auto Trips: All new and improved streets in the Regional Center should consider the full spectrum of modal travel that may occur on such streets: auto, bicycle, pedestrian, and transit. Regional Center streets should be designed and built to comfortably accommodate more than one mode of travel. This may be achieved through sidewalk improvements, bike lanes, transit lanes and shelters, pedestrian islands, and/or pedestrian pathways. Because Regional Center plans and policies seek to optimize the light rail investment, encourage walking, and support compact development, urban renewal resources should support projects and programs that facilitate non-auto based trips.

75. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.12 (Bicycle Transportation) through the following principles, goals and objectives:

76. Principle 6 (Create a Mixture of Public Spaces), goal c (Recreation): Some of the Regional Center's public spaces should be designed to accommodate recreational activities...Trails for running and biking should be linked wherever possible. A linear parkway, proposed for NE 97th, should be constructed to provide a recreational amenity for new residents and visitors to the Regional Center.

77. Principle 8 (Expand and Improve Travel Options)

- a. Street Grid: The establishment of a street grid in the Regional Center will shorten trip lengths within the Area...permit more pedestrian and bicycle trips.
- b. Facilitate Non-Auto Trips: All new and improved streets in the Regional Center should consider the full spectrum of modal travel that may occur on such streets: auto, bicycle, pedestrian, and transit. Regional Center streets should be designed and built to comfortably accommodate more than one mode of travel. This may be achieved through...bike lanes...Because Regional Center plans and policies seek to optimize the light rail investment, encourage walking, and support compact development, urban renewal resources should support projects and programs that facilitate non-auto based trips.
- c. Traffic Management: Travelling within the Regional Center by automobile should be safe for both motorists and non-motorists....Bike lanes, crosswalks, curb extensions, and other non-auto travel zones should be well-marked and easily observable by motorists.
- d. The *Gateway Regional Center Urban Renewal Plan* supports Policy 6.12 (Bicycle Transportation) through the allocation of \$1.8 million for Traffic Operations

Improvements. Expenditure of this money will be governed by Principle 6 (Expand and Improve Travel Options), Goal d (Traffic Management): Travelling within the Regional Center by automobile should be safe for both motorists and non-motorists. Managing Regional Center traffic will support many Plan principles and goals. Congestion, which will continue to be present within the Regional Center, should be controlled through traffic management measures. These may include establishing new local streets; conventionalizing signal phasing at heavily used intersections; adding, eliminating or elongating turn lanes where appropriate; coordinating signals in the major travel corridors; adding on-street parking; and implementing Transportation Demand Management measures to deter single occupancy car trips, especially for large employers. Bike lanes, crosswalks, curb extensions, and other non-auto travel zones should be well-marked and easily observable by motorists. Traffic patterns should be studied and necessary traffic management improvements should be made to the major east-west collectors (NE Halsey-NE Weidler, NE Glisan, Burnside, and SE Stark-SE Washington).

78. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.14 (Parking Management) primarily through Principle 4 (Support Compact Development), goals b (Efficient Land Use) and c (Station Area Focus), although the emphasis throughout the plan and principles is upon the creation of a district that supports a mixture of land uses (Principle 5), establishes a pedestrian orientation (Principle 7), and expands and improves travel options (Principle 8). Relevant portions of goal c are: ...The Regional Center has two stations: the Gateway Transit Center station and the 102nd and Burnside station...The redevelopment of these station areas should take into account the proximity of light rail service, especially with regard to parking ratios...The Gateway Park and Ride parking lot is an inefficient use of land adjacent to the Regional Center's more heavily used light rail station. It is expected that the Park and Ride properties will be redeveloped over the life of the Plan into transit-oriented developments for assorted public and private land uses, possibly to include a mixed-use Park and Ride parking structure. The Urban Renewal Advisory Committee, Portland Development Commission, City of Portland, and Tri-Met should work collaboratively over the life of the Plan to eliminate surface park and ride parking lots with the Regional Center.
79. Principle 5 (Support a Mixture of Land Uses), goal b (Within Development Projects): ...A few mixed-use "signature" projects should be supported, which could include space for educational programs, entertainment, hotel, and/or parking.
80. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.15 (On-Street Parking Management) primarily through Principle 10 (Enhance Economic Opportunities), goal a (Support Small Local Businesses): ...On-street parking is critical to the success of small businesses. Efforts should be made to provide ample on-street parking where appropriate on streets that support commercial or mixed-used development.

81. Principle 8 (Expand and Improve Travel Options), goal a (Street Grid): The establishment of a street grid in the Regional Center will...increase the parking supply through additional on-street parking...
82. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.18 (Clean Air and Energy Efficiency) for the reasons stated in the Findings for citywide Policies 6.7, 6.11, and 6.12.
83. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.22 (Right-of-Way) primarily through Principle 8 (Expand and Improve Travel Options), goal a (Street Grid):... Urban renewal resources should be dedicated to the purpose of connecting streets within the Regional Center and creating new streets in areas that suffer from substandard connectivity. The implementation of the street grid should be opportunity driven; no redevelopment should occur in the Area without an examination of the adopted Regional Center Street Plan. Where new streets or connections are called for, the Urban Renewal Advisory Committee, Portland Development Commission, Portland Office of Transportation City of Portland and private property owners should work together diligently to realize the establishment of new rights-of-way.
84. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.28 (Public Involvement) through Principle 1 (Utilize Informed Public Participation), goal a (Inclusivity): Discussions and decisions about the Regional Center will offer ongoing opportunities to engage people in a community-building process that enhances business and social networks and enhances a sense of collective ownership for the Gateway area. This outcome is fundamental to the success of the Regional Center and activities to support this process are within the scope of the urban renewal plan. Implementing the urban renewal plan relies on a vigorous and ongoing discussion among the Regional Center's many stakeholders. The solicitation and consideration of disparate interests and multiple points of view will be standard practice in the implementation of the Plan. The Gateway-area population is becoming more socially, racially and ethnically diverse. Continuing efforts will be made to maintain a representative balance on the PAC and to keep the widest possible group of stakeholders informed about plans and projects. Efforts will be made to engage new stakeholders in the implementation process. This will include community participation during the predevelopment and design stages of significant, publicly financed redevelopment projects. The Development Commission, in implementing this Plan, will strive to coordinate and integrate the redevelopment efforts of the PAC, Tri-Met, Multnomah County, Metro, Oregon Department of Transportation, Portland city bureaus, public agencies, neighborhood associations, business associations, and the efforts of the private and non-profit sectors.
85. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 6.29 (Transportation Education) through Principle 1 (Utilize Informed Public Participation), goal b (Education): Effective stewardship of the district will require the participation of people who have a basic knowledge of the factors that influence

