

BROADWAY CORRIDOR

Steering Committee

Public Partners Team

Executive Committee

Agenda Overview

An aerial photograph of a city waterfront. In the foreground, there are several large, modern buildings with flat roofs and parking lots. A prominent bridge with a lattice structure spans across a wide river in the middle ground. In the background, more buildings and a large red ship are visible on the water. The sky is clear and blue.

Updates & Follow-up

- Revised Steering Committee Charter
- Guides and Tools for Recommendations
 - Racial Equity Impact Assessment
 - Guiding Principles + Planning Tool

New Business

- Developer Solicitation and Evaluation

Public Comment

Draft RFX

April – Nov 2017

Solicitation

Nov 2017 –
April 2018

Development Planning

May 2018 – April 2019

Implement

Mid-2019 ++

Community
input on
developer
solicitation

Solicit and
select
development
partner

Placemaking Plan
Land Use Master Plan
Community Benefits Agreement (CBA)
Development Agreement

Monitor CBA
and public
investment

Site due
diligence and
entitlements

EXECUTIVE COMMITTEE: *City / Prosper Portland Leadership + subject area expertise*

Focus Groups

COMMUNITY ENGAGEMENT

**OVERSIGHT
COMMITTEE**

STEERING COMMITTEE

Subcommittees and Work Sessions

PUBLIC PARTNERS TECHNICAL TEAM

DEVELOPMENT TEAM

STEERING COMMITTEE CHARTER

Steering Committee Charter

Background and Purpose:

- Integration with natural environment
- Racial equity and others experiencing barriers to economic inclusion
- Residential and commercial affordability
- Financial investments to foster wealth creation
- Encourage cultural uses and programming

Co-Chairs:

- Added Subcommittee co-chairs

Recommendations:

- Clarified purpose of weighted vote

Deliverables:

- Added oversight structure

GUIDES AND TOOLS FOR RECOMMENDATIONS

History of Urban Renewal

- First phase: Grand projects, projects that were often undertaken with an urgency suggesting the crises of larger, more racially divided cities.
- Second phase: Urban renewal efforts focused on preserving Portland's neighborhoods and a vital downtown.
- Third phase: Entrepreneurial spirit, citizen involvement, and its adherence to the values of "post-modern urban planning theory."



Pearl District



Pioneer Courthouse Square



Lan Su Chinese Garden



Eastbank Esplanade



Dawson Park



Acknowledging our Past

Discriminatory practices that destabilized communities of color and people who were not land owners.



South Auditorium

כשר KORSUN'S כשר
 KOSHER DELICATESSEN

The Only Slurms
 We have in Portland
 is the garbage
 in city Hall, the
 Courts + the
 Portland Develop-
 ment Commission

Every lawyer takes an oath to protect the Consti-
 tution of the United States. Since the Consti-
 tution is being Ignored, Misconstrued or by-
 Passed by legislation, by Court decisions +
 by Executive Action, it is time that fundamental
 principals of the Constitution be re-examined +
 that every Citizen, lawyer, Judge take his
 place on the battle line in a crusade to

When did the Portland
 people Crown Ira C.
 Keller? When was he
 Ordained King? Who
 gave him full author-
 ity to rule over the
 destiny of the
 People without

to re-establish the principles + the spirit of
 the Declaration of Independence, the Constitution
 and the Bill of Rights. You Americans are
 either fools and dreamers or Con-
 sciously desire the Communists to
 prevail. I am in earnest. I will not
 equivocate. I will not excuse. I will not retreat a
 single inch. I will be heard.





Hill Block

Hub of the African-American community of Albina



Disproportionate Wealth Creation

Neighborhood residents and businesses were not benefiting from investment.



Continued Displacement



Organizational Changes

Business & Workforce Equity Policy (2007)



Our 42nd Avenue
connecting people with place through employment
and business development



Neighborhood Economic Development (NED) Strategy (2011)

Racial Equity Impact Assessment

Scope: Internal audit of how project can be done differently to address historical inequities

Key Findings:

- ✓ *Hold a conversation about equity before the project starts*
- ✓ *Have a long term perspective*
- ✓ *Check our own assumptions; question every process*
- ✓ *Ensure diverse stakeholder engagement*
- ✓ *Engage stakeholders in a meaningful and effective way*
- ✓ *Make process more welcoming, designed with those we want to include*
- ✓ *Structure deals with equity goals in mind*
- ✓ *Be creative in finding ways to support minority & community owned assets*
- ✓ *Leverage equity goals from institutional partners and industry*
- ✓ *Find development partners who will help achieve equity objectives*

DRAFT 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.

DRAFT Guiding Principles

Accountable

Connected

Equitable

Prosperous

Resilient

Vibrant



Working Planning Tool

Guiding Principles

Aspirations &
Core Values

Project Goals

Developer
Experience &
Evaluation Criteria

Development
Planning Activities

Community
Benefit Priorities

Success Metrics

Development
Agreement

Community Benefits
Agreement

Oversight Structure

DEVELOPER SOLICITATION

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 Context2. Property Summary3. Development Goals4. 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 benefits2. Partnerships<ul style="list-style-type: none">• Industry• Community3. 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 Experience2. Past Projects<ul style="list-style-type: none">• Demonstrated ability to advance project goals3. 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

What makes for a good partner?

- Community Benefit Agreements
- Development Planning
- Developer Solicitations and Public-Private Partnerships

Community Benefit Agreements and Developer Relationships



Brief overview in preparation for the
Broadway Corridor developer solicitation (RFX)

Jahmese Myres
Equity Consultant to Prosper Portland
ELP Advisors
Email: jkmyres@gmail.com

What is a Community Benefits Agreement?



- A legally binding contract signed by community groups and a real estate developer(s) that addresses community-identified needs and issues by requiring the developer to provide specific, enforceable benefits based on the scope and impact of the project.
- The win-win nature of a strong CBA is that in exchange for benefits, the community signers agree not to oppose or take legal action against the project.

Critical Elements of a Successful CBA



- Directly addresses community & equity needs of impacted and disadvantaged communities
- Measurable, accountable & enforceable
 - Well-defined commitments with a specific process and timeline for implementation
 - Ongoing compliance reporting
 - Consequences for non-compliance
 - In writing, legally binding



Ensuring Strong Community Involvement



- Transparency and accuracy of information, process, timeline, and key decisions to be made
- Shared understanding of context, problems & potential solutions
- Collaborative decision making
- Prioritization of underrepresented groups and those traditionally left out of the development process and benefit
- Access to key resources, like legal support
- Frequent communication and accountable representation of SC representatives to their coalition partners, organizations, and members

Win-Win Approach to Negotiations



- Community has a seat at the table & speaks for themselves
- Accountability to shared goals, agreements & ground rules
- Transparency of pertinent information to assess tradeoffs
- Concrete proposals with as much specificity as possible
- Avoid immediate “NO”- be open to discuss & consider multiple solutions
- Work between meetings to review, respond and offer counter proposals in a timely way
- Direct and proactive communication between all parties

A Strong Development Partner



- Sees community as an asset, not an obstacle
- Willing to “put it in writing”- verbal, aspirational and theoretical agreement is not effective
- Defines a successful project not by only by ROI, but long term benefit
- Provides pertinent information & responses in a timely manner
- Willing to stretch; reconsider existing policies & practices

Preparing for the RFX



- Ensure community members understand:
 - Application of existing laws and policies related to the project
 - Prosper Portland's project considerations, including financial and ownership goals
- RFX should:
 - Provide clear expectations of the process and outcomes
 - Includes topics of discussion and policy objectives
 - Reiterate and reinforce in all project-related documents

Example:
Coliseum Development
Exhibit attached to ENA

- States that there will be community benefits negotiations
- Provides a potential list of stakeholders involved
- States that outcome of negotiations will be reflected in final development agreement
- Includes a list of topics to be negotiated

Motion to Amend Exhibit C, as proposed by Mayor Libby Schaaf, City Council President Lynette Gibson McElhaney, Vice Mayor Rebecca Kaplan, City Councilmember Annie Campbell Washington and City Councilmember Abel Guillen

EXHIBIT C

COMMUNITY BENEFITS

The following is a list of categories that will guide the negotiations regarding community benefits during the ENA period.

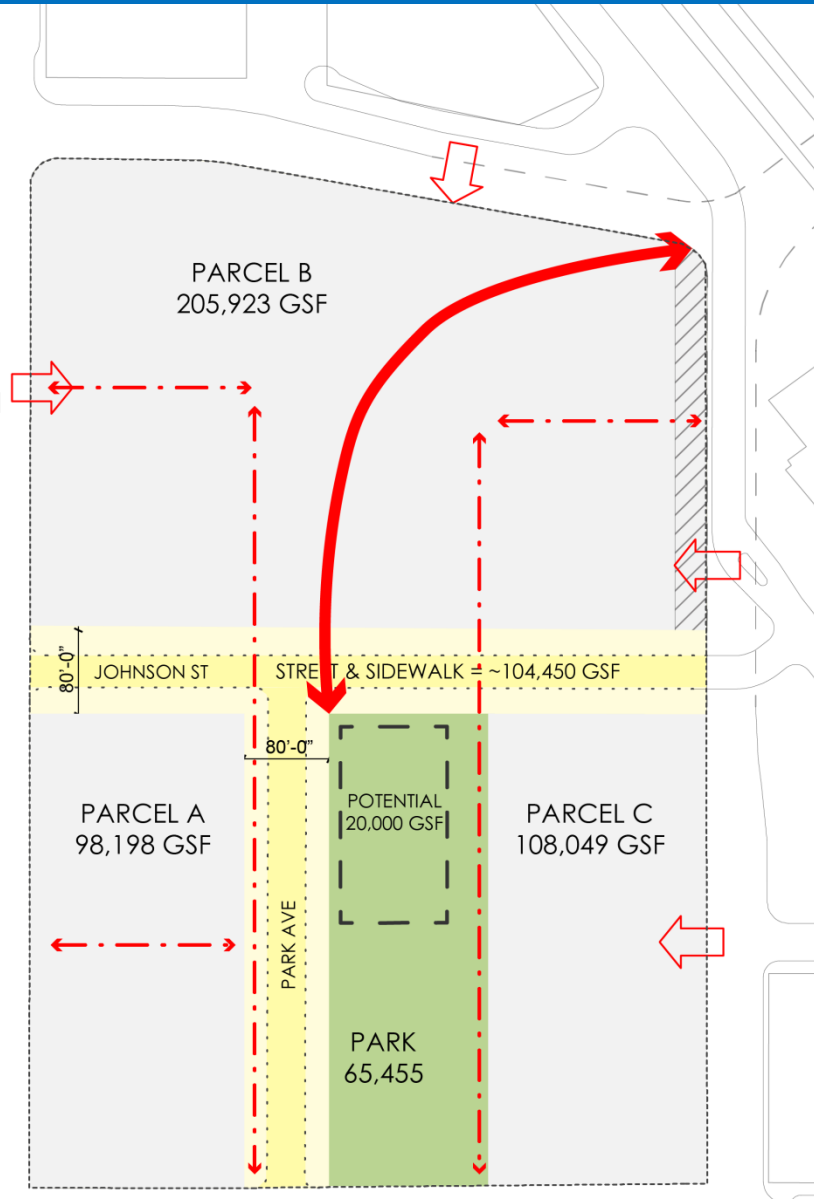
This is a preliminary list that will be subject to negotiations between the parties with input from organized labor, community organizations, housing organizations, environmental organizations, and other stakeholders during the course of the ENA negotiations. The outcome of those negotiations between the parties to the ENA will be reflected in any Lease and/or Disposition and Development Agreement approved by the Alameda County Board of Supervisors and the Oakland City Council.

