



Growing Zenger Farm

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***This work plan is a product of Ecotone, a group of four graduate students in Portland State University's Master of Urban and Regional Planning program. The work plan is a component of the program's workshop requirement. The project will start January 4, 2010 and conclude on June 8, 2010.***

***Ecotones's Members Are:***

***Kate Carone  
Stacey Glenewinkel  
Elizabeth Milner  
Turhan Sonmez***

## **Section A: Introduction**

### **Urban Agriculture in Changing City Landscapes**

Urban agriculture offers communities a wide variety of environmental, social and economic benefits. Food grown and consumed in or near urban areas reduces greenhouse gas emissions, enhances ecosystem services like carbon absorption and stormwater retention and contributes to habitat for native plants, insects and animals.

Urban agriculture is also an important community development tool that can create economic development opportunities. Farmer's markets, community supported agriculture (CSA), educational opportunities and shared green-space all contribute to thriving communities and local economies. In addition to providing opportunities for economic advancement and entrepreneurship, these and other aspects of urban agriculture contribute to a sense of community stewardship and cohesiveness.

Perhaps most importantly, urban agriculture can help address the nascent issues of food security and nutrition by providing access to and education about healthy and affordable food. This link between nutrition and food systems has recently been highlighted by First Lady Michelle Obama's nationwide "Let's Move" campaign, which tackles childhood obesity in part through education about food and nutrition.

The benefits of urban agriculture are particularly relevant to low income communities like the outer southeast Portland Powellhurst-Gilbert and Lents neighborhoods. These two neighborhoods house an economically and culturally diverse population that includes many first and second generation immigrant families. Food security has specifically been identified as a problem in the community, with 24% of respondents identifying as food-insecure in a 2004 Portland Multnomah Food Policy Council survey.

Friends of Zenger Farm (Zenger) is an urban farm located in the Powellhurst-Gilbert neighborhood and within the boundaries of the Lents Urban Renewal Area (URA). Since 1995 Zenger has operated on 6 acres of a 16-acre donated lease from the City of Portland Bureau of Environmental Services (BES). BES has recently agreed to lease an additional 4-acre property, referred to as the Furey property, to Zenger Farm. The new property is located adjacent to Zenger's 10-acre wetland and has been vacant for many years. While Zenger has not finalized any plans for the property, the City of Portland Bureau of Parks and recreation (Parks) plans to include a new community garden, which will be located on the Furey site or the current Zenger site, depending on recommendations from this process. Additionally, the Army Corps of Engineers (Corps) has planned a trail through the wetland connecting Zenger with the Johnson Creek Corridor.



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Zenger's expansion offers a unique opportunity to understand how urban agriculture can best address the needs of communities. Food security, community development, education, economic development and environmental stewardship are all components of Zenger's stated mission and goals and are areas where urban agriculture has the potential to make a meaningful contribution. By completing a comprehensive community needs assessment (CNA) of the Powellhurst-Gilbert and Lents communities, Ecotone will provide Zenger with data to inform their programmatic expansion. In addition to providing Zenger with a valuable service, through this project Ecotone will add to the growing dialogue on the role of agriculture in urban areas. The information gathered in this process will be valuable to urban agriculture advocates and policymakers in Portland and other cities.

### **Purpose of Work**

Friends of Zenger Farm has asked Ecotone to help maximize the potential of the farm's expansion. In doing so, Ecotone will assess the site's existing conditions and the development-related opportunities and constraints. Ecotone will concurrently conduct a thorough public involvement strategy beginning with engagement of the immediate neighbors to assess their perceptions of Zenger Farm and the Furey site, hear their concerns about the expansion, and gather their input on how best to use the site. As the community members who will be most impacted by changing uses on the site, these neighbors, as well as current Zenger users, will be invited to participate in a hands-on public design workshop.

A major component of the public involvement strategy will be a thorough community needs assessment of the Powellhurst-Gilbert and Lents community. The CNA will focus primarily on food security, community development, economic development, environmental stewardship and education. These five categories of need have been identified based on background research about the role of urban agriculture, particularly in low-income communities and based on Zenger's stated mission and goals.

In conducting the CNA, Ecotone will utilize census and school data, conduct focus groups with community members and conduct interviews with community leaders. Additionally, Ecotone will work with students from Portland's Catlin Gabel School who will conduct a youth-focused component of the CNA as well as a youth-oriented design workshop. Youth comprise a significant portion of Zenger users and neighborhood members. Youth engagement will also serve as an avenue for involving adult community members, including immigrants who may not be regular participants in the planning process.

The knowledge and findings gained in this planning process will guide Ecotone in making programmatic and design recommendations to Zenger Farm. While our efforts will specifically inform Zenger's expansion, our research and final products will have broader implications for



understanding the role of urban agriculture, especially in low income communities, and will result in policy recommendations for the City of Portland.



At each step in this process Ecotone will reflect as a team and with our clients on our progress and our plan moving forward. Our goal is for the process, as well as the final products, to be coherent and informative for our clients.

### **Potential Challenges**

Zenger Farm's expansion faces several potential challenges. The Furey property is currently zoned for multi-family residential use (R2), but Portland zoning code prohibits agriculture in areas with this type of designation. Further, the Furey property is partially overlain by an Environmental Protection Zone and an Environmental Conservation Zone, and the remainder is covered by an Alternative Design Density overlay. These designations significantly constrain potential site uses.