the Area's redevelopment. These include project history, community environment, market trends, policy directives, regulatory conditions, and so on. As more people gain this knowledge, it will become easier to transmit good information to others in the community. This widening base of informed participation will be a key to successful implementation of the Plan. Those who are involved in the urban renewal process shall endeavor to educate others who are new, concerned, or curious about the Regional Center and its development.

Citywide Goal 7. Energy

Promote a sustainable energy future by increasing energy efficiency in all sectors of the city by ten percent by the year 2000.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies for the following reasons.

86. Principle 2 (Optimize Investment in the District), goal d (Stability and Sustainability): Public and private investment should seek to build on the Area's diverse cultural, historic, and natural resource assets. New investment should strive for sustainability, as measured in the responsible use, protection and enhancement of limited resources, improvement of environmental quality, and commitment to the lives of those who live, work, and rely on the Area.
87. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 7.6 (Energy Efficient Transportation) for the reasons stated in the Findings for citywide Goal 6 and citywide Policies 6.6, 6.7, 6.8, 6.9 and 6.11 above. Nothing in the *Gateway Regional Center Urban Renewal Plan* prevents the conversion of bus service from diesel to alternative fuels.

Citywide Goal 8. Environment

Maintain and improve the quality of Portland's air, water and land resources and protect neighborhoods and business centers from detrimental noise pollution.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies for the following reasons.

88. The policies most relevant to the Gateway Regional Center are citywide Policies 8.1 (Interagency Cooperation - Air Quality), 8.4 (Ride Sharing, Bicycling, Walking, and Transit), and 8.7 (Land Use and Capital Improvements Coordination). The *Gateway Regional Center Urban Renewal Plan* anticipates that, by spending \$27.4 million on transportation improvements, including making new connections, which will disperse traffic; improving pedestrian features and encouraging compact development patterns, which will encourage walking; and making transit improvements, which will encourage greater use of the existing regional rail system and more efficient bus lines, the urban renewal plan is consistent with and supports

this goal. These expenditures will be guided by the following principles, goals, and objectives:

89. Principle 2 (Optimize Investment in the District), goal d (Stability and Sustainability): Public and private investment should seek to build on the Area's diverse cultural, historic, and natural resource assets. New investment should strive for sustainability, as measured in the responsible use, protection and enhancement of limited resources, improvement of environmental quality, and commitment to the lives of those who live, work, and rely on the Area.
90. Principle 4 (Support Compact Development), goal c (Station Area Focus): Compact development is more readily achieved within one-quarter mile of light rail stations...Within the station areas throughout the Regional Center, transit connectivity must be maintained and enhanced over time to help support compact development...The Urban Renewal Advisory Committee, Portland Development Commission, City of Portland, and Tri-Met should work collaboratively over the life of the Plan to eliminate surface park and ride parking lots with the Regional Center.
91. Principle 8 (Expand and Improve Travel Options):
 - a. Street Grid: The establishment of a street grid in the Regional Center will shorten trip lengths within the Area, disperse traffic over a wider array of streets, permit more pedestrian and bicycle trips...reduce regional street volumes, improve access to serves and parks, and allow for alleys which could serve as corridors for utilities. Urban renewal resources should be dedicated to the purpose of connecting streets within the Regional Center and creating new streets in areas that suffer from substandard connectivity...Where new streets or connections are called for, the Urban Renewal Advisory Committee, Portland Development Commission, Portland Office of Transportation City of Portland and private property owners should work together diligently to realize the establishment of new rights-of-way.
 - b. Facilitate Non-Auto Trips: All new and improved streets in the Regional Center should consider the full spectrum of modal travel that may occur on such streets: auto, bicycle, pedestrian, and transit. Regional Center streets should be designed and built to comfortably accommodate more than one mode of travel. This may be achieved through sidewalk improvements, bike lanes, transit lanes and shelters, pedestrian islands, and/or pedestrian pathways. Because Regional Center plans and policies seek to optimize the light rail investment, encourage walking, and support compact development, urban renewal resources should support projects and programs that facilitate non-auto based trips.
 - c. Transit Improvements: Superior transit service is critical to the success of the Regional Center. Transit should be an attractive choice for getting to, from and around the Area. Principle 6 (Compact Development) focuses on optimizing transit trips in and out of the Regional Center. The convenience of internal transit trips may be improved by expanding bus and light rail service, establishing an

internal transit system such as a streetcar, upgrading bus shelters and light rail stations, providing customer information displays and incorporating mini-plazas and artwork at key transfer points. In time, Tri-Met should consider expanding transit service hours if warranted by increased nighttime activity in the Regional Center. Improving the functionality of the Gateway Transit Center is included under this goal. As long as buses, cars, pedestrians, and light rail trains converge at the Transit Center, efforts should be made to ensure that people and vehicles can interact safely and with relative ease.