- Project labor agreements and labor peace
- Local employment, workforce training, retention of existing workers, and apprenticeship policies
- Local business and small business contracting policies
- Environmental mitigation measures
- Open space elements
- Sustainable development
- Improvements to and utilization of the current transportation hub and other transportation facilities, including transit affordability and accessibility
- Affordable housing development
- Potential impact fees (housing, transportation, capital improvements)
- Other community benefits as needed and feasible, to be negotiated

BROADWAY CORRIDOR

Design+Development

Framework Plan: Preferred Concept



Affordable Housing

- PHB rights to 30% of residential FAR = ~720 units
- PHB develops ~530 units via public investment
- Private partner develops ~190 units (10% of market rate units) at 60% MFI or below

Streets

- Johnson Street & Park Avenue = 80' ROW

Parks & Open Space

- Two new park blocks + 8th St and Irving St
- Green Loop
- Bridgehead/Viaduct activation

Entitlements

- Increase to 7:1 FAR; 250' / 400' Height

Large Flexible Site



SCALE: STREET SPACES



2.5 bfz
6.0 pedestrian
4.0 furnishing
.5 curb
13 sidewalk

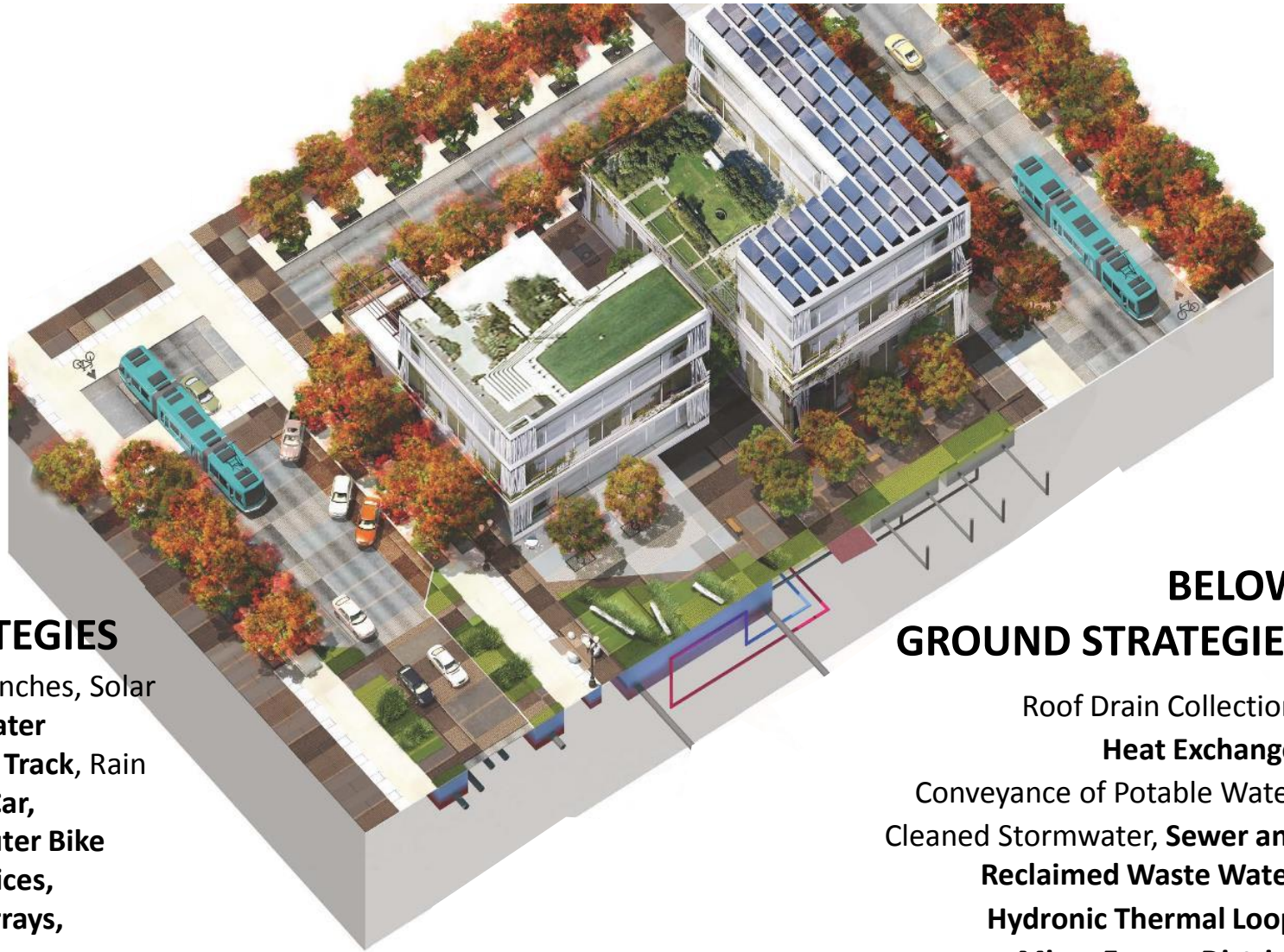
23 ft



8.0 planting
5.0 3.0 8.0 pedestrian 3.0 5.0 8.0 planting
24.0 pedestrian

40 ft

STREET ROLES: SUSTAINABLE SYSTEMS



ABOVE GROUND STRATEGIES

Building, Sidewalk, Benches, Solar Street Lights, Stormwater Planters, Family Cycle Track, Rain Gardens, Truck, Bus, Car, Streetcar, LRT, Commuter Bike Lane, Commuter Services, Thermal Arrays, PV Arrays,

BELOW GROUND STRATEGIES

Roof Drain Collection, Heat Exchange, Conveyance of Potable Water, Cleaned Stormwater, Sewer and Reclaimed Waste Water, Hydronic Thermal Loop, Micro Energy District, Elect/DATA.

SCALE: BLOCK SIZE

PACIFIC HEIGHTS

San Francisco, CA

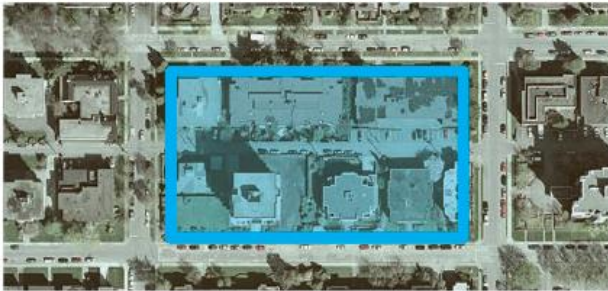
380' x 280'



BELTLINE DISTRICT

Calgary, AB

590' x 280'



KITSILANO

Vancouver, BC

510' x 290'



PEARL DISTRICT

Portland, OR

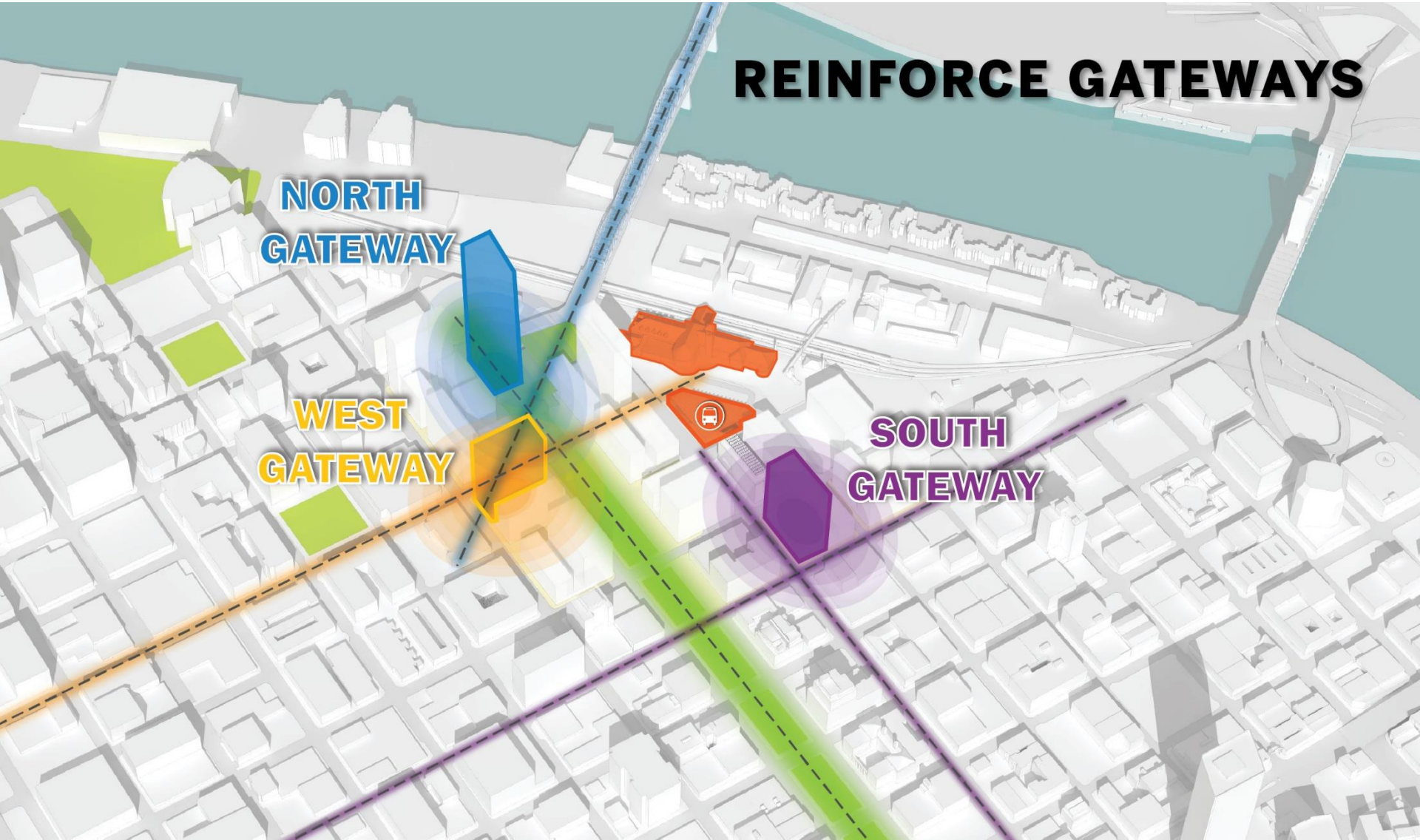
200' x 200'

