

Broadway Corridor

Joint Meeting of Steering Committee, Public Partners Technical Team, and Executive Committee

Prosper Portland, 222 NW Fifth Avenue, 1st Floor – Commission Conference Room

July 11, 2017, 2:00 pm – 5:00 pm

MEETING PURPOSE

The purpose of the meeting is for the participants to establish a shared understanding of developer solicitations and key topic areas for further consideration when providing input on the draft solicitation priorities and criteria.

MEETING DESIRED OUTCOMES

- Approval of the Steering Committee Charter
- Approval of the Vision and Guiding Principles
- A shared understanding of developer solicitations and key topic areas

MEETING ATTENDEES: attached

MEETING MATERIALS

- Meeting Agenda
- Presentation
- Draft Broadway Corridor Steering Committee Charter
- Draft Broadway Corridor Vision + Guiding Principles
- Working Planning Tool
- Broadway Corridor Racial Equity Impact Analysis
- Four Presentation Slides regarding RFX

SUMMARY MEETING NOTES

1. **Welcome:** Zeke Smith opened the meeting and provided an overview of the agenda. He revisited the project timeline and milestones, providing of map of current and future steps. He asked participants to discuss their experiences, hopes, fears, concerns and questions about the development solicitation process with those immediately adjacent to them.
2. **Confirm Steering Committee Charter:** Zeke provided an overview of feedback received on the draft charter since the prior committee meeting. In particular, conflicting input was received regarding the intent of the first and third bullets of Article II. Purpose. He further emphasized the Charter will serve as a living document to guide the development of the Broadway Corridor project and can be revisited to determine if it is working as the project progresses.

Discussion:

- Racial equity needs to be more explicit in the first and third bullets of Article II. Purpose to emphasize the historical impact on communities of color who have not benefitted from city's distribution of wealth and resources.
- Acknowledge the historical significance of racial disparity without too narrow of a focus. Prefer a more inclusive approach to the Charter in the first and third bullets of Article II. Purpose by adding reference to other forms of discrimination including race, gender, disability status, sexual orientation, and/ or other factors of characteristics.
- Need to set clear priorities to inform future decisions.

Four members formed an ad hoc working group to propose revised language to reconcile the input received.

Steering Committee reached consensus to accept the Charter with the revised language.

3. **Guides and tools for recommendation process:** Mayra Arreola provided a brief history of urban renewal and its historic impacts, particularly on communities of color. This provided the context for the Broadway Corridor Racial Equity Impact Analysis (REIA). She explained that the assessment included an audit of past practices, with the goal of identifying how to disrupt the status quo to lead to more equitable outcomes. Future steps of the REIA include engaging the Steering Committee and other stakeholders in identifying project goals and priorities; and expanding outreach efforts. Zeke summarized how the REIA and other tools such as the Vision Statement and Guiding Principles would inform decisions as the project progresses. He explained that these tools and future discussions would help populate the Working Planning Tool, as the discussion moves from the high level aspirational guiding principles to more detailed project goals and specific measures of success.
4. **Overview of Developer Solicitations:** Kimberly Branam provided a summary of various solicitation models and the rationale for using a Request for Qualifications (RFQ) to seek a development partner to assist in development planning and redevelopment of the USPS property. She explained the key standard components of a RFQ and the Steering Committee's role and timeline for informing the solicitation and selection of the developer. She also provided a summary of key aspects that have already been determined, including the scale of the solicitation offer, the affordable housing requirements, and the timeline by which the first land transactions must be underway to repay the line of credit.

Discussion:

