

Broadway Corridor

Steering Committee Meeting #2

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

June 7, 2017, 2:00 pm – 5:00 pm

MEETING PURPOSE

The purpose of the meeting is for the committee and staff to establish a shared understanding and ownership of the project purpose and process, roles and responsibilities as described in the Charter. The participants should leave the meeting energized to carry out their unique role as project champions.

MEETING DESIRED OUTCOMES

- Approval of the Steering Committee Charter
- Input on a refined set of project guiding principles
- A shared understanding of Subcommittee roles and next steps

MEETING ATTENDEES: attached

MEETING MATERIALS

- Presentation
- Project Timeline
- Revised Steering Committee Charter
- Draft Guiding Principles
- Anti-racist Behavior Diagrams

SUMMARY MEETING NOTES

1. **Welcome:** Zeke Smith opened the meeting and provided an overview of the agenda.
2. **Project Process and Key Milestones:** Lisa Abuaf, Interim Director of Development & Investment, provided an overview of the project schedule and described key milestones for Steering Committee recommendations regarding the draft developer solicitation and selection of a preferred development partner. Lisa highlighted that the formal Master Plan is a component of the development planning phase, and provided examples of future project decision points and the applicable decision-making body.

Discussion: It was clarified that the developer selected via the forthcoming solicitation will serve as an advisor during the development planning phase and would have development rights for some portion of the study area. Additional solicitations may be issued for remaining parcels after the completion of the Master Plan.

3. **Confirm Steering Committee Charter:** Zeke reflected on the last Steering Committee meeting and discussed how it is important to bring an equity lens to the work of the Steering Committee, including incorporating this value into the Charter and Guiding Principles. Zeke emphasized that the group would need to get comfortable with conversations about race and added that members must understand that there are different levels of comfort and expertise in the room. Prosper Portland staff recently participated in racial equity training by Crossroads and a brownbag discussion can be scheduled if members are interested in learning more about this and how it informs Prosper Portland's work.

Zeke reviewed the feedback received from the Steering Committee at the previous meeting and how this impacted revisions to the Charter. He explained that the Charter will be used as a working document to guide the members about the rules of engagement between the members themselves and other bodies. The document can be reviewed in a couple of months (and periodically thereafter) to address any missing elements or add clarity where necessary. He described the proposed decision-making process and re-emphasized that the group shouldn't revisit previously made decisions. He explained that this will be the last meeting where hard copies of meeting materials will be provided. If you desire to have hard copies, you must "opt-in" prior to the meeting.

Discussion:

- Changing the lens in which Prosper Portland looks at its economic development opportunities is a big change from where it was historically.
- There is a stark contrast in comparison of economic disparities between households. Can't make up the difference without addressing ownership issues.
- Suggested revisions to the Charter:
 - Deliverables: add accountability structure; Steering Committee to shape the oversight committee for the life of the project.
 - Recommendations Process: Clarify purpose of "weighted vote"; is a means for gauging support – not forming a recommendation.
 - Purpose:
 - Clarify equity lens; racial equity is a priority but also explicitly reference gender, age, disability status, and other underserved communities who have not historically benefited
 - Include affordable housing
 - Add strategies and specific financial investments to fourth bullet
 - Add transportation strategies that encourage to fifth bullet

Steering Committee reached consensus to accept the Charter with the proposed revisions.

- 4. Revisit Public Meeting Requirements:** Wayne Shammel, Assistant General Counsel, reviewed the public meeting requirements discussed at the previous meeting. Wayne discussed the importance of transparency and provided examples of communications that are and are not covered under the public records requirements. Additionally, he reminded members to submit their disclosure forms.
- 5. Draft Guiding Principles:** Committee members self-selected one of the guiding principles and held small group discussions at tables. They were asked to consider missing elements, recommended revisions, and how to ensure the project benefits communities of color and other underrepresented and underserved communities. Written comments were provided for staff to incorporate; and high level issues were identified and briefly discussed.