REINFORCE GATEWAYS

**NORTH
GATEWAY**

**WEST
GATEWAY**

**SOUTH
GATEWAY**



Seamless Public Realm



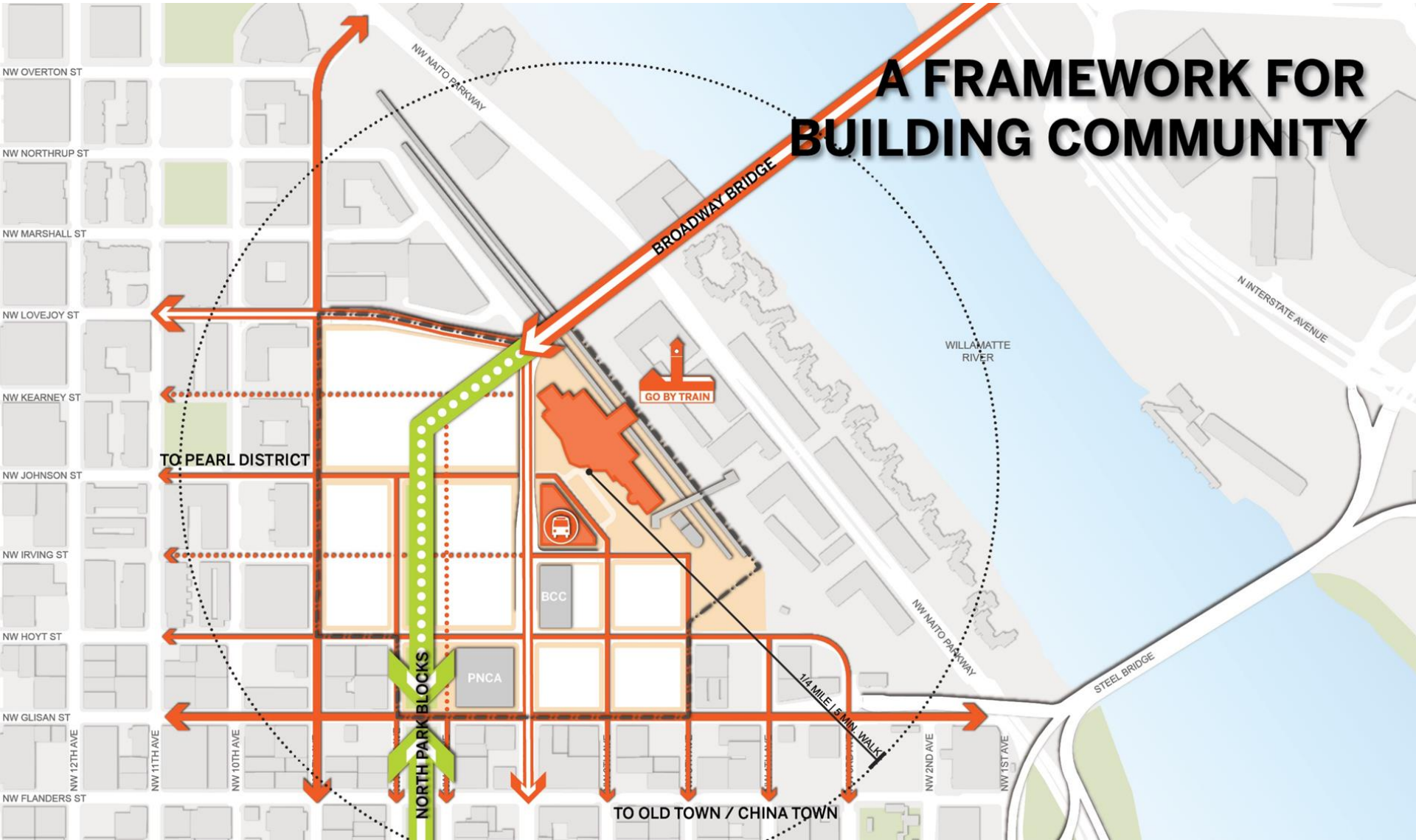
Seamless Public Realm



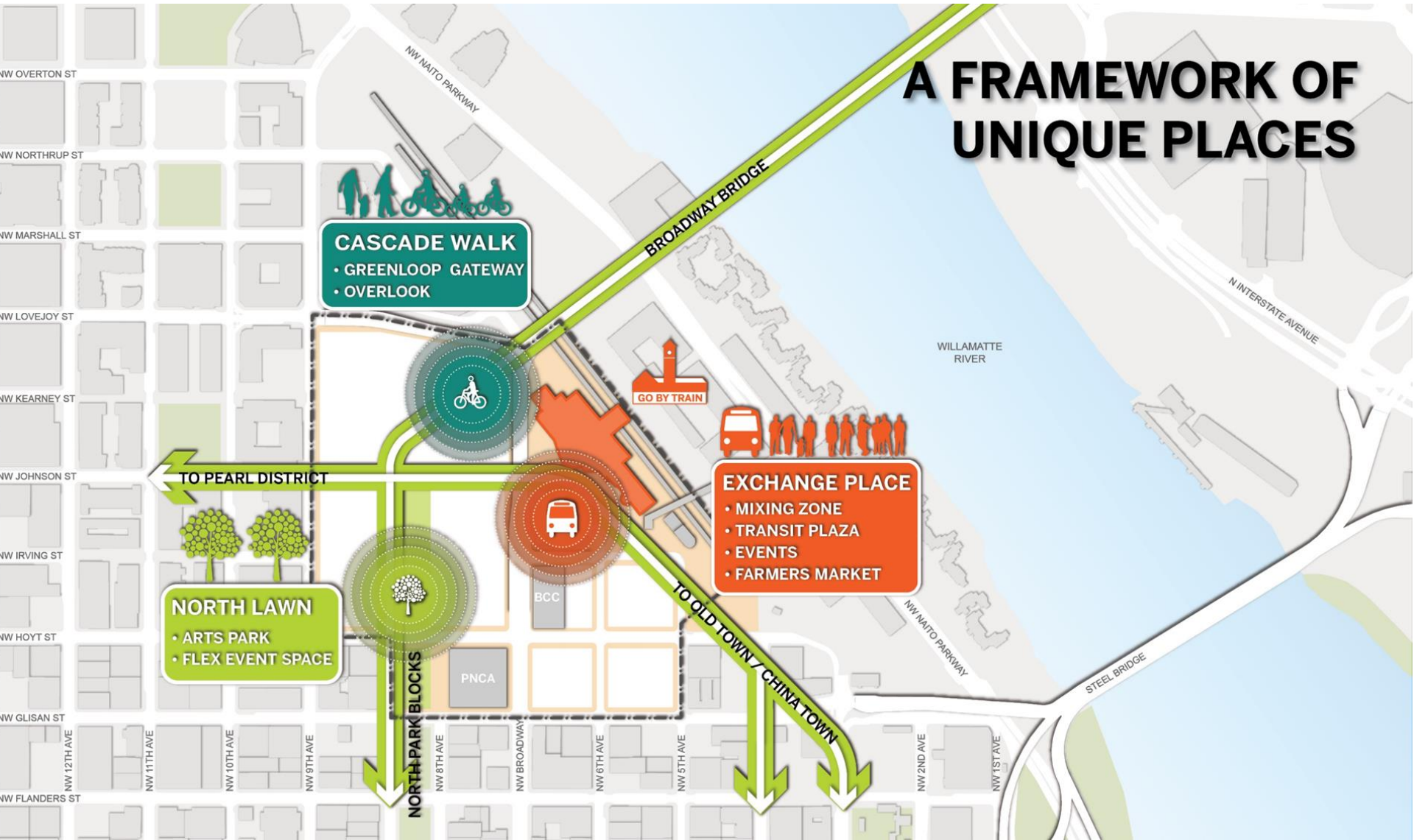
Seamless Public Realm



A FRAMEWORK FOR BUILDING COMMUNITY

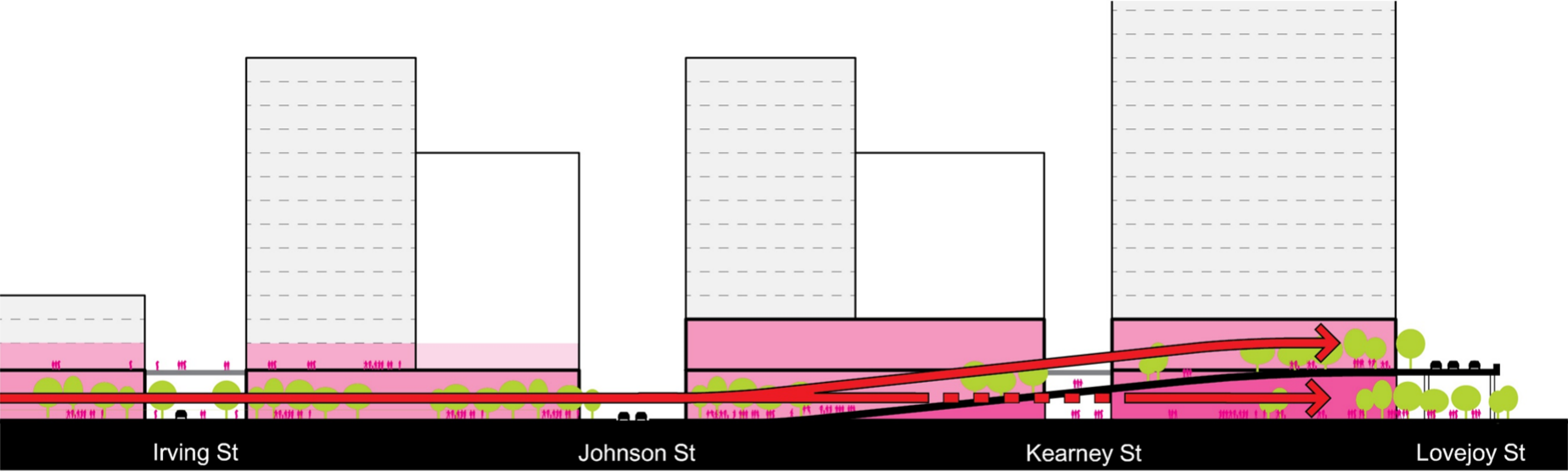


A FRAMEWORK OF UNIQUE PLACES



MULTI-LAYERED PUBLIC REALM

A ROBUST NETWORK IN PLAN AND SECTION



CITY

VIEW



Development Plan

INFRASTRUCTURE

GREEN INFRASTRUCTURE
STORMWATER
DISTRICT ENERGY
MECHANICAL PARKING

PLACEMAKING

LOCATION & PURPOSE OF SPACES
BUILDING ROLES & RELATIONSHIPS
PROGRAMMING
MANAGEMENT STRATEGY

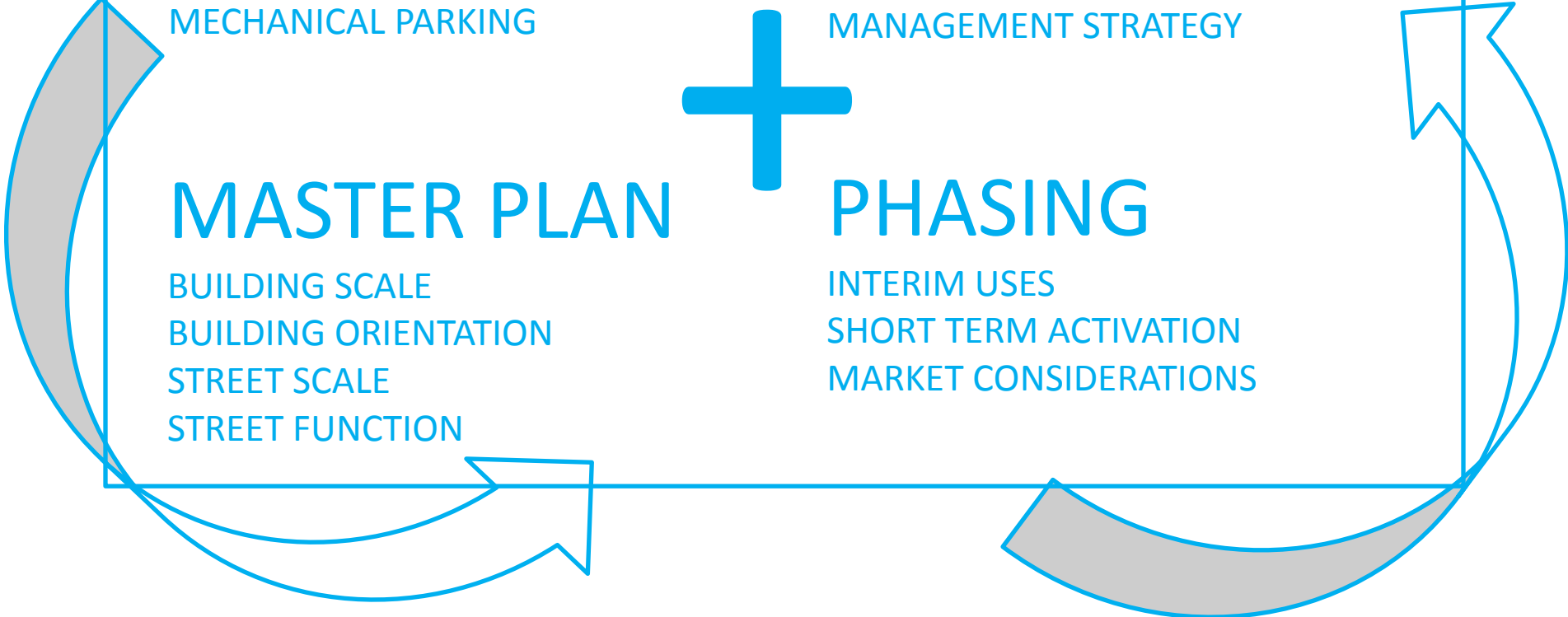


MASTER PLAN