- d. **Traffic Management:** Travelling within the Regional Center by automobile should be safe for both motorists and non-motorists. Managing Regional Center traffic will support many Plan principles and goals. Congestion, which will continue to be present within the Regional Center, should be controlled through traffic management measures. These may include establishing new local streets; conventionalizing signal phasing at heavily used intersections; adding, eliminating or elongating turn lanes where appropriate; coordinating signals in the major travel corridors; adding on-street parking; and implementing Transportation Demand Management measures to deter single occupancy car trips, especially for large employers. Bike lanes, crosswalks, curb extensions, and other non-auto travel zones should be well-marked and easily observable by motorists. Traffic patterns should be studied and necessary traffic management improvements should be made to the major east-west collectors (NE Halsey-NE Weidler, NE Glisan, Burnside, and SE Stark-SE Washington).

92. Principle 7 (Establish a Pedestrian Orientation)

- b. **Destinations:** A pedestrian orientation will emerge in the Regional Center to the extent that people have places to walk to. An improved pedestrian infrastructure should be complemented with destinations that are commonly accessed on foot...Such projects should be designed to attract foot traffic in addition to vehicular traffic.
- c. **Amenities:** Pedestrians in the Regional Center should enjoy amenities that encourage and reward the choice to walk.
- d. **Visual Interest:** The pedestrian experience should be enriched with street-level elements that provide visual interest.

Citywide Goal 9. Citizen Involvement

Improve the method for citizen involvement in the on-going land use decision-making process and provide opportunities for citizen participation in the implementation, review and amendment of the adopted Comprehensive Plan.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies for the following reasons.

93. The *Gateway Regional Center Urban Renewal Plan* was developed through an extensive citizen involvement program, guided by a 32-member Program Advisory Committee. The *Gateway Regional Center Urban Renewal Plan* supports this goal through Principle 1 (Utilize Informed Public Participation), which contains the following four parts:
- a. **Inclusivity.** Discussions and decisions about the Regional Center will offer ongoing opportunities to engage people in a community-building process that enhances business and social networks and enhances a sense of collective ownership for the Gateway area. This outcome is fundamental to the success of the Regional Center and activities to support this process are within the scope of the urban renewal plan. Implementing the urban renewal plan relies on a vigorous and ongoing discussion among the Regional Center's many stakeholders. The solicitation and consideration of disparate interests and multiple points of view will be standard practice in the implementation of the Plan. The Gateway-area population is becoming more socially, racially and ethnically diverse. Continuing efforts will be made to maintain a representative balance on the PAC and to keep the widest possible group of stakeholders informed about plans and projects. Efforts will be made to engage new stakeholders in the implementation process. This will include community participation during the predevelopment and design stages of significant, publicly financed redevelopment projects. The Development Commission, in implementing this Plan, will strive to coordinate and integrate the redevelopment efforts of the PAC, Tri-Met, Multnomah County, Metro, Oregon Department of Transportation, Portland city bureaus, public agencies, neighborhood associations, business associations, and the efforts of the private and non-profit sectors.
 - b. **Education.** Effective stewardship of the district will require the participation of people who have a basic knowledge of the factors that influence the Area's redevelopment. These include project history, community environment, market trends, policy directives, regulatory conditions, and so on. As more people gain this knowledge, it will become easier to transmit good information to others in the community. This widening base of informed participation will be a key to successful implementation of the Plan. Those who are involved in the urban renewal process shall endeavor to educate others who are new, concerned, or curious about the Regional Center and its development.
 - c. **Leadership.** Leaders from the community are vital to informed public participation. Leaders are people who can commit substantial time and energy to the implementation of the Plan. City of Portland staff will carry out urban renewal activities, but community leaders are responsible for providing oversight and guidance. Whether associated with public, private, non-profit or neighborhood interests, leaders will serve as trustees of the common good. Different people are expected to assume leadership roles over the life of the plan.

- d. Accountability. The allocation of public resources in the district will be guided by documents produced through public processes, including the Portland Development Commission's Five Year Plan planning process and yearly budget updates. The framework for future expenditures, as established in this urban renewal plan, will not be altered except by amendment in processes described in this plan.
94. The following sections describe public involvement efforts since January 19, 2000, when the Program Advisory Committee directed the Funding and Community Involvement Subcommittees to formulate a strategy for exploring urban renewal as a means for implementing Opportunity Gateway objectives.
- a. The Gateway Regional Center urban renewal outreach process was guided by an Outreach Plan developed in July 2000 whose goals were:
- to inform and engage those people most immediately impacted by Opportunity Gateway and the Urban Renewal feasibility study;
 - to encourage feedback and involvement by affected property owners and business owners, and
 - to maximize the effectiveness of the Program Advisory Committee's outreach efforts.
- b. The following lists the methods and approaches used to implement the Public Involvement Strategy and overall outreach effort:
- The Opportunity Gateway Program Advisory Committee, with representatives appointed by stakeholder organizations (neighborhood associations, business associations, community-based organizations, etc.), met monthly (sometimes more often) from January, 2000 to April, 2001 with the primary purpose of preparing a recommended urban renewal plan, urban renewal district boundaries, and spending priorities for the urban renewal district.
 - Public comment was taken during each Advisory Committee meeting.
 - Advisory Committee members passed along information and decisions made at their monthly meetings to their respective constituents.
 - A survey of businesses within the proposed urban renewal boundary was completed in September 2000. The purpose of the survey was to identify the needs of the business community, and to asked whether the businesses are familiar with the Opportunity Gateway process and urban renewal as a possibility. asked area residents to rank spending priorities for urban renewal dollars.
 - The Opportunity Gateway Urban Renewal newsletter was sent out monthly to the project mailing list of area residents and businesses to provide updates on the urban renewal planning process.