Zeke summarized what was shared. No new guiding principles were recommended and the committee reached consensus to support the guiding principles as a working framework with recommended revisions.

- 6. Financial Resources:** Lisa Abuaf provided an overview of the financial assumptions informed by the 2015 Broadway Corridor Framework Plan and subsequent analysis regarding how to best deliver the allocation of affordable housing within the project. She reviewed project sources and uses assumptions, the role of the Steering Committee in recommending how to deploy resources, and key take-aways:
 - Land value is directly impacted by the scale of private market rate development and assumptions regarding public infrastructure/improvements
 - Land value plus affordable housing resources are the largest resources to support public benefits
 - Significant private investment is required to achieve desired outcomes (~¾ of total estimated costs)
 - Different funding sources have different restrictions & timelines (line of credit, SDCs, TIF, set-aside)
 - The ~\$40M line of credit must be repaid by June 2022

Discussion:

- There was a request to receive a copy of the presentation
- It was clarified that resources could potentially be deployed city-wide, which means within the City of Portland but beyond the study area.

- 7. Subcommittees:** Zeke shared member assignments and recommendations for co-chairs. He stated that the role of the co-chairs is to work with staff on agenda items, host the subcommittee meetings, and represent the Steering Committee in Executive Committee discussions.

Discussion:

- It was clarified that formal recommendations/votes are made by the Steering Committee; the subcommittees function as working groups.
- A list of Executive Committee membership will be made available

The committee reached consensus to support the subcommittee assignments and selection of Vivian Satterfield and Nathan Kadish as subcommittee co-chairs.

8. Public comment: None

9. Closing remarks: Zeke reminded the group that the next meeting will be a joint meeting with the Executive Committee on July 11, 2017 and adjourned the meeting.