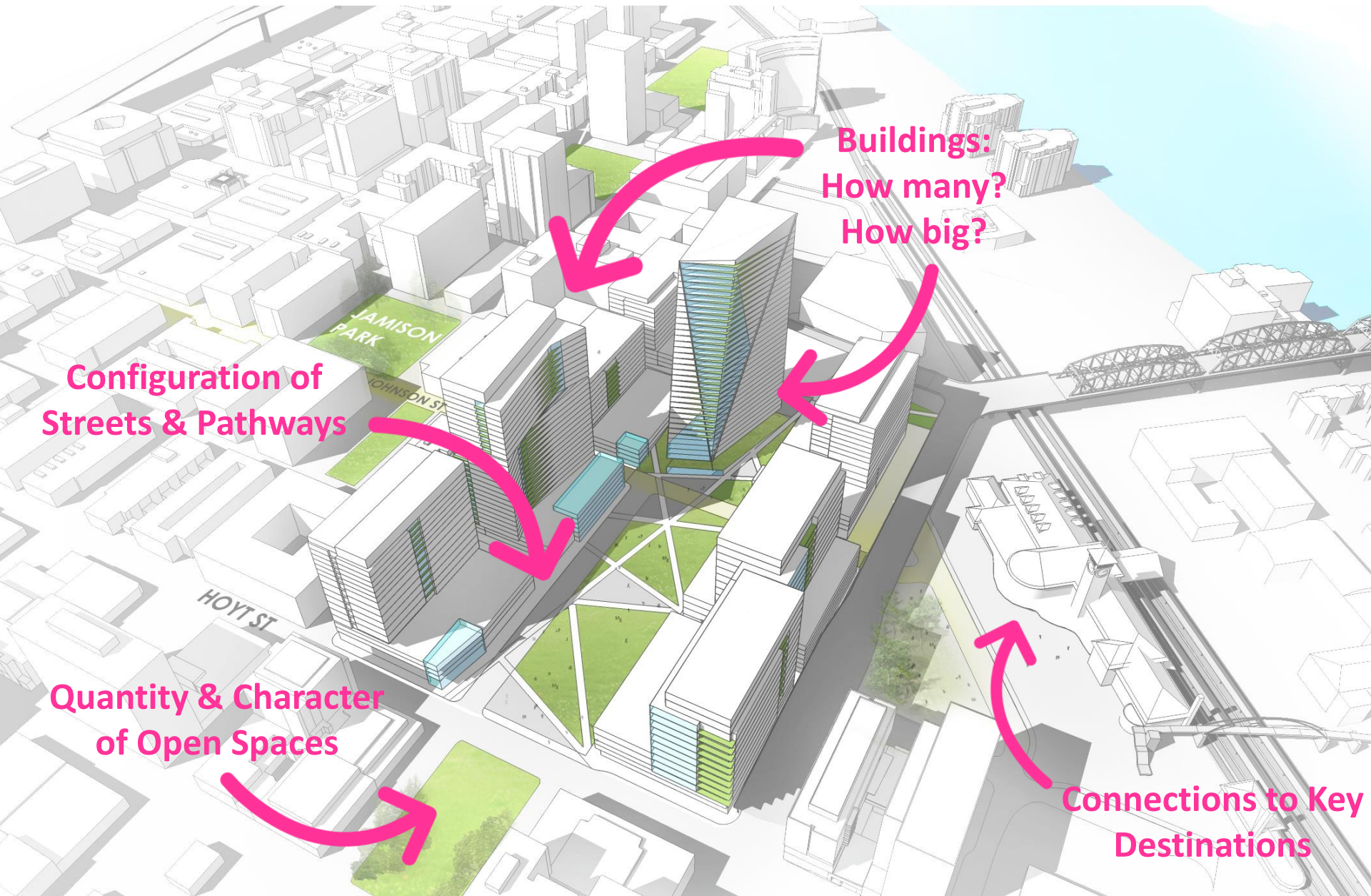
BUILDING SCALE
BUILDING ORIENTATION
STREET SCALE
STREET FUNCTION

PHASING

INTERIM USES
SHORT TERM ACTIVATION
MARKET CONSIDERATIONS



Physical Planning & Design Elements



Configuration of Streets & Pathways

Quantity & Character of Open Spaces

Buildings:
How many?
How big?

Connections to Key Destinations

Financial Framework

Vision & Program

Employment + Residential Uses
(Market & Affordable)

Financial Resources

Land Value, Tax Increment Financing,
Private Investments

Public Benefits

Jobs, Affordable Housing, Open Space,
Infrastructure, Sustainability



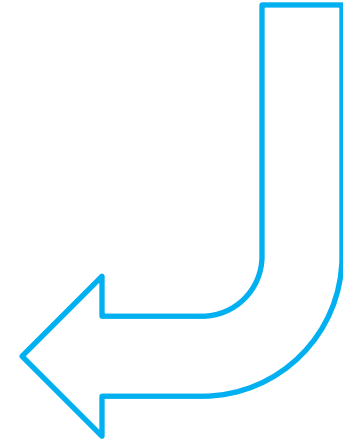
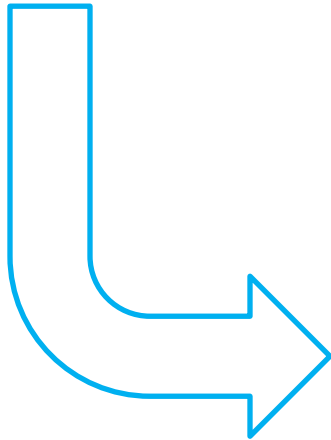
Public-Private Partnership