- Advertising and notification of key events (such as the community forums) was done in the following media – Oregonian, Mid-County Memo, Gateway Bulletin, and neighborhood, business, and coalition newsletters – as well as flyers posted throughout the proposed regional center, postcard invitations and areawide mailings.
 - Maps were made available at all public meetings in a variety of formats for the community to have a visual understanding of the urban renewal area.
 - Public comment forms were available at forums and meetings to encourage input from those who were reluctant to share their concerns verbally.
 - Copies of minutes of Community Advisory Committee meetings, forums and workshops have been made available to the public.
- c. The following lists actual public involvement activities:
- Eighteen meetings of the Program Advisory Committee
 - Approximately 25 meetings of the Chairs and Coordinators
 - Approximately 25 subcommittee meetings
 - Five special public meetings on Education, Transportation, Urban Renewal, the Concept Plan, and Parks and Open Space
 - Thirteen meetings of property and business owners and renters in discrete sections of Gateway. The purpose was to inform stakeholders and get feedback on Opportunity Gateway and the prospect of urban renewal. Over 100 people attended these meetings.
 - Four urban renewal workshops were held to present information and elicit small-group feedback about various aspects of urban renewal in Gateway. Eighty-eight people attended these workshops.
 - Four “listening posts” were held at Mall 205, East Portland Community Center, and Midland Library to distribute and elicit information about Opportunity Gateway. Four more “listening posts” were held at Gateway Fred Meyer, East Portland Community Center, and Adventist Medical Center to distribute the second draft of the *Gateway Regional Center Urban Renewal Plan*. Over 215 people picked up materials and/or signed up to receive mailings about future

Opportunity Gateway/Gateway Regional Center Urban Renewal District activities.

- Seven meetings were held with neighborhood and business associations, realtors, and the East Portland Rotary Club to present information about urban renewal in Gateway. One hundred and sixty people attended these meetings.
 - The Program Advisory Committee held informational meetings on the following issues: urban renewal, condemnation, relocation benefits, financing the Gateway Urban Renewal District. Over two hundred and forty people attended these meetings.
95. This public outreach was followed by open, public, and properly announced meetings of the Portland Development Commission (April 12 and May 9), the Portland Planning Commission (May 8 and 22), and the City Council (June 13 and 20), that included citywide mailed notice and opportunities to testify and effectively influence city decisions at each of the public hearings. The Portland Development Commission approved the *Gateway Regional Center Urban Renewal Plan* by resolution. The Portland Planning Commission reviewed the plan for conformity with the *Comprehensive Plan*, and on May 22, 2001, recommended that the plan be approved by City Council. The *Gateway Regional Center Urban Renewal Plan* conforms to the citizen involvement requirements of the *Comprehensive Plan*.

Citywide General Goal 11A. Public Facilities

Provide a timely, orderly and efficient arrangement of public facilities and services that support existing and planned land use patterns and densities.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies for the following reasons.

96. The Plan supports existing and planned land use patterns and densities depicted on the *Comprehensive Plan* map. The urban renewal plan expressly provides that: The City of Portland's *Comprehensive Plan* and implementing ordinances govern land use within the area. The *Comprehensive Plan* map is the official long-range planning guide for uses and development in the city. The zoning map implements the policies embodied in the *Comprehensive Plan*. Individual property owners may request to change their zone in compliance with the *Comprehensive Plan* map designation through a quasi-judicial process. In addition, the City may initiate a legislative process to change the zoning designation of a number of properties to meet the *Comprehensive Plan* map designation. Any adopted change in the *Comprehensive Plan* or implementing ordinance shall automatically amend this Section, as applicable, without the necessity of any further formal action. This Section shall thereafter incorporate the relevant amendments, additions or deletions. To the extent this Section VI or Exhibit 2, Urban Renewal Area Zoning, conflict with the

Comprehensive Plan or Zoning Code, the *Comprehensive Plan* and Zoning Code shall govern. Title 33, Portland Zoning Code, is incorporated herein to establish the maximum densities and building requirements to be implemented with this Plan.

97. Principle 2 (Optimize Investment in the District), goal b (Strategic Public Investment) ...Prior investments in public infrastructure should be considered for strategic improvements during the life of the Plan. These might include upgrades to municipal or utility delivery systems for sewer, water, stormwater, energy, and telecommunication. Infrastructure improvements should be designed and operated to achieve social, economic and natural resource benefits for the Area.

98. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 11.1 (Service Responsibility) by providing approximately \$41 million for transportation improvements, parks and public spaces, and non-educational public facilities. These expenditures will be governed by Principle 2 (Optimize Investment in the District), goal b (Strategic Public Investment): Public dollars should be used strategically, especially to optimize existing investments such as the light rail and freeway systems. Tax increment funds should be used to leverage other public and private funds whenever possible. Further, the availability of tax increment funds should not cause resources that would otherwise be allocated to the Gateway area to be shifted to other parts of the city. When non-tax increment based funding is available to Gateway, city agencies should strive to allocate resources to projects and programs that are ineligible for urban renewal funding. Public investments should be strategically targeted to large and small ventures that improve the level of confidence that new and longstanding residents have about the Regional Center. Prior investments in public infrastructure should be considered for strategic improvements during the life of the Plan. These might include upgrades to municipal or utility delivery systems for sewer, water, stormwater, energy, and telecommunication. Infrastructure improvements should be designed and operated to achieve social, economic and natural resource benefits for the Area.

Citywide Goal 11B. Public Rights-of-Way

Preserve the quality of Portland’s land transportation system; protect the City’s capital investment in public rights-of-way through continuing high quality maintenance and improvement programs; and carry out street improvements in accordance with identified needs, balancing limited resources among neighborhoods, commerce and industry.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies in the following ways.

99. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policies 11.9 (Transit Corridors), 11.10 (Street Improvements), and 11.11 (Local Service Street Improvements) for the reasons stated in the citywide Goal 6 Transportation Findings above.