MEETING ATTENDEES

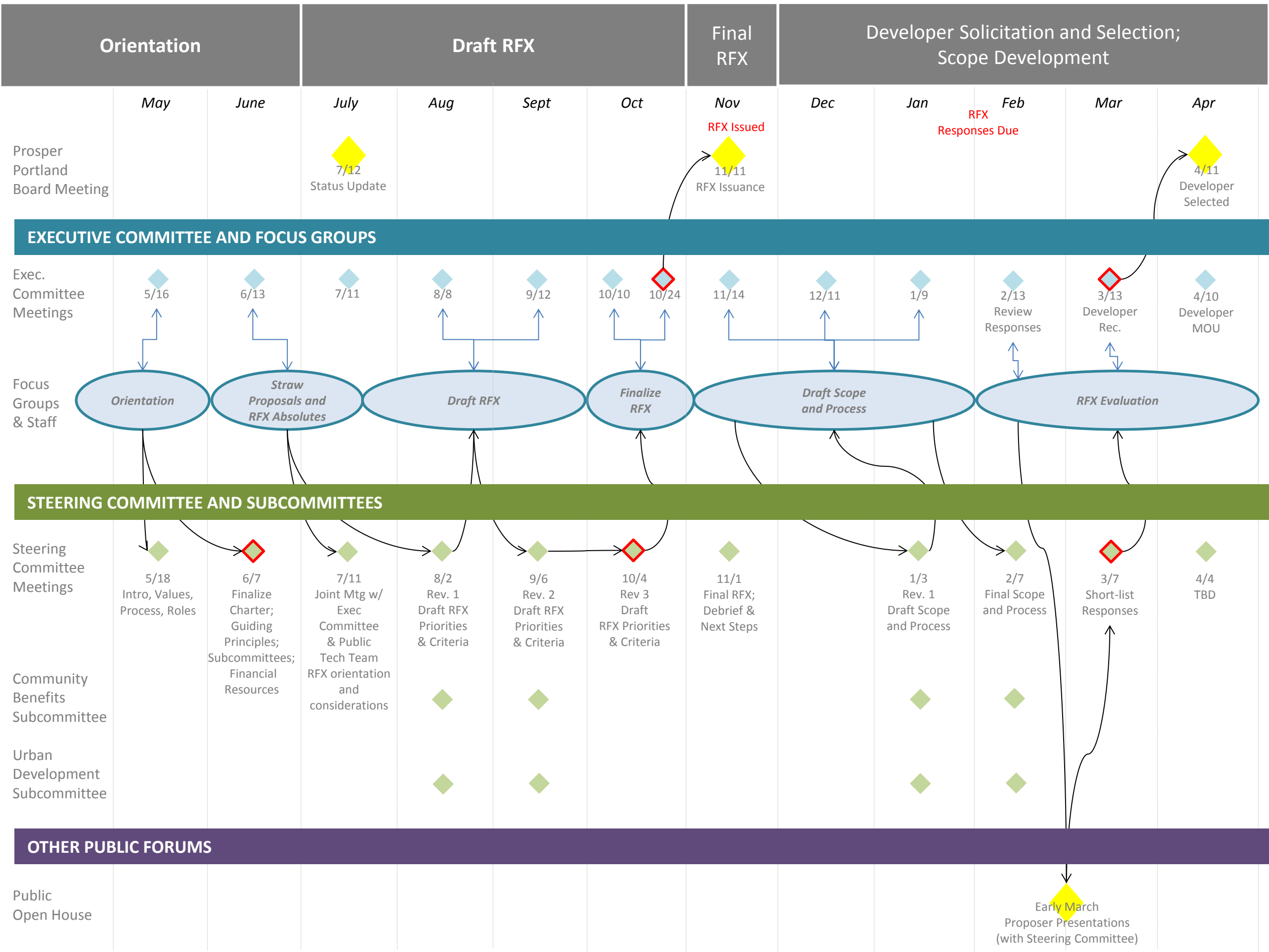
	Last Name	First Name	Organization	Present
1	Andrews	Sona	PSU	
2	Bealer	Andre	NAMC-Oregon; MCIP	X
3	Blackman	Sam	AWS Elemental	X
4	Block	Greg	Sustainable Northwest	X
5	Brennan	Emily	Oregon Tradeswomen	X
6	Devendorf	George	Transition Projects	X
7	Farhoodi	Reza	Pearl District Neighborhood Association	X
8	Friesen-Strang	Elaine	AARP	
9	Galster	George		
10	Genasci	Donald	University of Oregon	X
11	Gonzalez	Jose	Miracle Theatre Group	
12	Haines	Kelly	Worksystems Inc.	X
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	
19	Le	Khanh	Main Street Alliance	X
20	Leach	Elizabeth	Leach Gallery	X
21	Lee	Neil	CCBA / LEEKA	X

	Last Name	First Name	Organization	Present
22	Long	Maggie	SEIU Local 49	
23	Lumley	Paul	NAYA	X
24	McIlvaine	Leigh	Mercy Corps Northwest	X
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	X
29	Rappaport	Nicole	IUOE, Local 701	
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.	X
37	Sunderland Perez	Veronica	Latino Network	X
38	Szporluk	Michael	self-employed	X
39	Turoczy	Rick	PIE	X
40	Tuski	Don	Pacific Northwest College of Art	X
41	Uhlig	Alicia Daniels	International Living Future Institute	X
42	Williams	Ian	Deadstock	X

	Last Name	First Name	Organization	Present
	Other Attendees			
	Gragg	Randy		
	Walsh	Joseph	Related Companies	
	Lienhart	Nolan	ZGF	
	Hoy	Rachel	BPS	
	Lara	Victoria	Lara Media	
	Hernandez	Ivan	Lara Media	
	Yu	Kitson	Bing Kong Association / CCBA	
	Berg	Kathy	ZGF	
	Arana	Oscar	NAYA	
	Arguinzoni	Jennifer	Mayor's Office	
	Walsh	Bob	Walsh Construction	
	Andrews	Peter	Melvin Mark	
	Brewster	Kelley	Melvin Mark	