PUBLIC PARTNERS

PUBLIC POLICY
PUBLIC FINANCE
EQUITY

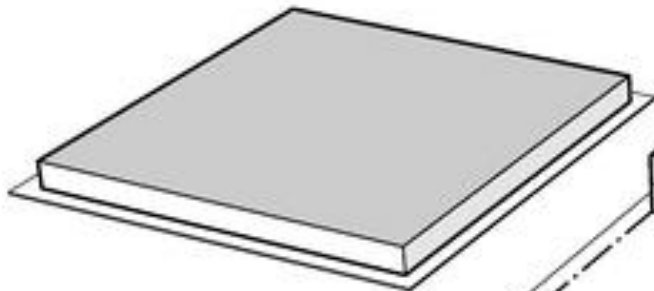
DEVELOPER

PROGRAM FEASIBILITY
PRIVATE INVESTMENT
TENANT RECRUITMENT



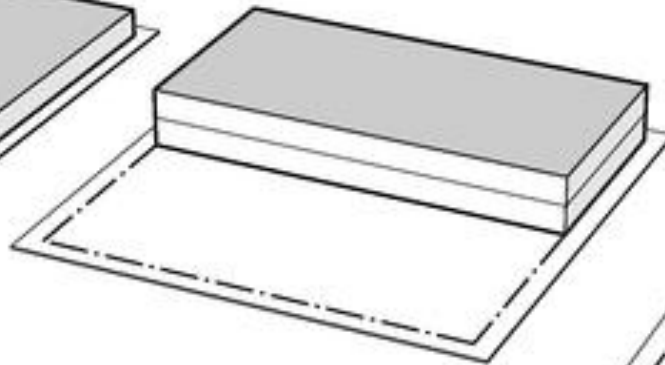
Floor Area Ratio

1:1 Floor Area Ratio, Three Ways



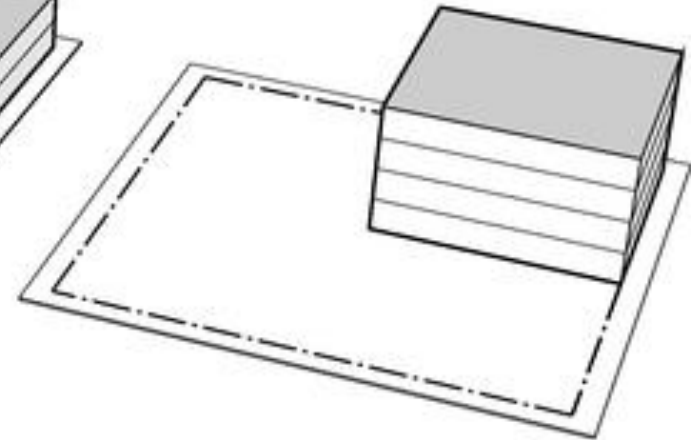
1 Story
100% lot coverage

$1 \times 40,000$
 $= 40,000$
Square Feet



2 Story
50% lot coverage

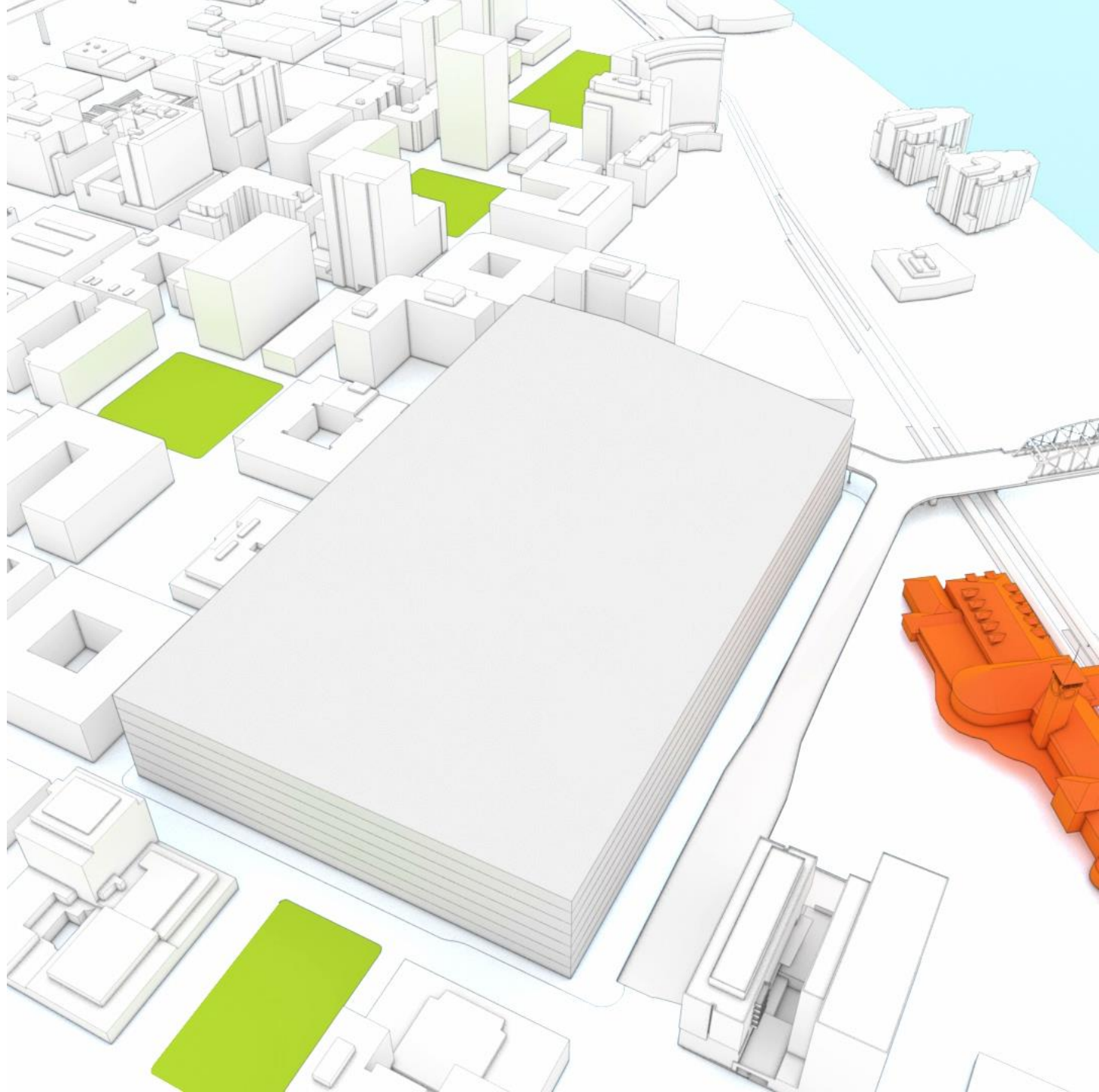
$2 \times 20,000$
 $= 40,000$
Square Feet