100. The *Gateway Regional Center Urban Renewal Plan* supports Policy citywide 11.12 (Transit Improvements) by allocating \$1.1 million for transit improvements. These expenditures will be governed by Principle 8 (Expand and Improve Travel Options), goal c (Transit Improvements): Superior transit service is critical to the success of the Regional Center. Transit should be an attractive choice for getting to, from and around the Area... The convenience of internal transit trips may be improved by expanding bus and light rail service, establishing an internal transit system such as a streetcar, upgrading bus shelters and light rail stations, providing customer information displays and incorporating mini-plazas and artwork at key transfer points. In time, Tri-Met should consider expanding transit service hours if warranted by increased nighttime activity in the Regional Center. Improving the functionality of the Gateway Transit Center is included under this goal. As long as buses, cars, pedestrians, and light rail trains converge at the Transit Center, efforts should be made to ensure that people and vehicles can interact safely and with relative ease.
101. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policies 11.13 (Bicycle Improvements) and 11.14 (Public Bicycle Parking) through the principles, goals, and objectives detailed in the Findings for citywide Policy 6.12 (Bicycle Transportation).
102. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 11.15 (Pedestrian Improvements on Arterials) through the principles, goals, and objectives detailed in the Finding for citywide Policy 6.11 (Pedestrian Transportation).
103. The *Gateway Regional Center Urban Renewal Plan* is consistent with citywide Policy 11.16 (Local Improvement Districts) because it doesn't preclude the possibility of one or more Local Improvement Districts being formed where necessary.
104. The *Gateway Regional Center Urban Renewal Plan* is consistent with citywide Policy 11.17 (New Construction) through Principle 3 (Establish a Distinctive Identity), goal b (Attractive Appearance/Thoughtful Design): New construction and rehabilitation, whether privately or publicly financed, should be held to a high standard of appearance by the Urban Renewal Advisory Committee, the Portland Development Commission, and regulatory agencies from the City of Portland. Without defining this standard, the expectation under this goal is that whenever possible, durable construction materials be selected, especially for prominent sites, projects, and elevations; building elevations be well-composed; architectural detailing not be forsaken; and outdoor spaces be well-defined and well-maintained. Public and private streets are to be held to this standard as well; high-quality street trees, lighting, and landscaping should be standard throughout the district. Durable materials should be used to minimize the future maintenance costs. Interstitial spaces, especially setbacks between rights-of-way and buildings, should be thoughtfully designed and planted.

Citywide Goal 11C. Sanitary and Stormwater Facilities

Insure an efficient, adequate and self-supporting wastewater collection treatment and disposal system which will meet the needs of the public and comply with federal, state and local clean water requirements.

Citywide Goal 11D. Solid Waste

Provide for adequate solid waste disposal.

Citywide Goal 11E. Water Service

Insure that reliable and adequate water supply and delivery systems are available to provide sufficient quantities of high quality water at adequate pressures to meet the existing and future needs of the community, on an equitable, efficient and self-sustaining basis.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets Goals 11C, 11D, and 11E above and their related policies in the following ways.

105. Most of the Area's existing sanitary sewer system was constructed and upgraded in the 1990s during the Mid-County Sewer Project and should be adequate to accommodate anticipated development. The *Gateway Regional Center Urban Renewal Plan* is consistent with this goal because it does not prevent changes and upgrades to the sanitary sewer system when needed. The Gateway area is centrally located between Metro's two regional transfer stations in Northwest Portland and in Oregon City. In addition, the area is served by a recycling company located in Northeast Portland. The *Gateway Regional Center Urban Renewal Plan* is consistent with this goal because it does not prevent changes and upgrades to the solid waste system when needed. There is significant flooding due to inefficient or nonexistent stormwater drainages in some parts of the area.

Improvements to the stormwater infrastructure, including construction of on-site stormwater control facilities, is part of the anticipated public improvements in the District. Public water is supplied to the district and is, in general, sufficient to absorb the development anticipated over the next 20 years with minimal replacement of water mains. The *Gateway Regional Center Urban Renewal Plan* is consistent with this goal because it does not prevent changes and upgrades to the water system when needed. Should there be a need for upgrading any portion of these facilities and systems, expenditures will be made according to Principle 2 (Optimize Investment in the District), goal b (Strategic Public Investment).

Citywide Goal 11F. Parks and Recreation

Maximize the quality, safety and usability of parklands and facilities through the efficient maintenance and operation of park improvements, preservation of parks and open space, and equitable allocation of active and passive recreation opportunities for the citizens of Portland.

106. **Finding.** The *Gateway Regional Center Urban Renewal Plan* meets this goal and related principles by allocating \$8.8 million for parks and public spaces and through

the principles, goals, and objectives detailed in the Finding for citywide Policy 2.6 (Open Space).

Citywide Goal 11G. Public Safety: Fire

Develop and maintain facilities that adequately respond to the fire protection needs of Portland.

Citywide Goal 11H. Public Safety: Police

Develop and maintain facilities that allow police personnel to respond to public safety needs as quickly and efficiently as possible.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets Goals 11G and 11H above and their related policies in the following ways.

107. The East Portland Police Precinct is located within the Gateway Regional Center Urban Renewal District on SE 106th. Fire stations #19 at 73rd and Burnside and #41 located on 122nd south of Stark serve the Gateway Regional Center Urban Renewal District. The Portland Bureau of Fire, Rescue and Emergency Services reports that growth resulting from urban renewal is not likely to significantly increase the need for fire protection in the Area. The *Gateway Regional Center Urban Renewal Plan* is consistent with these goals because it does not preclude building and infrastructure design to prevent crime and ensure emergency access. Should there be a need for upgrading any portion of these facilities, expenditures will be made according to Principle 2 (Optimize Investment in the District), goal b (Strategic Public Investment).