MEETING HANDOUTS

- Project Timeline
- Revised Steering Committee Charter
- Draft Guiding Principles
- Anti-racist Behavior Diagrams



DRAFT

Broadway Corridor Steering Committee Charter

June 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, 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, especially reaching those who have not historically benefited from Prosper Portland investments, in planning for development in the Corridor;
- Evaluation criteria and selection of development partner(s)
- Community benefits including business and workforce equity and other training and employment opportunities for people of color
- Strategies to foster wealth creation within communities of color
- Transportation strategies, circulation, open space, cultural uses and programming that will make this an inviting neighborhood for diverse residents and visitors

- Contribute to environmental sustainability with 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:

- 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.

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 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). The co-chairs will aim to resolve any strong opposition when possible. 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; a Master Plan; and a Development Agreement. 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 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.

Affordable Housing

- Promote housing stability for low-income households
- Promote quality affordable housing for low-wage service workers
- Promote housing accessibility that is reflective of diverse communities of color and income
- Benefit low/fixed income households
- Promote mix of housing, jobs, and recreation.
- Benefit all income levels for housing, jobs, accessibility
- Affordable + workforce housing
- Promote housing + economic stability, especially for low-income + communities of color

Aging Population

- Promote ability to age in place
- Promote community for working aging populations
- Promote elder livability

Agreements Process/Accountability

- Project has a signed community benefits agreement
- Workforce agreements that include recruitment of communities of color + low income for highroad living-wage jobs
- This project will promote equitable procurement practices to be inclusive of MWESBs and their diverse workers
- Promote meaningful public engagement in the development process
- This project will promote strong compliance to ensure equitable labor practices
- Promote accountability in meeting project objectives
- Promote a balance between social equity, environmental sensitivity, economic returns + development
- Active questions of our basic development assumptions
- This project will promote the value of a strong community benefits agreement
- This project will promote collaboration (x4)
- Promote collaboration as it won't happen without it
- Public benefit
- Tax payers and residents of Portland – the clients of the project
- Prosperity + accountability
- This project will promote collaborative problem solving
- Benefit from a diverse group of stake holders providing differing perspective
- This project will serve as a model for Prosper Portland + city with respect to leveraging investments to benefit the entire city

Arts and Culture

- Promote diverse arts + cultural artists, arts organizations programs
- Promote culture – representative of all groups in PDX
- Benefit arts community and public art
- This project will promote the arts (x4 entries)
- Benefit the city as a whole – both economically and aesthetically

Equity and Diversity

- This project will benefit minority and women-owned businesses
- This project will promote an inclusive community
- Promote contracting opportunities for women + minority businesses
- Income + wealth generation for communities of color
- Promote social inclusion/cohesion
- This project will benefit working people of color and women
- Low-income people
- Benefit diverse communities of all income groups
- This project will promote tangible and significant wealth creation for households of color
- Families who typically lose when development happens
- This project will promote social equity
- Black people
- Benefit communities affected by gentrification
- Benefit all people of race and status
- Benefit people traditionally disadvantaged + left out of opportunities
- Inclusiveness
- Benefit people of color
- Business diversity
- This project will benefit MWESB businesses
- This project will benefit a wide range of people
- This project will promote Portland as a leader in social equity
- Benefit all segments of society with dignity and respect
- Promote an opportunity to review the intersection of class + race in a physical business environment
- Benefit organizations committed to social equity as a core principle
- This project will benefit communities. Especially Native Americans that have been displaced by our theft of their land
- Promote communities of color
- Benefit all Portlanders inclusively (x2 entries)
- Promote a new way to create and develop social equity that works
- Promote equity through employment of all races/genders as well as providing housing to all
- Benefit disenfranchised people
- Promote opportunities for a diverse community
- Equity (x4 entries)
- All Portlanders due to affordable housing, new parks and better transportation connections
- A greater use downtown of this area in an equitable way
- Places comfortable for diverse people
- This project will promote living and working in the central city for a diverse range of people