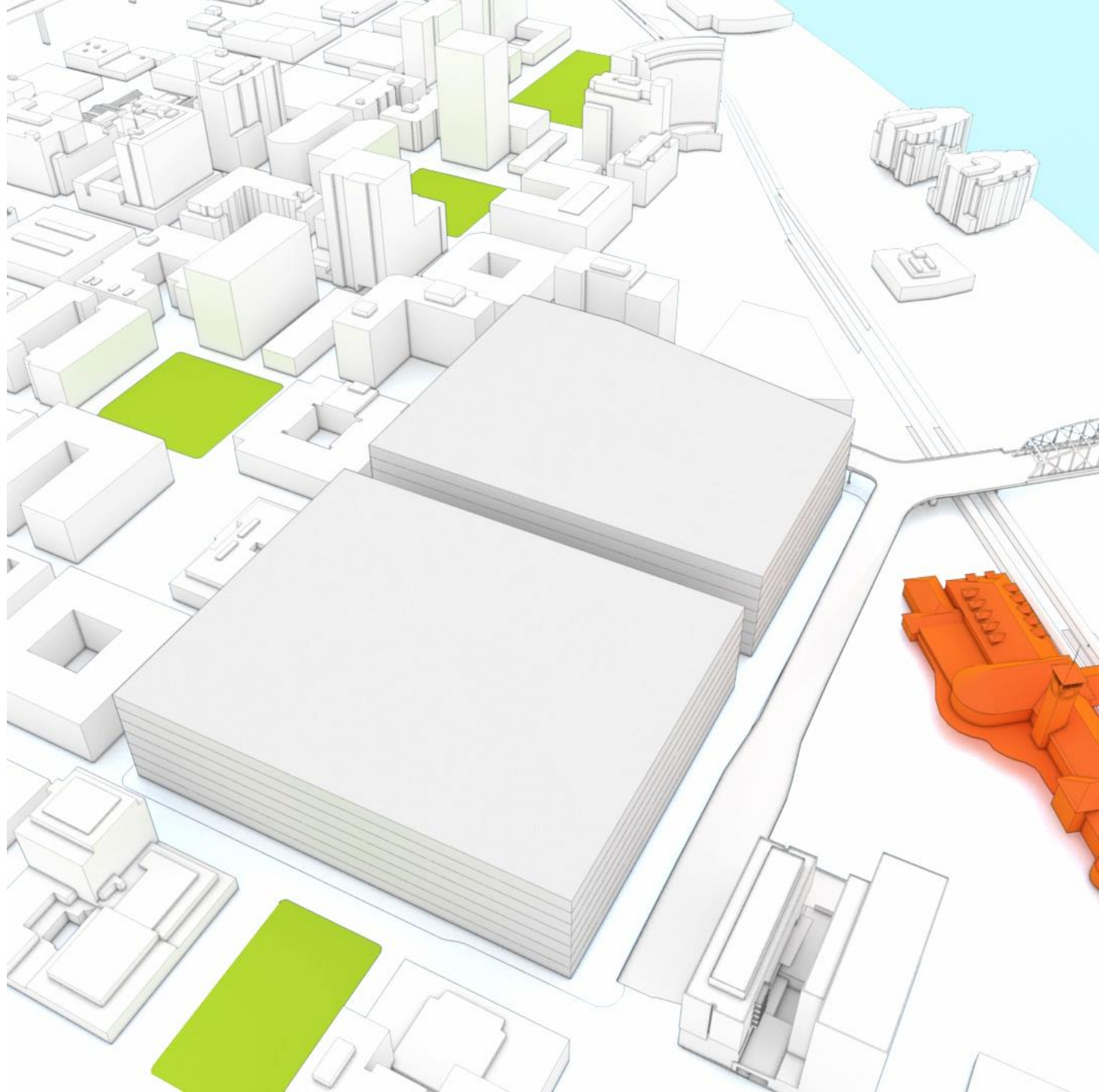


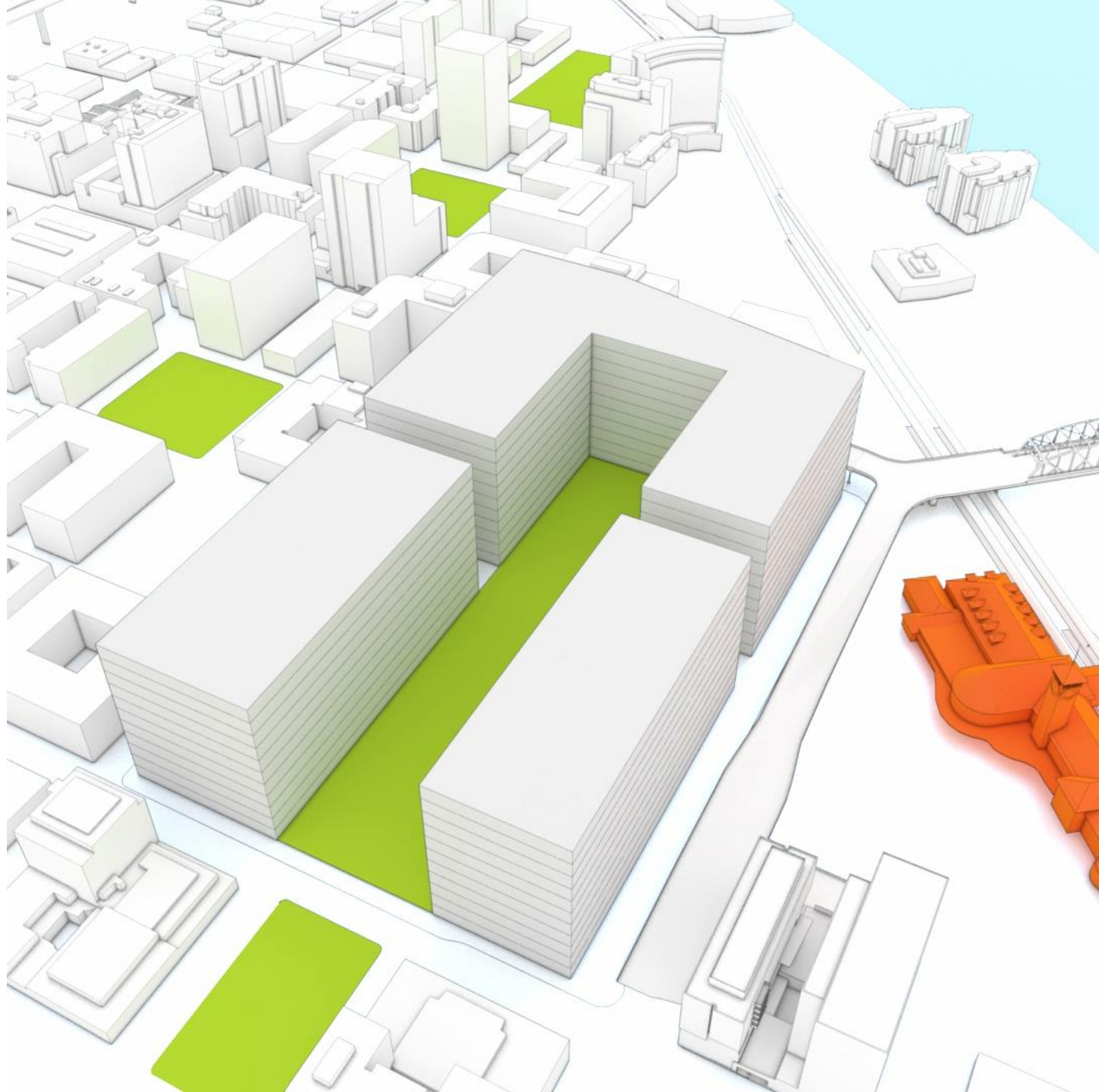
4 Story
25% lot coverage

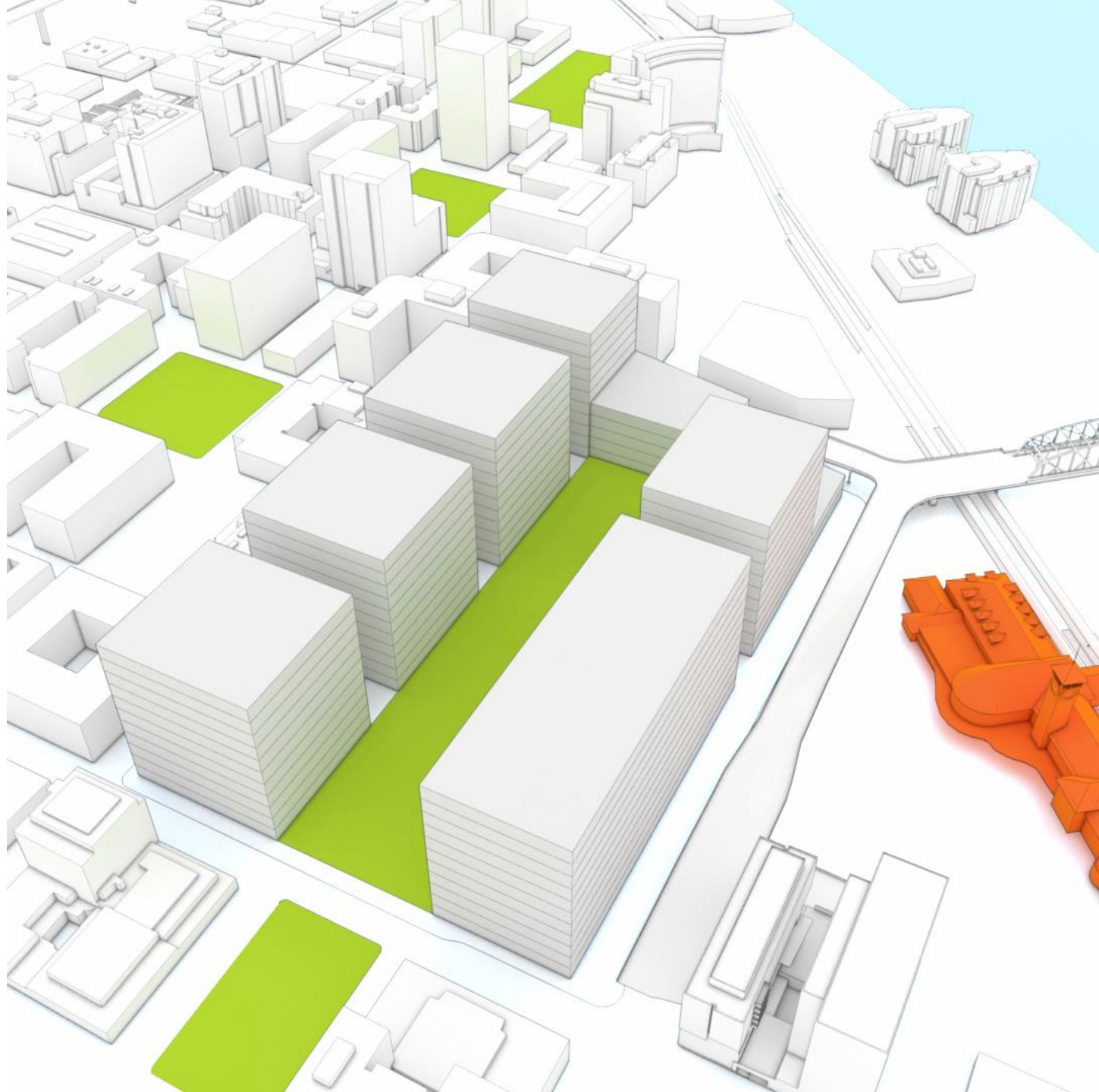
$4 \times 10,000$
 $= 40,000$
Square Feet