Citywide Goal 11I. Schools

Enhance the educational opportunities of Portland’s citizens by supporting the objectives of Portland School District #1 and adjacent districts through assistance in planning educational facilities.

108. **Finding.** The *Gateway Regional Center Urban Renewal Plan* meets this goal through allocation of \$2 million for educational facilities support. This expenditure will conform to Principle 6 (Create a Mixture of Public Spaces), goal d (Public Buildings): Public buildings are part of the Regional Center’s public space inventory. Public buildings provide places where community members can access services, interact, be entertained, learn and relax. Public buildings that have been discussed for the Regional Center include an Education Center...and facilities to support David Douglas School District, Mt. Hood Community College, and Multnomah County.

Citywide Goal 12. Urban Design

Enhance Portland as a livable city, attractive in its setting and dynamic in its urban character, by preserving its history and building a substantial legacy of quality private developments and public improvements for future generations.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this goal and related policies through the following principles:

109.Principle 3 (Establish a Distinctive Identity)

- a. **Unity and Cohesiveness:** The Regional Center should be spatially defined with prominent entry markers and the presence of common elements like paving material, street trees, signage and landscaping that are specially designed for the district. North-south streets like 102nd and 99th should be improved to incorporate such elements in a manner that helps unify the entire district. Local east-west streets and small private streets should be improved according to consistent standards. Public spaces in the district that occur repeatedly, such as parks, traffic and pedestrian islands, and bus shelters should be designed in a way to help unify the Regional Center. New public spaces in the district should attempt to incorporate the palette of materials, forms and colors that have been successfully used in other public spaces in the district. An important unifying element in the Regional Center will be open space. Design standards and guidelines should be implemented to help preserve a sense of openness and airiness in the Area, even as density increases. New buildings, local streets, private accessways, landscaping, and other furnishings that are visible to the general public should be designed to contribute to the Regional Center’s overall unity and cohesiveness.
- b. **Attractive Appearance/Thoughtful Design:** New construction and rehabilitation, whether privately or publicly financed, should be held to a high standard of appearance by the Urban Renewal Advisory Committee, the Portland Development Commission, and regulatory agencies from the City of Portland. Without defining this standard, the expectation under this goal is that whenever possible, durable construction materials be selected, building elevations be well-composed, architectural detailing be included, and outdoor spaces be well-defined and well-maintained. Public and private streets are to be held to this standard as well: high-quality street trees, lighting, and landscaping should be standard throughout the district. Durable materials should be used to minimize future maintenance costs. Interstitial spaces, especially setbacks between rights-of-way and buildings, should be thoughtfully designed and planted. It is expected that design guidelines will be applied to significant development during the life of the urban renewal plan, and that such guidelines will be regularly reviewed, periodically modified, and consistently enforced.
- c. **Mitigation of Visual Blight:** Blighting influences in the district include properties that are uncared-for, deteriorated, unsafe, dilapidated, or vacant. They also prevent the district from establishing a distinctive identity. In addition, such properties frustrate the establishment of a “distinctive identity” for the Regional Center. It is the intent of this Plan to cause the mitigation of visual blight through cooperative measures among the Urban Renewal Advisory Committee, the Portland Development Commission and the owners of such blighted properties.

- d. High-Visibility Projects. The Regional Center's identity will be enhanced through the development of well-designed buildings or public spaces that are seen or used by many people. Such projects should be sensitively sited and scaled, so as not to disrupt the character and quality of life for either the surrounding neighborhoods or those within the Regional Center. The western edge of the Area should be considered for such projects, given the visibility and accessibility afforded by the two interstate freeways and light rail system.

110. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policies 12.1 (Portland's Character), 12.2 (Enhancing Variety), and Policy 12.7 (Design Quality) through the design principles stated in the citywide Goal 12 Findings above.

111. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 12.4 (Provide for Pedestrians) for the reasons stated in the citywide Goal 6 Transportation Findings above and through the design principles stated in the citywide Goal 12 Findings above.

112. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 12.5 (Promote the Arts) through Principle 6, goal b (Rights-of-Way): Public rights-of-way are expected to include some features ordinarily associated with parks...sidewalks on 102nd should be wide enough to accommodate public art, café seating and a sense of openness.

113. The *Gateway Regional Center Urban Renewal Plan* supports citywide Policy 12.6 (Preserve Neighborhoods) for the reasons stated in the Findings for citywide Goal 3 Neighborhoods above, and through the design principles stated in the citywide Goal 12 Findings above, particularly plan goal d (High-Visibility Projects).

OUTER SOUTHEAST COMMUNITY PLAN POLICIES AND OBJECTIVES

The *Outer Southeast Community Plan* was adopted by City Council on January 31, 1996, as part of Portland's *Comprehensive Plan*. The *Outer Southeast Community Plan* articulates a vision and a standard against which to measure desired change in outer southeast in the coming decades.

The *Gateway Regional Center Urban Renewal Plan* conforms to the following applicable provisions of the *Outer Southeast Community Plan* for the reasons stated in the citywide Findings above. Whenever the *Outer Southeast Community Plan* establishes a numeric objective that is not contained in the citywide plan or a reference specifically to the Gateway Regional Center, a supplemental Finding is provided below:

Policy 1. Economic Development

Improve the vitality of outer southeast business districts and employment centers. Ensure that they grow to serve the needs of outer southeast residents, attract customers from throughout the region, and generate family wage jobs for residents.

Objective 3. Create up to 6,000 new jobs in the outer southeast area by encouraging development of commercial and industrial areas.

Objective 3d. Encourage the development of a regional center in the area from the Gateway Shopping Center to the Portland Adventist Medical Center.

Finding. The *Gateway Regional Center Urban Renewal Plan* meets this policy and objectives 3 and 3d in the following ways.