Healthy Community

- Promote access to healthy food, health care, jobs, public spaces, education, and transportation
- Benefit city of Portland by bringing a new great way to live in harmony
- Promote access to opportunity (education, recreation, economic mobility, housing choice)
- Promote a workforce/creative community
- Promote community (x3 entries)
- Benefit families
- This project will promote active living – people moving less car commuting. Parks recreation.
- Healthy active lifestyles
- Opportunities to work, live, and play.
- This project will promote mixed-income community
- Public safety concerns
- Families
- Infrastructure to support family population
- Livability/quality of life issues
- Promote an open and inviting place to live, visit, and recreate
- This project will benefit current and future residents that want to live affordably + healthily downtown.
- Urban living
- This project will deliver an integrated public-private development that continues Portland's reputation as a livable city for all

Innovation

- Promote Portland as an innovation hub
- Promote fresh thinking – not business as usual
- Innovation (x2)
- A central location for innovation + exchange at a regional level – may also promote education and civic entrepreneurship.
- This project will promote Portland's most innovative firms and businesses
- This project will be visionary
- This project will promote Portland's innovation

Other

- Rich people
- New people to the city
- New measure of value
- Promote 24 hour neighborhood
- Benefit ordinary people of Portland gathering together for a common good
- Promote Portland as a top tier city within North America

Living Wages for Families

- Benefit low-wage service workers and their families
- This project will promote living wage job creation with promising career pathways
- Promote family wage job growth
- This project will promote economic development for all including living wages
- Working people from Portland
- Benefit middle-income families
- Funding for worker center in NPI district lacks good jobs in BWC
- Promote middle income jobs
- Promote amenities geared toward working-class residents
- Benefit human capital development for people of color
- This project will benefit the diverse workers building these sites
- Promote educational and employment opportunities
- Promote workforce families
- This project will benefit low and middle income families and develop transitional opportunities for the homeless
- Workforce equity
- This project will benefit a wide range of residents who will have access to employment services in the central city
- Quality long-term jobs
- High density, diverse employment opportunities

Parks and Open Space

- Promote public space that is inviting to working-class residents
- Extension of park blocks and open space
- Promote innovation in public realm design
- The project will promote a vibrant public realm with activities and opportunities for all ages
- Promote active space opportunities for people to engage + participate in the community (work, play, live)
- A place where all Portlanders can convene
- Promote connections to the river
- Promote engaging open spaces and strong public connections
- Great public space
- Promote open space for local and regional events

Regional/City-wide Impact

- Benefits agreement linking Cully Neighborhood to good jobs in Broadway Corridor
- Promote better connections between districts of the city
- Benefit the whole state – connect Portland with the rural communities that steward our natural resources
- Benefit all segments of Portland
- The city of Portland
- This project will benefit Portland
- People in East Portland
- Regional diverse communities and individuals
- Other areas of the city
- This project will benefit people across the region as a major center of jobs, housing, and transit
- This project will benefit regional Portland
- People in Portland even if they never set foot on the site
- This project will benefit the regional, establishing a new multi-modal hub of housing, employment and recreational activity

Small Business and Economic Growth

- Local economic + small business development. Invest in local small businesses
- Benefit local and independently owned small businesses
- Promote small, private, public business
- Promote entrepreneurship
- Benefit and prioritize local business for contracting and retail storefront
- Benefit by creating measurable goals to support retail small business before and during the project
- Diversity of work
- Promote economic opportunity
- This project will benefit small business that usually doesn't have access to projects of this scale
- Benefit local businesses near and long-term with and without Portland metro region
- Local trade + business at the micro and macro level within a single community
- Promote growth opportunity for all
- Benefit job growth for the city