- Is there a precedent for what we are hoping to accomplish with the Broadway Corridor project? The project is ambitious and it is important for us to set out with our expectations, while also recognizing every aspect may not be met. Comparable to hiring an employee, you need to identify what you want, but rarely do you find the perfect candidate that fulfills every desired quality. Staff has prepared a number of case studies on various aspects of the project, but no one project is a true precedent.
5. **Panel: What makes for a good partner?** Zeke introduced the three panelists, all of whom are involved in the project as either a member of the Steering Committee or as consultants, and who will continue to engage with the Steering Committee throughout the process. Each discussed the key qualities for seeking and forming a development partnership.
 - **Jill Sherman (Gerding Edlen):** Jill provided the perspective of a developer with experience in responding to public solicitations and engaging in public-private partnerships for redevelopment projects. She explained that the use of a RFQ is good and that an understanding of what developers have done and the impacts of the projects they have worked on is critical in understanding their business model. She also cautioned that it is also helpful to be specific about known project requirements when possible. She emphasized that trust is critical for knowing when to hold each other accountable and when to recognize that agreement needs to be reached to make changes to previously stated goals and project specifications if necessary.
 - **Jahmese Myres (ELP Advisors/ East Bay Alliance for a Sustainable Economy):** Jahmese provided her perspective based on prior experience in negotiating Community Benefits Agreements in Oakland, California. She discussed the successful elements of a Community Benefits Agreement (CBA) which includes a legal binding agreement with specific and enforceable benefits that directly address community needs. She emphasized the need for transparency and strong community involvement in negotiating a CBA. She also underscored important characteristics of a strong developer partner to ensure a collaborative approach to win-win negotiations. *(see also PowerPoint presentation)*
 - **Nolan Leinart (ZGF Architects):** Nolan led ZGF's work on the Broadway Corridor Framework Plan and will continue to lead the forthcoming development planning and Master Plan. He provided insights on the design and development process and the role and technical expertise of the developer. He highlighted several of the urban design considerations that will be addressed during development planning; the components of the development planning and Master Plan work; and how decisions will be informed by design, financial, and

tenant/use considerations. He also illustrated how Floor Area Ratio (FAR), or bulk of development, can be distributed across the site, how it is informed by use and phasing, and the relationship to financial feasibility.

Discussion:

- Developer needs to be collaborative and open-minded, particularly developers from outside the local area.
- When thinking about what is feasible, need to also consider broader societal costs.

6. Public comment: None.

7. Closing Remarks:

- Each member was asked to formulate three questions for prospective developers during the solicitation process and provide them to Sarah by July 25, 2017

MEETING ATTENDEES

Steering Committee

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

Steering Committee

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

Executive Committee

	Last Name	First Name	Organization	Present
1	Abuaf	Lisa	Prosper Portland	
2	Adkinson	Jeff	Jones Lang LaSalle	X
3	Arreola	Mayra	Prosper Portland	X
4	Branam	Kimberly	Prosper Portland	X
5	Chisek	Kyle	Mayor's Office	
6	Creager	Kurt	Portland Housing Bureau	
7	Ellis	Buzz	Jones Lang LaSalle	X
8	Henderson	Maurice	Mayor's Office	
9	Hodapp	Tatiana	Jones Lang LaSalle	X
10	Iverson	Eric	Prosper Portland	X
11	Mena	Javier	Portland Housing Bureau	X
12	Myers	Willy	Prosper Portland Board of Commissioners / Steering Committee Co-Chair	X
13	Myres	Jahmese	ELP Advisors / East Bay Alliance for a Sustainable Economy	X
14	Puttman	Tom	Puttman Infrastructure	X
15	Smith	Zeke	United Way / Steering Committee Co-Chair	X
16	Thompson	Bob	Sheppard Mullin	
17	Tschabold	Matthew	Portland Housing Bureau	

Public Partners Technical Team

	Last Name	First Name	Organization	Present
1	Ansary	Raihana	Office of Governor Kate Brown	
2	Barra	Joe	Portland General Electric	X
3	Beckman	Stephanie	Bureau of Development Services	
4	Bower	Dan	Portland Streetcar Inc.	X
5	Braun	Holly	NW Natural	X
6	Fioravanti	Kara	Bureau of Development Services	
7	Himes	Stephen	Bureau of Environmental Services	
14	Horner	Brett	Parks & Recreation	X
8	Hoy	Rachel	Bureau of Planning & Sustainability	X
9	Kane	Alisa	Bureau of Planning & Sustainability	
10	Krueger	Kurt	Bureau of Transportation	
11	Leclerc	Mauricio	Bureau of Transportation	X
12	Mitchem	Jeff	Bureau of Development Services	X
13	Raggett	Mark	Bureau of Planning & Sustainability	
15	Reese Cadigan	Elizabeth	Bureau of Environmental Services	X
16	Unsworth	Dave	TriMet	X
17	Van Bockel	Dory	Bureau of Environmental Services	X
18	Wagner	Zef	Bureau of Transportation	X