114. The *Gateway Regional Center Urban Renewal Plan* is expected to generate at least 9,808 jobs during the 20 year life of the plan.

115. Standing Principle (Establish the Gateway Regional Center): The purpose of all Gateway Regional Center urban renewal activities is to facilitate the full and productive use of the land for appropriate "regional center" uses. The Regional Center, established by the *Outer Southeast Community Plan* in 1996, accommodates compact, mixed-use development that supports a range of travel options and multiple opportunities for community interaction and economic advancement. It is a center for housing, commerce, employment, and cultural and recreational amenities. It is home to people of all ages and income levels, including many longtime residents who located in the district prior to the Regional Center designation. It is physically defined by a pedestrian orientation that contributes to a clear and attractive identity. It is distinguished by the ongoing efforts of citizens, government and investors to engage in an ongoing, community-based effort to shape the look, feel and function of the Regional Center.

Policy 2. Transportation

Ensure that streets in outer southeast form a network that provides for efficient travel throughout the community and to other parts of Portland and the region. Reduce congestion and pollution caused by the automobile by creating land use patterns that support transit, bike, and pedestrian travel.

Policy 3. Housing

Provide a variety of housing choices for outer southeast community residents of all income levels by maintaining the existing sound housing stock and promoting new housing development.

Objective 1. Construct 14,000 new housing units in the Outer Southeast Community Plan area by 2015.

116.**Finding.** The *Gateway Regional Center Urban Renewal Plan* will provide \$20.2 million for housing development, which will help build 3,790 new housing units. The expenditure of these funds is governed by Principle 9 (Expand and Improve Housing Options).

Policy 4. Open Space and Environment

Provide parks and open spaces to meet projected recreational needs of outer southeast residents. Create a sense of connection with the natural environment. Protect natural resources by reducing the impact of development on them.

Policy 5. Urban Design

Foster a sense of place and identity for the Outer Southeast Community Plan area by reinforcing existing character-giving elements and encouraging the emergence of new ones as envisioned in the Vision Plan.

Objective 1. Establish a high profile “regional center” in the area from Gateway to the Portland Adventist Medical Center with an infrastructure that is supportive of high-intensity development for living, working, and recreating.

Objective 3. Encourage Eastport Plaza, Gateway Shopping Center, Mall 205, and the commercial nodes at 122nd and Stark and 122nd and Division to establish focal points and village squares within their boundaries.

117.**Finding.** The *Gateway Regional Center Urban Renewal Plan* meets this policy and objectives 1 and 3 through the Findings identified for *Outer Southeast Community Plan* Policy 1 (Economic Development), Objective 3d above

Policy 6. Public Safety

Apply CPTED* principles to both public and private development projects. Encourage land use arrangements and street patterns that provide more eyes on the street.

Encourage site layouts and building designs that encourage proprietary attitudes and natural surveillance over shared and public spaces. (* Crime Prevention Through Environmental Design)

Subarea Policy IV. Gateway Regional Center

Foster the development of this area as a “Regional Center.” Attract intense commercial and high-density residential development capable of serving several hundred thousand people. Promote an attractive urban environment by creating better pedestrian connections and providing more public open space.

Objectives:

1. Promote more intense development, including office buildings, civic and cultural facilities, and hotels, in the Gateway and Mall 205 shopping districts.
2. Provide an infrastructure that is supportive of high-intensity development for living, working, and recreating.
3. Provide a pleasant and diverse pedestrian experience by providing connecting walkways within a structure to adjacent sidewalk areas.
4. Strive for a 200’ by 400’ street grid pattern throughout the district. Surround each block with sidewalks, street trees, and on-street parking, except where it would interfere with the efficient operation of MAX.
5. Create a sidewalk environment which is safe, convenient, and attractive. Enliven the environment, creating vitality and interest, with building walls with windows and display windows.
6. Discourage surface parking lots.
7. Address the area’s park deficiency by developing park blocks from north of Pacific Street to south of Stark Street between 99th and 100th Avenues. Mark each end of the park blocks with dramatic focal points such as an arch, fountain, or other art form.
8. Zone the Prunedale industrial area to allow a wider range of uses which generate jobs. Ensure that development is compatible with the surrounding area.
9. Stimulate high-density residential development throughout the Gateway subdistrict.

118. The *Gateway Regional Center Urban Renewal Plan* meets this policy and Objectives 1-6 and 8-9 and does not preclude the possibility of meeting Objective 7 through its allocations and expenditures, the Standing Principle, and all 10 subordinate principles.

OUTER SOUTHEAST BUSINESS PLAN POLICIES AND OBJECTIVES

The *Outer Southeast Business Plan* was adopted by City Council on January 31, 1996, as part of Portland's *Comprehensive Plan*. The *Gateway Regional Center Urban Renewal Plan* conforms to the following applicable provisions of the *Outer Southeast Business Plan* for the reasons stated in the citywide and *Outer Southeast Community Plan Findings* above.

Policy 1. Promotion and Revitalization of Businesses and Institutions

Encourage expansion and revitalization of existing businesses and institutions in order to create an environment attractive to new development.

Policy 2. Crime and Public Safety

Provide a safe environment for residents, businesses, employees and shoppers in Outer Southeast business areas.

Policy 3. Traffic and Transportation

Provide a safe, efficient and attractive, full-service transportation system to serve Outer Southeast business areas.

HAZELWOOD NEIGHBORHOOD PLAN POLICIES AND OBJECTIVES

The *Hazelwood Neighborhood Plan* was adopted by City Council on January 31, 1996, as part of Portland's *Comprehensive Plan*. The *Gateway Regional Center Urban Renewal Plan* conforms to the following applicable provisions of the *Hazelwood Neighborhood Plan* for the reasons stated in the citywide and *Outer Southeast Community Plan Findings* above.