Sustainability

- Green urban technology (LEED)
- Healthy live/work spaces – support climate change and ecological goals
- Promote sustainable, clean, safe living environment
- Promote responsible environmental practices
- Promote sustainable jobs
- Promote sustainability (i.e. water conservation power conservative)
- Promote principles of sustainability by demonstrating best practices as an EcoDistrict
- A nature experience in the city (High Line)
- Promote next outcomes for sustainable design
- This project will promote sustainable growth of our region
- This project will promote sustainable green building techniques and zero waste
- This project will promote Portland's commitment to both green building + design
- Reduce capacity demands on sewer infrastructure through LID/green strategies
- This project will incorporate the most advanced + beneficial carbon reduction strategies in the entire world
- This project will promote the achievement of Portland's climate goals
- Climate change infrastructure and resiliency
- Promote the integration and innovation in sustainable infrastructure and development
- Farm and forest land

Transportation/Streets

- Safe + comfortable multimodal transportation
- Promote a pedestrian-friendly design that is aesthetically pleasing and nurturing
- Promote better circulation for multiple modes
- This project will make Union Station an integrated part of our daily lives
- A clearer and better multi-modal transportation hub (Union Station, Trimet, etc.)
- Great multimodal system and transit hub (trains, bus, streetcar)
- Promote safe pedestrian + bike infrastructure
- Promote an active, vibrant streetscape that knits into the city's existing fabric
- The project will promote a public realm that enhances pedestrian access

Urban Design/Architecture

- Promote stunning architecture/design
- Pedestrian scale of building
- Truly mixed-use and diversity of urban space
- Exciting new urban
- Distinctive but connected neighborhood
- Promote design excellence in built environment
- Promote a new deliberate model for large-scale urban development
- This project will promote a cohesive urban form connecting to surrounding neighborhoods
- This project will create better connections between adjacent neighborhoods jobs and services
- This project will promote quality timeless design
- Iconic architecture that respects surrounding area
- Building activities and attractions that make Portlanders proud + want to visit often
- Humanize the urban experience through innovative/biophilic design

Youth

- Benefit all age groups with youth friendly spaces, access to healthy activities in safe environment
- Benefit kids specially low-income/POC with the opportunity to learn about sustainability and express voices
- Youth (the future)
- The project will benefit my niece who makes minimum wage
- Benefit families with young children

VISION

The Broadway Corridor offers a once-in-a-generation opportunity to create a unique, vibrant, 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 honors history and culture, fosters social equity and inclusion, and reimagines how Portlanders live, work, enjoy and move through the city.