MEETING HANDOUTS

- Meeting Agenda
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AGENDA

2:00 p.m. – 2:20 p.m.	Welcome
2:20 p.m. – 2:30 p.m.	Confirm Steering Committee Charter
2:30 p.m. – 3:10 p.m.	Guides and tools for recommendation process <ul style="list-style-type: none">• Racial Equity Impact Assessment• Vision and Guiding Principles• Working planning tool
3:10 p.m. – 3:20 p.m.	Break
3:20 p.m. – 3:30 p.m.	Overview of Developer Solicitation
3:30 p.m. – 4:15 p.m.	Panel: What makes for a good partner? <ul style="list-style-type: none">• Community Benefit Agreements• Development Planning• Development Solicitations and Partnerships
4:15 p.m. – 4:45 p.m.	Activity: Three questions you want to ask developer candidates?
4:45 p.m. – 4:55 p.m.	Public comment
4:55 p.m. – 5:00 p.m.	Closing remarks

DRAFT

Broadway Corridor Steering Committee Charter

June-July 2017

Background

The Broadway Corridor study area (Corridor) is approximately 24 acres within northwest downtown Portland. The largest property in the study area, owned by the Prosper Portland and the Portland Housing Bureau (PHB), is the 14 acre U.S. Postal Service (USPS) site. Prosper Portland also owns Union Station – an active hub for Amtrak passenger rail with connections to light rail, local bus service and regional transportation options. The location and size of the Broadway Corridor study area represents an exceptional opportunity for contributing to Prosper Portland’s vision for an equitable economy by advancing opportunities for prosperity, creating a vibrant sustainable neighborhood integrated with the natural environment, and supporting family wage jobs. These objectives can only be achieved through effective collaboration with the community, the private sector and public partners. The way we engage throughout this process is critical to ensure our collective success and that the development occurs in a way that’s equitable for and benefits all.

Prosper Portland reserves the right to modify the following as necessary to best support project needs.

Article I. Broadway Corridor Steering Committee

The name of this advisory committee is the Broadway Corridor Steering Committee. Creation of the Broadway Corridor Steering Committee has been facilitated by Prosper Portland for the purpose of providing advice to Prosper Portland and its community development partners with regard to the development of the Corridor. However, the Broadway Corridor Steering Committee is not created by statute, ordinance or resolution, and it is not a governmental entity or it is not subject to any substantial control by local government, within the meaning of ORS 174.116(1)(b)(C).

Article II. Purpose

The Broadway Corridor Steering committee will advise the Broadway Corridor Executive Committee on goals and implementation strategies for the development of the Corridor including:

- Diverse and meaningful community engagement in planning for and benefiting from development of the Corridor, especially reaching communities of color and others those who have not historically benefited from Prosper Portland investments and are experiencing barriers to economic inclusion due to discriminatory systems based on race, gender, disability status, sexual orientation and/or other factors or characteristics ~~in planning for development in the Corridor~~;
- Evaluation criteria and selection of development partner(s)
- Community benefits including residential and commercial affordability, business and workforce equity and other training and employment opportunities for people of color including those persons of color who face multiple discrimination due to gender, disability status, sexual orientation and/or other factors or characteristics.

- Strategies and specific financial investments to foster wealth creation within communities of color
- ~~TFully accessible t~~transportation ~~strategies,~~ circulation, ~~and~~ open public spaces ~~that encourage~~ cultural uses and programming that will make this an inviting neighborhood for diverse residents and visitors
- ~~Contribute to E~~environmental sustainability ~~with strategies tools~~ that will further the City's climate action plan, yield multiple benefits for the environment and people, and demonstrate Portland's environmental leadership
- Prosper Portland's financial sustainability goals and investments that flow from returns to Prosper Portland.
- Other goals identified by the Steering Committee and community
- How to reconcile competing goals and conflicting input and recommend priorities

Article III. Membership

Steering Committee members were selected by the Prosper Portland and Portland Housing Bureau leadership and confirmed by Mayor Wheeler following an open solicitation of interest and targeted outreach. Forty-three members were selected to represent affordable housing, communities of color, neighborhoods, business and labor, development and design, environment and sustainability, public space, transportation, youth and education. If a member is unable to continue service on the Steering Committee, Prosper Portland will determine whether to replace that member with a new member.

Article IV. Co-Chairs

The Steering Committee ~~Co-Chairs were selected by Prosper Portland leadership. They are~~ will be supported by four co-chairs:

- Willy Myers, Prosper Portland Commissioner, serving as liaison to Prosper Portland Board of Commissioners
- Zeke Smith, Chief Impact Officer/United Way, serving as facilitator for the Steering Committee
- Vivian Satterfield, OPAL Environmental Justice Oregon, serving as chair of the Community Benefits Subcommittee
- Nathan Kadish, Ecotrust, serving as chair of the Urban Development Subcommittee.