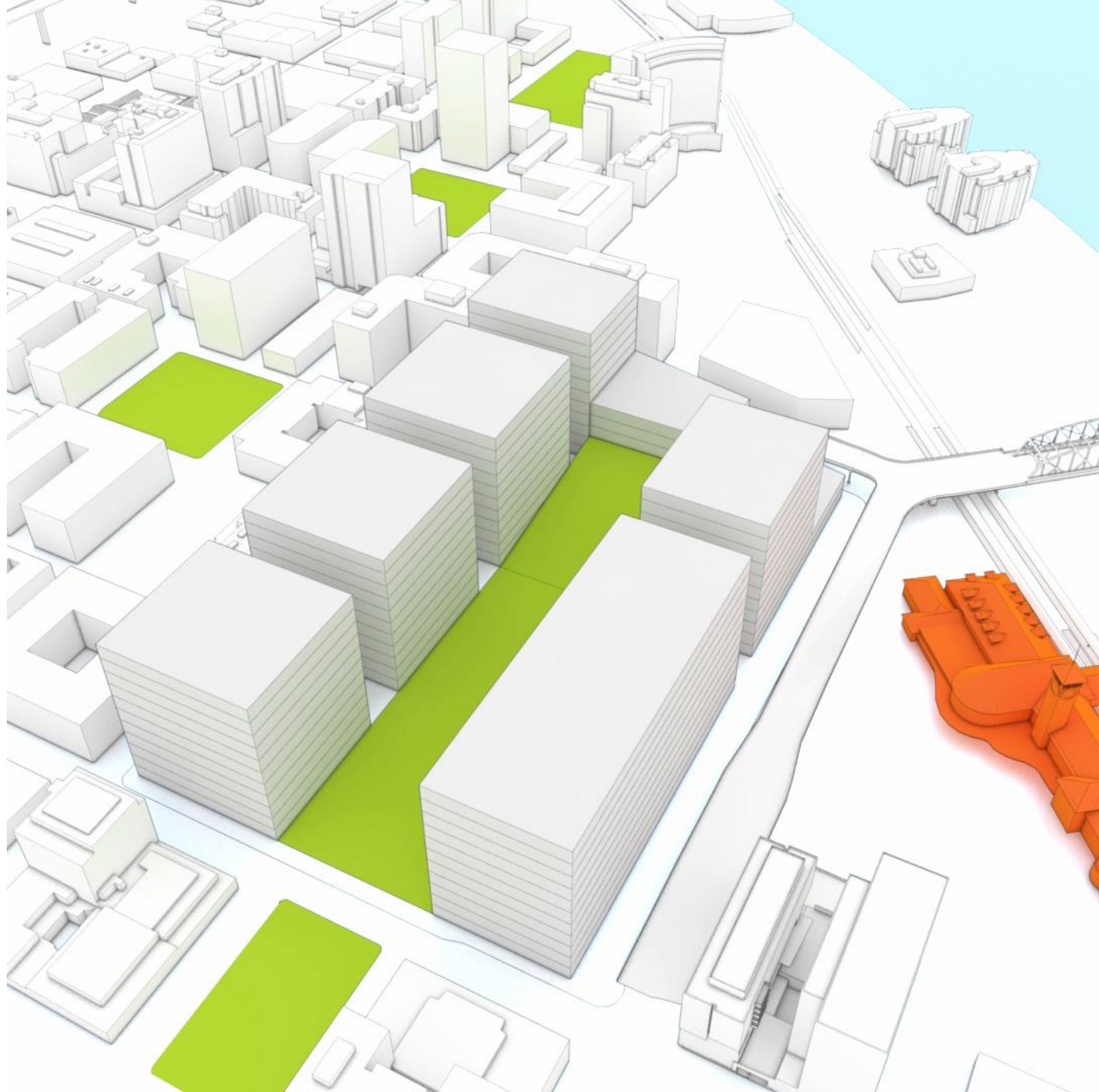


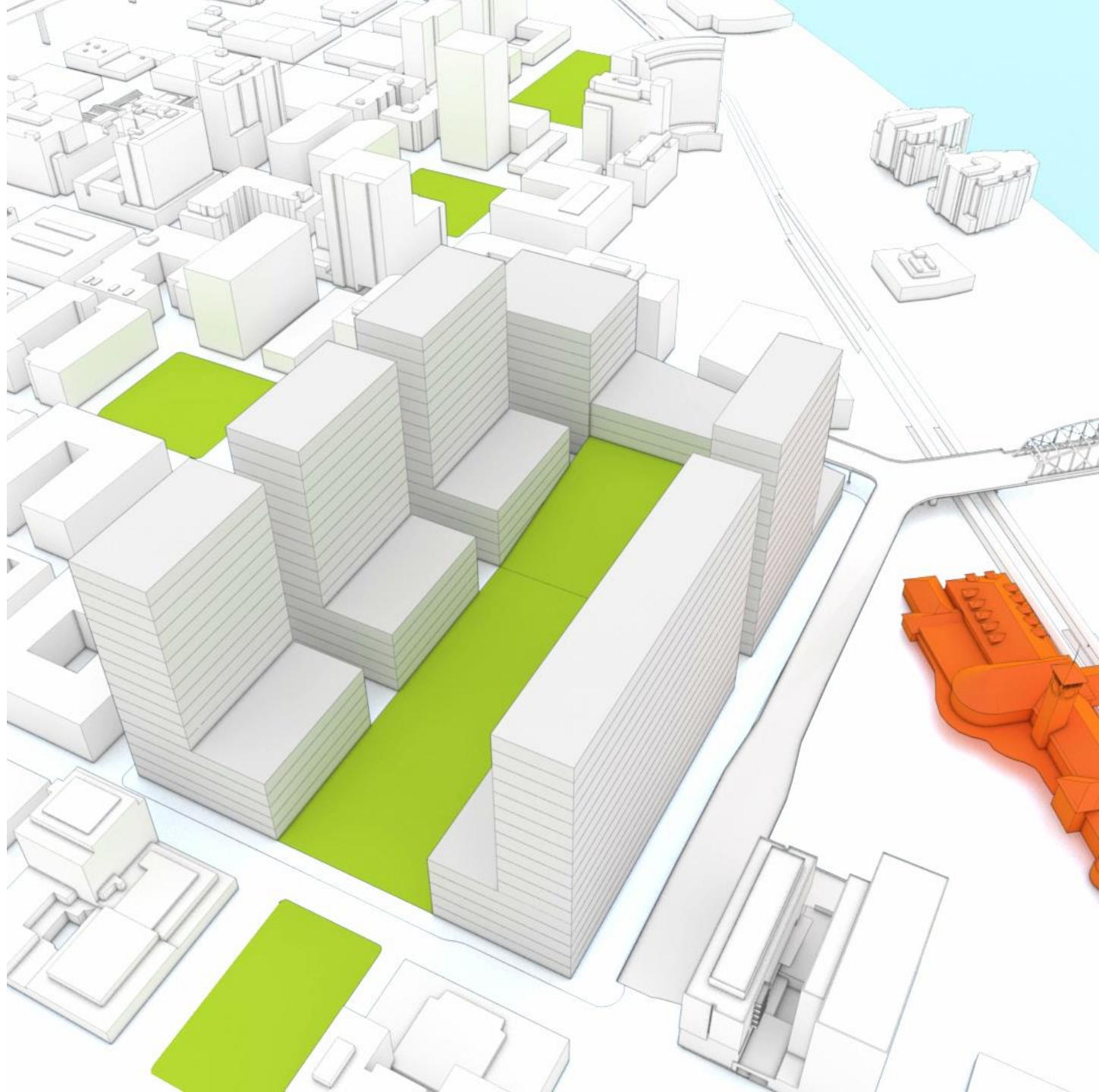


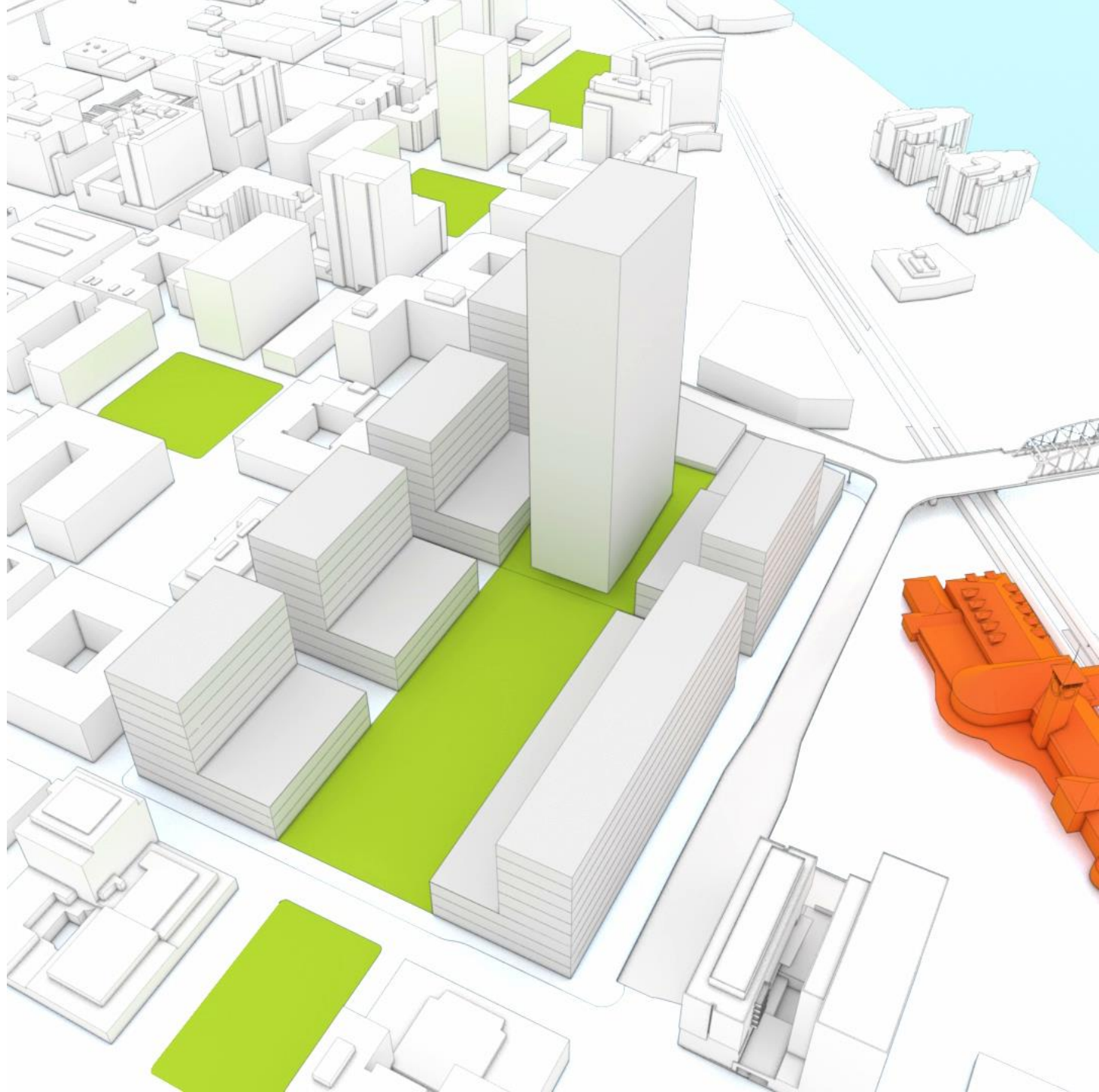


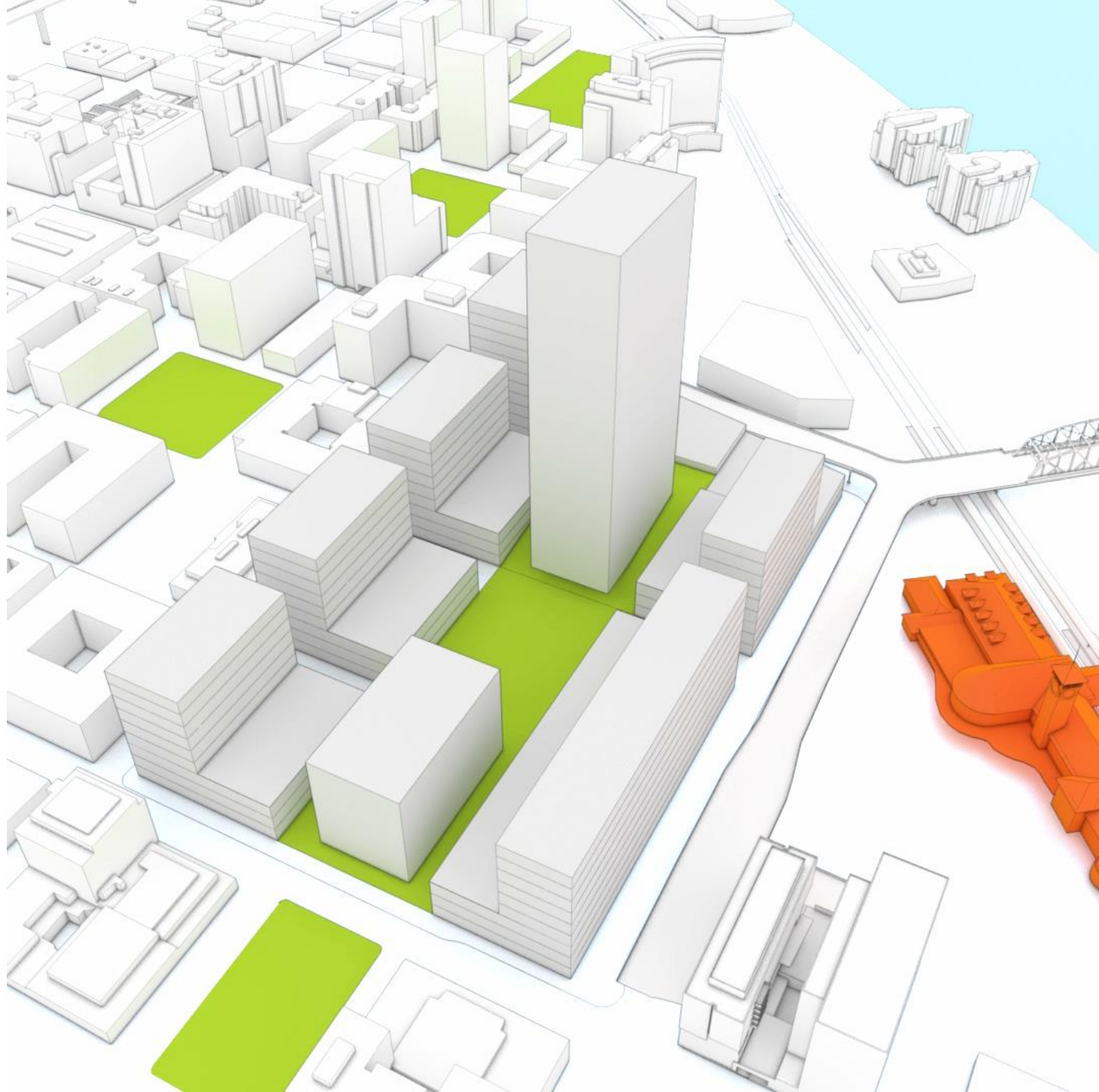




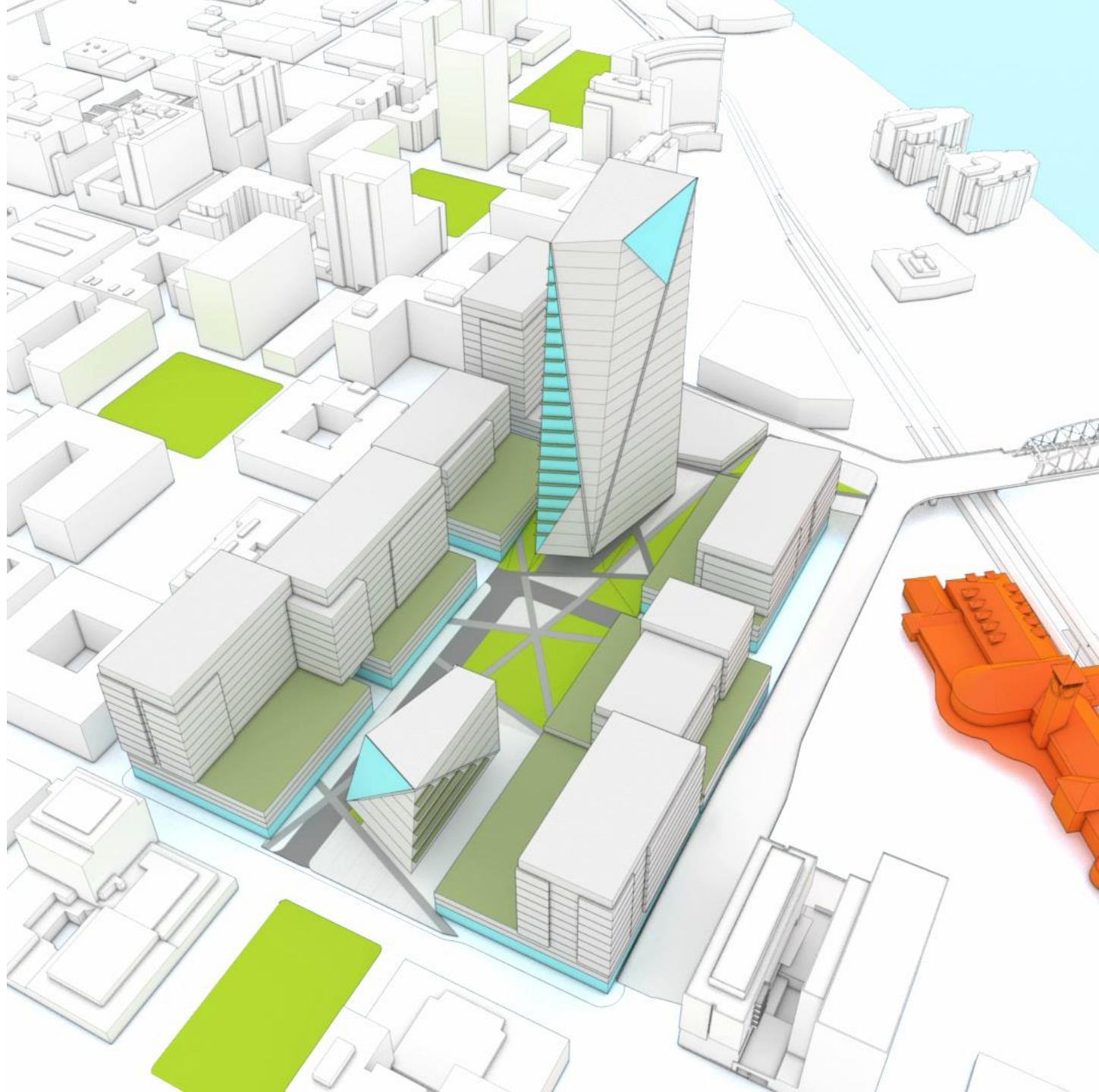






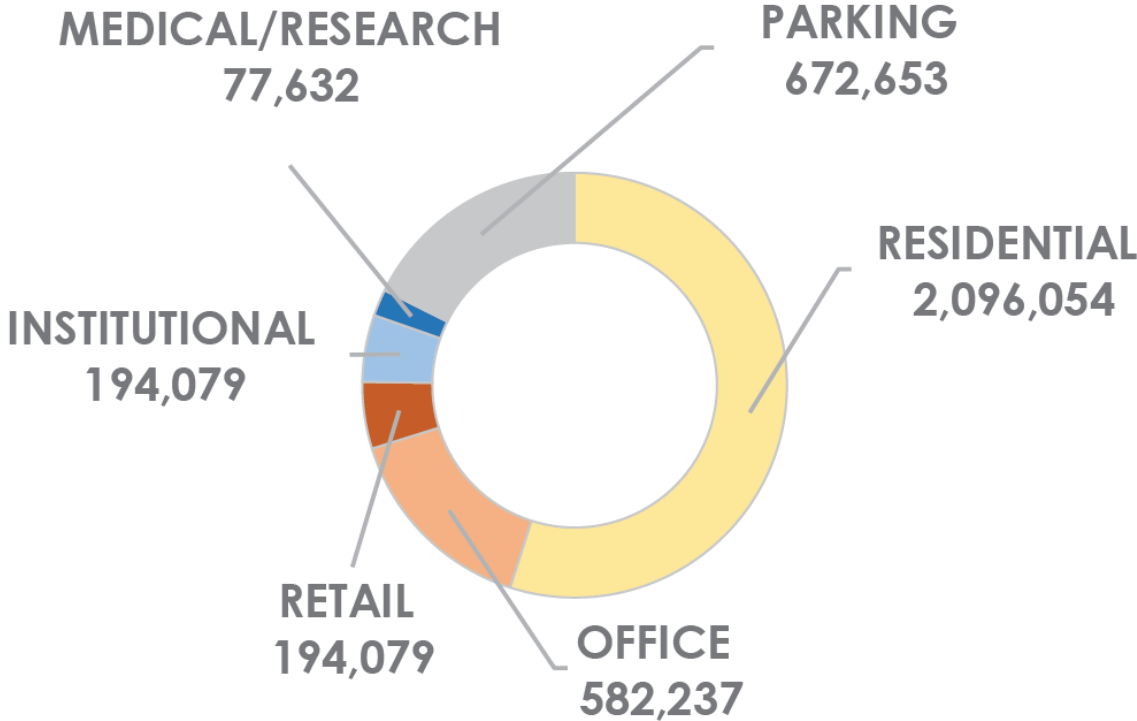






Development Program

PROGRAM MIX



PREFERRED: 3,816,734 gsf



21% SHARED PARKING

1,922

PARKING SPACES



JOBS : RESIDENTS
4,000 : 3,100 9 FAR

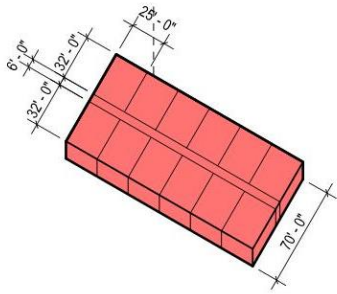


6.7

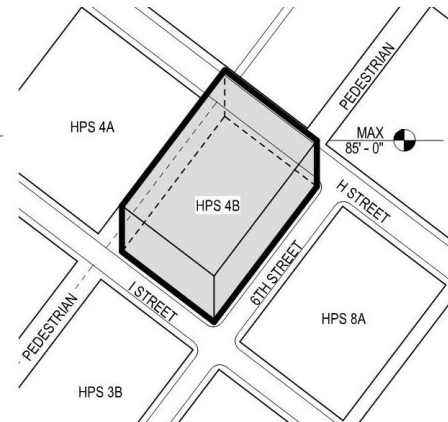
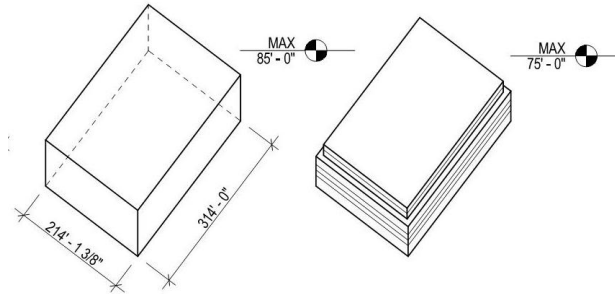
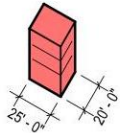
FAR

Development Program

FLATS:
(TYPICAL SIZE)



TOWNHOMES:
(TYPICAL SIZE)

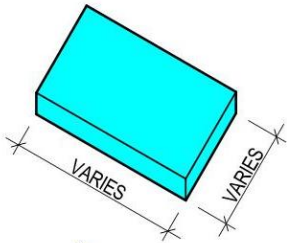


(2) MAXIMUM BUILDING HEIGHT

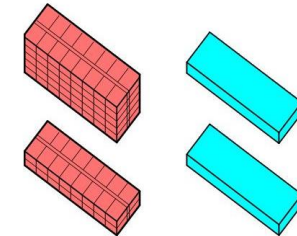
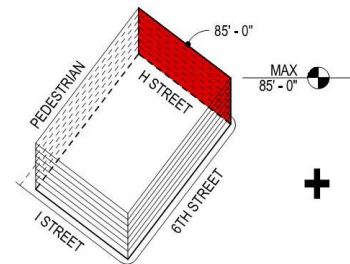
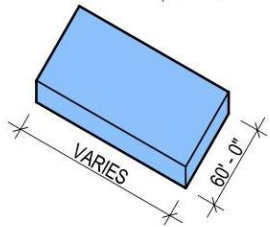
(3) PREVIOUS D4D

(4) MODIFIED D4D

RETAIL:

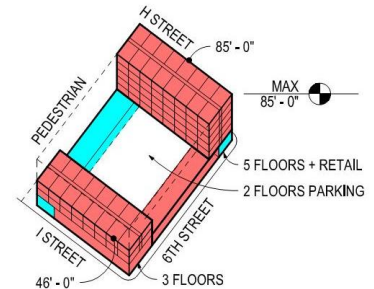


OFFICE:



135 UNITS @ 16
UNITS PER FLOOR

17,500 SF RETAIL

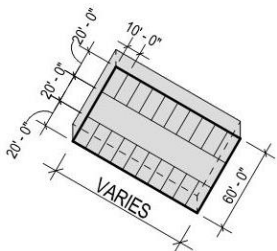


BLOCK SPECIFIC MASSING