Policy 1. Public Safety

Foster and maintain a safe environment for residents, businesses and visitors in the Hazelwood Neighborhood by reducing crime and the fear of crime.

Policy 2. Economic Development

Preserve and enhance the commercial viability of businesses within Hazelwood by stimulating business growth, investment and a high level of livability.

Policy 3. Recreation and the Environment

Promote recreational opportunities in parks, scenic areas, and open spaces in and around Hazelwood.

Policy 4. Transportation

Improve accessibility in, around and through Hazelwood. Develop, improve and expand paths, trails and streets that serve as links between recreational, commercial, and residential areas while maintaining the livability of residential areas.

Policy 5. Housing

Maintain and reinforce Hazelwood housing as affordable for families and individuals, which provides for a stable population of responsible homeowners and renters.

Policy 6. Community Design and Livability

Maintain Hazelwood as an affordable, attractive neighborhood, which provides a friendly, safe, and pleasing community for everyone.

MILL PARK NEIGHBORHOOD PLAN POLICIES AND OBJECTIVES

The *Mill Park Neighborhood Plan* was adopted by City Council on January 31, 1996, as part of Portland's *Comprehensive Plan*. The *Gateway Regional Center Urban Renewal Plan* conforms to the following applicable provisions of the *Mill Park Neighborhood Plan* for the reasons stated in the citywide and *Outer Southeast Community Plan Findings* above.

Policy 1. Public Safety

Reduce the incidence of crime in the neighborhood through the involvement of residents, businesses and the police.

Policy 2. Transportation

Discourage reliance upon automobile transportation by visitors and residents of Mill Park.

Policy 3. Parks and Public Spaces

Promote and improve public institutions and open spaces within Mill Park and increase the number of services currently available to residents of Mill Park.

Policy 4. Economic Development

Attract businesses to the Mill Park neighborhood which will help to promote a sense of cooperation between them and the Neighborhood residents.

Policy 5. Housing

Preserve the character of the existing housing stock in Mill Park while emphasizing the continued development of single-dwelling housing in areas where they currently exist.

CULLY/PARKROSE COMMUNITY PLAN POLICIES

The City Council adopted the *Cully/Parkrose Community Plan* by Ordinance No. 158942 into the *Portland Comprehensive Plan* on August 27, 1986. The *Gateway Regional Center Urban Renewal Plan* conforms to the following applicable provisions of the *Cully/Parkrose Community Plan* for the reasons stated in the citywide Findings above.

Policy 1. Plan Relationships

The Portland Comprehensive Plan goals, policies, land use map and revised Zoning Code are the primary source of land use decisions. The more detailed Community Plan policies and design guidelines will be considered in the evaluation of community land use cases and cases and issues.

Policy 2. Arrangement of Land Uses

- A. Commercial enterprises providing consumer goods and services to the community are encouraged at:
- NE 122nd and Halsey Avenues
 - NE 122nd and Sandy Boulevard
 - Cully Boulevard at Prescott
 - Cully Boulevard at Killingsworth
 - Parkrose Business District
- B. The areas surrounding Woodland Park Hospital and near the Gateway freeway interchange should foster a mix of high density residential and ground floor commercial uses.
- C. Commercial uses may be appropriate on the first floor of new high density multifamily residential developments which have direct access to an arterial.

Policy 3. Redevelopment

- A. The Parkrose Business District will be recognized as a commercial redevelopment area.
- B. The area bounded by Going Street, NE 82nd Avenue, Sandy Boulevard, Skidmore, and I-205 will be recognized as a residential redevelopment area.

Policy 4. Housing Location

- A. Attached residential and multifamily residential zones must meet the following locational requirements:
- Have direct access to an arterial or collector street;
 - Avoid routing of through traffic on local neighborhood streets;
 - Have public transit available or planned to be available within one-quarter mile of the site; and
 - Be designed to be compatible with existing residential uses by the use of design features such as buffering, landscaping, screening, and building orientation.

Policy 5. Industrial Location

- A. Buffering and landscaping will be provided on industrial sites where they abut residential areas.
- B. Outside storage areas will be screened.

Policy 6. Citizen Involvement

The important role of such groups as the Cully/Parkrose Community Group, neighborhood associations, and business organizations shall be recognized in involving citizens in the discussion and review of land use issues. This shall be done by providing notice to recognized organizations of land use issues and creating opportunities for review and comment on proposed changes to this plan and its implementing measures.

Policy 7. Community Design

The community and site design guidelines shall be used as a guide in land use and land division reviews and site review.

Policy 8. Utilities

- A. Redevelopment should be predicated on the provision of adequate urban services including sewerage, water, and streets.
- B. All utility lines should be placed underground.

General Design Guidelines

1. Create a compatible relationship between streets and the uses they serve.
2. Use landscaping, street furniture and walkways to create attractive areas and provide access among activity centers such as commercial nodes, schools, and residential areas for pedestrians.
3. Provide buffers and screening on industrial and commercial sites where they abut residential areas.
4. Use streets trees, landscape medians, open space and other landscape areas to enhance the appearance of the area.
5. Encourage the development of the vacant parcels in the community in scale with the developed community.
6. Create public outdoor meeting places where community interaction can occur.
7. Preserve and enhance natural features.
8. Place all utility lines underground.
9. Identify areas for additional design review guidelines.

Design Area Guideline 12. Halsey/Wiedler Strip and San Rafael Shopping Center

Development Objective: To convert a strip commercial area into a linear mixed use area with neighborhood commercial centers.

Site Guidelines

1. Provide street trees and landscaped areas with medium scale vegetation.
2. Provide linkages for pedestrians to the adjacent residential areas.
3. Buffer adjacent residences with vegetative screens.
4. Minimize paved areas through joint use of driveways, parking, and maneuvering areas.