~~Two additional Co-Chairs will be identified with input from the Steering Committee to serve as the lead conveners of the Community Benefits and Urban Development Subcommittees of the Steering Committee, and as liaisons to the Executive Committee.~~

Article V. Subcommittees and Work Sessions

A Community Benefits Subcommittee and Urban Development Subcommittee, comprised of Steering Committee members, will be established to inform the work and recommendations of the Steering Committee. Subcommittees may elect to engage other stakeholders as necessary to inform their work.

The Subcommittees are tasked with providing input to the Steering Committee but formal votes and recommendations will not occur within the Subcommittees. The subcommittee structure may be revisited and revised as necessary to best support future phases of the Steering Committee's work.

Work Sessions to address specific technical expertise and interests may also be convened on an ad hoc basis to inform the work of the Steering Committee and Subcommittees. The need and focus of the Work Sessions may be recommended by the Steering Committee and/or staff. Work Sessions may include but will not be limited to Steering Committee members.

Article VI. Meetings

Members will convene as the Steering Committee and/or Subcommittees approximately monthly for up to three hours. Members are expected to be prepared for meetings, attend all committee meetings and participate actively in additional work between meetings. Members of the Steering Committee are expected to serve through December 2018.

Members shall receive the agenda, any information necessary to act on agenda items, and the minutes of the previous meetings a week in advance of each regularly scheduled meeting. Agendas will identify which items are informational and which require action by the Steering Committee. Hard copies of any meeting materials provided in advance will be made available at the meeting upon request. Prosper Portland will provide administrative support and project/program/policy expertise as appropriate. Steering Committee Meetings will be open to the public and provide time for public comment.

Article VII. Recommendation Process

Steering Committee recommendations should represent a broad base of collective wisdom about what will best serve our city. The Steering Committee will work to develop consensus around recommendations to be forwarded to the Executive Committee. If consensus is not possible, the Steering Committee co-chairs will ~~call for~~utilize a weighted vote in which Steering Committee members express their level of support or concern on a scale of one (strongly agree) to five (strongly disagree). ~~in order to. The co-chairs will aim to~~ resolve any ~~strong~~ opposition when possible and reach consensus. If this is not possible, the co-chairs will call for a two-thirds majority vote. Outstanding concerns and minority opinions will be identified and communicated in the meeting summary or other report. Alternates and absent members may not participate in Steering Committee votes. Prosper Portland will make best efforts to provide advanced notice of upcoming decision points.

Based on project needs and milestones, the Steering Committee and Subcommittees will also be asked to provide input to further project progress without a formal recommendation.

Article VIII. Deliverables

The primary deliverables of the Steering Committee are to provide recommendations regarding priorities for: the solicitation for a development team; a Community Benefits Agreement; development planning including a Master Plan; ~~and~~ a Development Agreement; and an oversight structure for ensuring accountability during future implementation. In addition to formal recommendations, the Steering Committee members may be asked to provide input through focus groups, surveys, and other engagement exercises; and to provide testimony to decision making bodies.

Article IX. Communication

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

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

Article X. Roles and Responsibilities of Members

Prosper Portland, PHB, partner organizations and community members rely on the Steering Committee to act as stewards and leaders of the Corridor. Members are expected to:

- Attend all committee meetings and other related public activities.
- Notify Prosper Portland in advance when you are unable to attend a meeting.
- Review agenda and meeting information in advance of the meeting
- Assist Prosper Portland to identify and inform other community stakeholders about the work of the Steering Committee
- Seek acknowledgement from the co-chairs when you wish to represent the work of Steering Committee in other forums, such as the Portland Design Commission and City Council.

Article XI. Absences and Alternates

If a Steering Committee member is not able to attend a meeting, they are expected to notify Prosper Portland staff in advance. Members can send a substitute or alternate in their stead, but are asked to brief that individual in advance so that they are aware of Steering Committee work to date.

Article XII. Public Comment

The Steering Committee meetings are public meetings. Up to ten minutes of each meeting will be made available for members of the public to address the Steering Committee.

The committee co-chairs will determine the public input process that will be included in the public meeting posting and announced at the beginning of each meeting.

Draft Broadway Corridor Vision + Guiding Principles

This document reflects input provided by the Steering Committee regarding the draft Guiding Principles. Additional input received that is most applicable to future goals and success measures has been incorporated in draft form in the Working Planning Tool.