BLOCK SPECIFIC BRIEF

BLOCK SPECIFIC TEST FIT

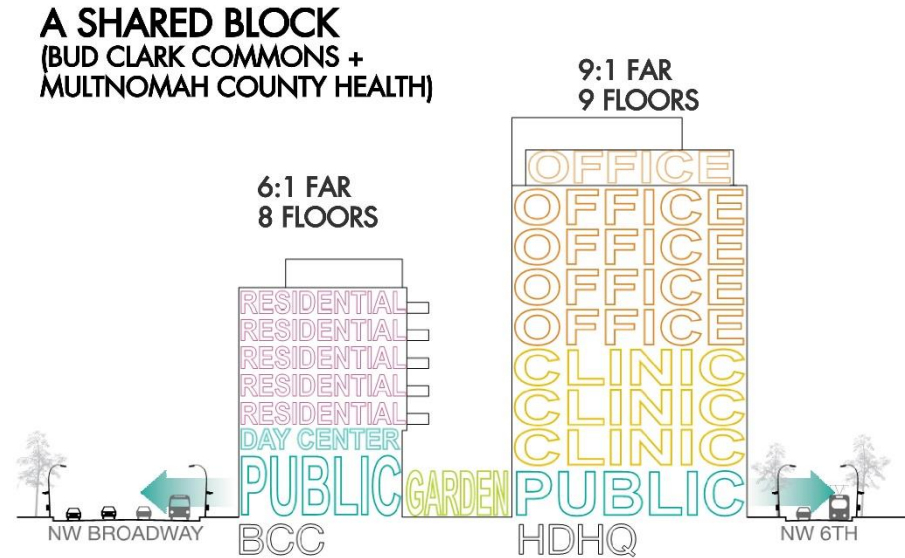
PARKING:
(20 SPACES SHOWN)



Building Design/Construction Type

Form follows function/program & program follows market

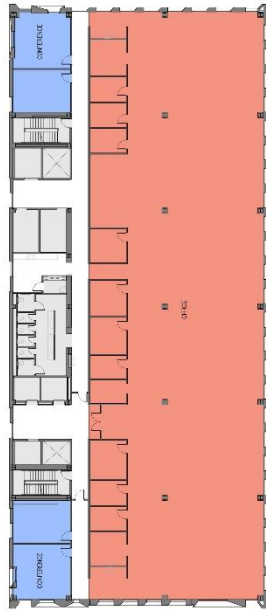
- Different uses demand different building configurations
- The same FAR can translate to very different buildings
- Different building/construction types have different costs



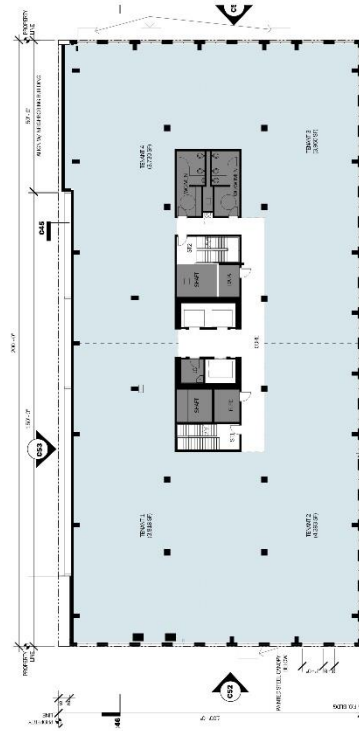
Building Design/Construction Type

Form follows function/program & program follows market

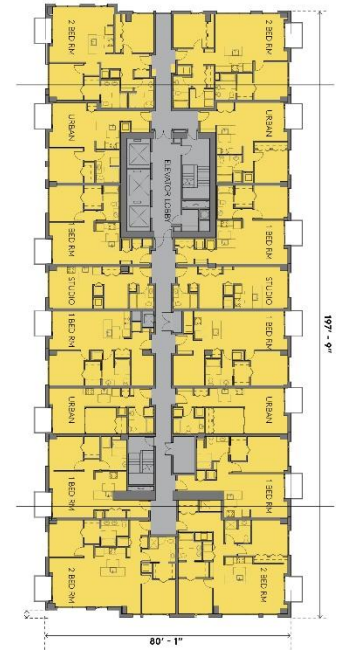
OFFICE
(MULTNOMAH COUNTY HEALTH DEPT.)



OFFICE
(PEARL WEST BUILDING)



RESIDENTIAL
(PRESS BLOCKS)



Phasing

Public phasing considerations

- Timing of Sources & Uses of Money
- Timely Return on Public Investment
- Equity
- Placemaking
- Economic development

Developer phasing considerations

- Timing of Sources & Uses of Money
- Timely Return on Private Investment
- Market cycle risk
- Absorption
- Anchor tenant opportunities

Framework Plan Assumptions