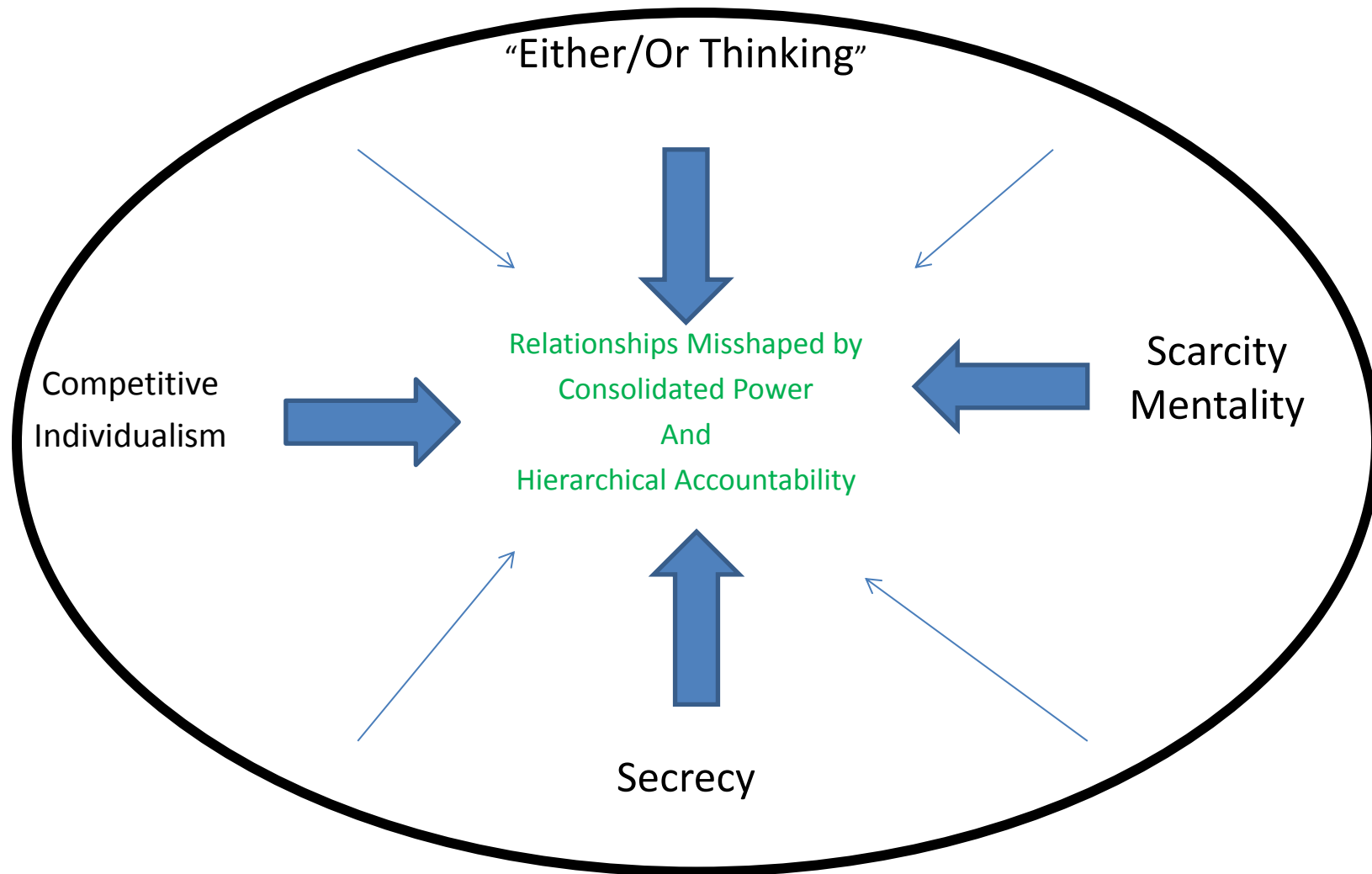
GUIDING PRINCIPLES

An equity framework will guide implementation of this vision and pursuing development in line with the guiding principles below. Operationalizing this framework necessitates 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.

- **PROSPEROUS:** Foster opportunities for innovation, education and economic growth and add a net gain of jobs in the region.
- **VIBRANT:** Create a unique and aesthetically stunning, mixed use, development that invites 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.
- **CONNECTED:** Leverage regional assets to strengthen multimodal transportation connections and improve accessibility to and through the area.
- **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.
- **ACCOUNTABLE:** Implement a strategy that is a responsible expenditure of public funds, attracts private investment, and delivers appropriate and equitable public benefit.
- **EQUITABLE:** Promote social equity by reducing disparities, 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.