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

Guiding Principles: ~~An Equity Framework~~ A Racial Equity Impact Assessment (REIA) will guide implementation of this vision and ensure that pursuing development ~~in line with~~ consistent with the guiding principles below. ~~Operationalizing this framework necessitates being~~ including being intentional about who benefits from the opportunities created; assessing and mitigating potential impacts/burdens; ensuring a diversity of communities influence decisions from planning through development and programming; and, strengthening partnerships required to advance the vision.

The Broadway Corridor Project will be:

(in alphabetical order)

Accountable: Implement a robust, proactive and transparent strategy that ~~is~~ ensures responsible expenditure use of public funds, attracts private investment, and delivers targeted appropriate and equitable public benefits, with clear and enforceable milestones and metrics.

Connected: Leverage regional and local assets to strengthen multimodal transportation connections and improve accessibility to and through the area for all.

Equitable: Promote social equity ~~by~~ reducing reduce disparities, and ~~extending~~ community benefits, ~~building affordable housing and improving socio-economic opportunities for under-served and under-represented people. Intentionally engage under-served and under-represented people in decisions, design and community building.~~

Prosperous: Foster economic and wealth prosperity for all through opportunities for innovation, creativity, education, and economic growth ~~and add a net gain of jobs~~ in the region.

Resilient: ~~require all aspects of development — both public and private — to demonstrate a leadership in sustainability and high-quality construction and to promote human interaction with their environment. Integrate the built and natural environments through innovative sustainable design and development.~~

Vibrant: Create a unique and aesthetically stunning, mixed-use development community that invites welcomes and reflects diversity, integrates private with public spaces, and ~~that~~ enriches the quality of life for the existing and new local community as well as all Portlanders of all ages, cultures, and backgrounds.

Working Planning Tool

Purpose: This document will serve as a working tool to guide the Steering Committee’s work as we move through visioning, the developer solicitation, and development planning. The first two columns capture the Guiding Principles, as informed by input from the Steering Committee. Subsequent columns are in draft form, including input received to date, and will be reviewed and revised as the project progresses.

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

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

The Broadway Corridor Project will be:

Category	Guiding Principle	Project Goals (REIA Step 2)	Developer Experience Required	Evaluation Criteria	Development Planning Activities	Success Metrics (REIA Step 2)	Consult / Engage (REIA Step 3)
Accountable	Implement a robust, proactive and transparent strategy that is a responsible expenditure of public funds, attracts private investment, and delivers targeted and equitable public benefits, with clear and enforceable milestones and metrics	<i>Ex: Identify clear and enforceable financial and community benefit metrics for project implementation</i>	<i>Ex: Experience in working with an oversight committee to monitor and report on project metrics</i>	<i>Ex: Demonstrated success in delivering on project metrics and maintaining ongoing partnership with community partners</i>	<i>Ex: Establish framework for oversight and project monitoring</i>	<i>Ex: Oversight structure established for ensuring accountability during future implementation</i>	<i>Ex: South Waterfront Apprenticeship Committee members</i>
Connected	Leverage regional and local assets to strengthen multimodal transportation connections and improve accessibility to and through the area for all	<i>Improving accessibility for those with impaired mobility</i> <i>Increasing connectivity to and between transportation modes</i>				<i>Residents, employees, and visitors have access through Broadway Corridor on Johnson Street and Park Avenue neighborhood greenways</i>	

		<i>Improving safe, reliable, and affordable access for low income communities to local workforce opportunities</i>					
Equitable	Promote social equity, reducing disparities, and extending community benefits	<i>Improving socio-economic opportunities for under-served and under-represented people Intentionality engaging communities of color and other under-served and under-represented people in decisions in all stages of the process and in future oversight</i>				<i>Local residents have access to stable, quality, adequate affordable housing with connection to opportunity (economic, education, etc.) and pathways to ownership. Staff applies findings from the REIA to design, implementation, construction, developer selection, oversight and operations.</i>	
Prosperous	Foster economic and wealth prosperity for all through opportunities for innovation, creativity, education, and economic growth in the region	<i>Sustaining, stabilizing and growing small local businesses</i>				<i>Entrepreneurs and small businesses have access to flexible spaces for incubator projects, leaving room for future ideas and ways of doing business Local residents and those in the region who have been excluded from economic prosperity have access to living wage jobs and opportunities for residential and business ownership</i>	

Resilient	Integrate the built and natural environments through innovative sustainable design and development	<p><i>Addressing climate change mitigation and adaptation</i></p> <p><i>Contributing to a fossil fuel free city</i></p> <p><i>Creating a thriving human, social, and ecological landscape</i></p>				<p><i>Green infrastructure incorporated into every aspect of the built environment resulting in a resilient, restorative built and natural landscape</i></p> <p><i>Residents, employees, and visitors have access to nature</i></p>	
Vibrant	Create a unique and aesthetically stunning, mixed-use community that welcomes and reflects diversity, integrates private with public spaces, and enriches the quality of life for existing and new Portlanders of all ages, cultures, and backgrounds	<p><i>Providing culturally relevant spaces welcoming to and informed by Portlanders of all ages, cultures, and backgrounds</i></p> <p><i>Incorporating and reflecting the history of the district</i></p> <p><i>Providing opportunities for connections between people</i></p>				<p><i>Portlanders have access to a center that supports community building and serves as a community destination</i></p> <p><i>Lower income families are provided with access to affordable amenities and services</i></p>	

Broadway Corridor Racial Impact Equity Analysis

Introduction

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

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

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

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

What is a Racial Equity Impact Assessment?

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

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

Project Approach

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

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

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

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

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

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

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

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

REIA Equity Audit Findings

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

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

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

- 9. Make competitive process more welcoming, designed in the eyes of those we want to include.** Introduce prospective groups/bidders to competitive process early. Provide application guidance to first time bidders in order to promote transparency. Get feedback on competitive process from prospective applicants we seek to serve.

- 10. Have a long term perspective.** Phase the project in a manner that both private and public goals can be achieved. Market cycles can affect the pace of the project, and so the project should be phased in a way that all goals can be achieved. For example, there are lessons to be learned from South Waterfront, where affordable housing units were built following the private units which made the cost burden of affordable housing greater.

Solicitation Models

	Request for Proposals (RFP)	Request for Qualifications (RFQ)	Request for Interest (RFI)
Public Benefits	Specific	Aspirational	Not defined
Development Program	Specific	Aspirational	Not defined
Competition	High	High	Minimal
Response Detail Required	High level of detail <ul style="list-style-type: none"> • program • team • financing plan 	High level of detail <ul style="list-style-type: none"> • team Minimal level of detail <ul style="list-style-type: none"> • program • financing plan 	Moderate level of detail <ul style="list-style-type: none"> • program • team • financing plan
Typical Result / Outcome	Select development team and program proposal	Select development team; work with stakeholders to refine development program.	Select development team and program proposal or issue subsequent RFP

Sample Solicitation Structure

Development Offer	Submission Requirements	Evaluation Criteria
<ol style="list-style-type: none"> 1. Strategic Context 2. Property Summary 3. Development Goals 4. Financial Considerations 	<ol style="list-style-type: none"> 1. Team capability and experience as demonstrated by past projects <ul style="list-style-type: none"> • Scale of development • Access to capital • Employer recruitment • Community benefits 2. Partnerships <ul style="list-style-type: none"> • Industry • Community 3. Experience with and commitment to complying with applicable policies 	<ol style="list-style-type: none"> 1. Development Team <ul style="list-style-type: none"> • Capability and Experience 2. Past Projects <ul style="list-style-type: none"> • Demonstrated ability to advance project goals 3. Compliance with applicable policies

What has been determined?

Scale of Development Offering

- Full USPS site with phased negotiation of rights and price

Affordable Housing

- Portland Housing Bureau develops ~530 units via public investment (est. \$53M)
- Private partner develops ~190 units (10% of market rate units) at 60% MFI or below

Development Timeline

- Line of Credit to be repaid via land transaction by June 2022

Role of Steering Committee

	Recommendation	Committee	Timing
Prepare and Issue RFX	Identify and refine priorities for development goals, developer experience, and evaluation criteria	Steering Committee / Subcommittees	July 11 Aug 2 Sept 6
	Recommend Draft Solicitation Criteria	Steering Committee	Oct 4
	Recommend Final Draft Solicitation	Executive Committee	Oct 24
	Prosper Portland Board Briefing		Nov 11
RFX Selection	Review proposals for completeness	Staff	Feb 13
	Short-list ~3 Responders for Final Evaluation	Steering Committee	March 7
	Recommend Preferred Developer	Executive Committee	March 13
	Portland Housing Advisory Committee Briefing		April 3
	Prosper Portland Board Action		April 11