White Institutional Values

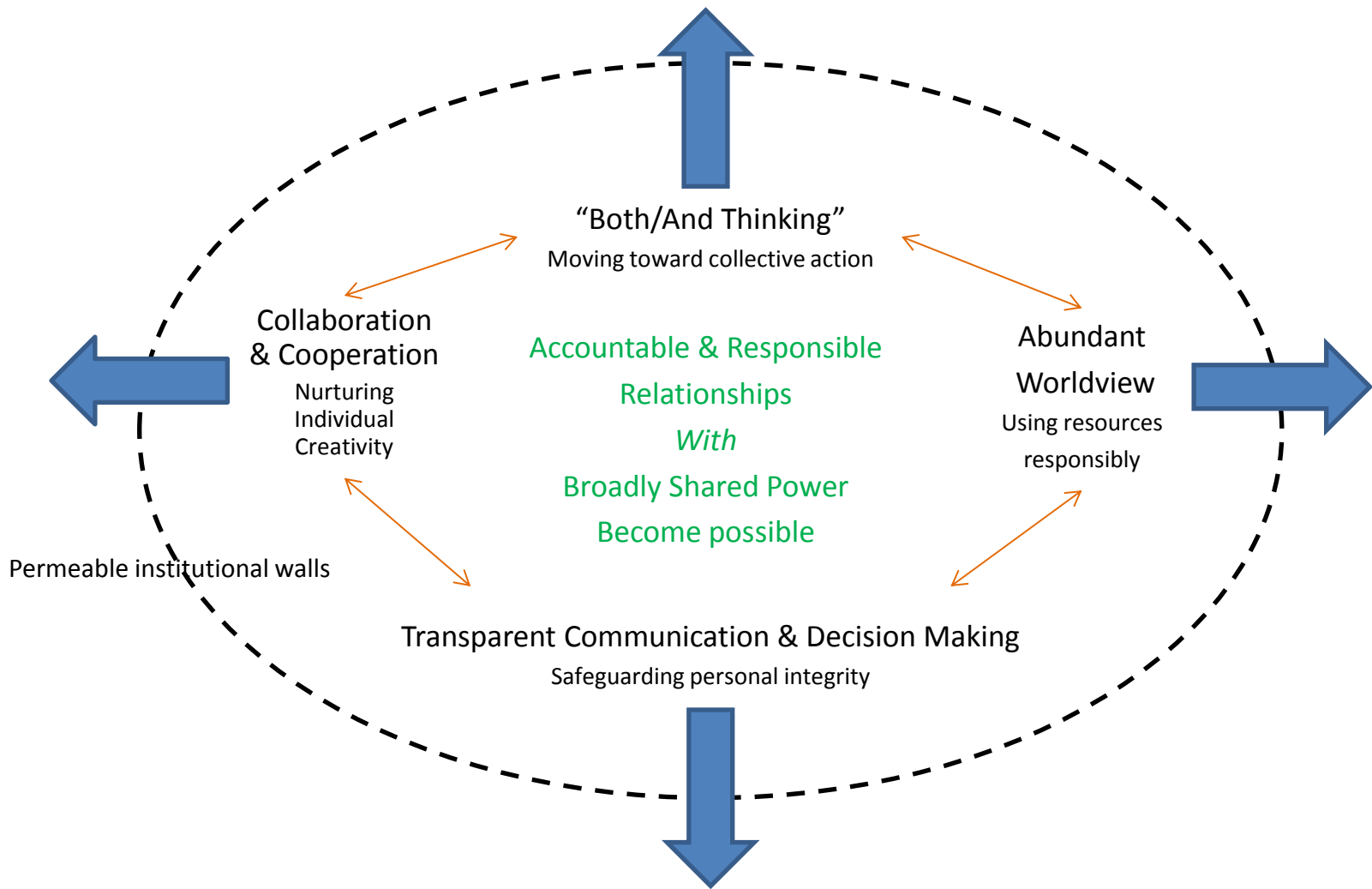
Values shaped in Stage 1 of the continuum of becoming a multi-cultural anti-racist organization



Focused on self-preservation with a bias toward efficiency

Transforming Institutional Values

Values shaped in Stage 4 of the continuum of becoming a multi-cultural anti-racist organization



Focused on mission with a bias towards effectiveness