There is also the potential for conflict with neighbors of the undeveloped Furey site. Neighborhood residents who live immediately around the property will be directly impacted by any land use changes to the site. The site has been vacant for many years and neighbors likely have their own informal uses for the open space. Since these neighbors will potentially be asked to give up some of their current use of the property in exchange for the development of non-public and possibly disruptive uses, issues could arise during the public involvement process.

Finally, in order for Zenger's expansion to best serve the community in which it is located, Zenger needs to have a thorough understanding of the community's needs, specifically those that can be addressed by urban agriculture. While Zenger Farm utilizes the best available information in developing programming, information about the needs of the larger Powellhurst-Gilbert and Lents community is lacking. This project will help provide that information.

### **Roles**

Ecotone's clients for this project are Friends of Zenger Farm and the City of Portland Bureau of Environmental Services. The roles of each party are fully outlined in the Memorandum of Understanding (MOU) (see Section C of this workplan). Zenger will be the primary decision maker during this process but BES will have significant decision-making and advisory roles.

Ecotone will assemble an advisory committee of agency stakeholders, technical advisors and community members to provide insight into opportunities and constraints for the project and to evaluate site plan and programmatic recommendations.



## Products

The final products will include a two-volume final report and a community resources brochure. The first volume of the final report will consist of a summary of Ecotone's research including the results of the community needs assessment, the public involvement plan and a summary of public input. Volume I will also include explanation of the alternatives that were considered, our final recommendations for the site expansion, including the site plan and policy recommendations. The site design alternatives will include input gathered at the design workshops as well as feedback from the advisory committee and the clients. Volume 2 will include technical reports and data produced by Ecotone as part of the planning process.

Ecotone will also create a community resources brochure to serve as a guide to urban agriculture-related programs and activities in the Portland metropolitan region. The brochure will be a printed document made available at the open house and will also be available in electronic format on Zenger's website.



*Google Sketchup generated aerial of Zenger Farm site, Furey site, and surrounding context*





## Section B: Scope of Work

### Phase 1: Project Scoping

**Purpose:** *Develop a strong working relationship with the clients and major stakeholders and create a mutually agreed-upon project plan.*

#### 1.1 Identify the planning problem and purpose and contact the clients and partnering agencies.

Ecotone will partner with Friends of Zenger Farm and the City of Portland Bureau of Environmental Services and make contact with the Powellhurst-Gilbert Neighborhood Association, Lents Neighborhood Association and the Catlin Gabel high school planning class. We will work with the clients and Portland State University (PSU) Workshop professors to draft a project work plan which will include a scope of work, work schedule, budget and memorandum of understanding (MOU). We will perform preliminary research into urban agriculture, models for community needs assessments and Powellhurst-Gilbert and Lents demographics.

#### 1.2 Stakeholder engagement

We will invite a group of stakeholders to participate in the project by serving on an Advisory Committee (AC). The AC will consist of technical advisors and community members. We will brief the AC on the project scope via email communication. We will also attend neighborhood association meetings to introduce the project to neighborhood residents and initiate individual interviews with local leaders.

#### 1.3 Develop outreach and public participation strategy

Ecotone will create a public involvement plan (PIP) that clearly outlines the public involvement techniques we will use, the decision-making processes we will go through and the objectives of public involvement. A project website will be developed to provide ongoing, publically accessible project updates.

#### 1.4 Present draft work plan to PSU class and client, incorporate feedback and finalize work plan

#### 1.5 Finalize and sign MOU

#### 1.6 Ecotone team reflection on work plan, future project and practicing planning

We will meet as a team to look back on the work of the past weeks and ahead to next steps. We will reflect on group roles, revisit the overarching project goals, and reorient to the groups who will be served by completion of this project.



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***Deliverables:*** Work plan (including scope of work, work schedule, budget and MOU); public involvement plan; website

## **Phase 2: Research and Context**

***Purpose:*** Familiarize with Zenger's programs, mission and goals and identify site development issues and constraints. Develop a thorough understanding of the political, historical and socioeconomic character of the Powellhurst-Gilbert and Lents neighborhoods. Research and summarize trends in urban agriculture and its roles and benefits.

### **2.1 Zenger Farm research**

Ecotone will explore Zenger's history, mission, current programs, budget and funding sources. We will hold individual meetings with staff to better understand programming and capacity.

### **2.2 Site research**

We will research development issues including zoning, permits, local planning implications and opportunities and constraints. We will characterize existing conditions using information gathered from maps, public information sources and on-site visits. Some of this information will be collected during independent interviews with technical advisors.

### **2.3 Neighborhood research**

Ecotone will conduct research about Powellhurst-Gilbert and Lents neighborhoods' political, historical and socioeconomic environments. Quantitative data will be gathered from sources such as the City of Portland's Office of Neighborhood Involvement, while qualitative data will be gathered from neighborhood leaders and longtime residents. To help characterize the needs of the community, secondary research will utilize census data, school statistics and existing primary research. This information will be shared with the neighborhood associations at their regular meetings.

### **2.4 Urban agriculture research**

We will research the history, trends and roles of urban agriculture through a literature and case study review to better understand urban agriculture's context in the rapidly changing urban landscape. We will research the regulatory and development framework and policies related to urban agriculture, particularly in Portland. We will also develop a list of all urban agriculture resources and projects in the Portland metropolitan area.

### **2.5 Compile research into written summaries**

***Deliverables:*** Maps of Furey site with accompanying summary; summary of the social, political and economic character of the neighborhood; annotated bibliography and case study review; compilation of urban



### **Phase 3: Public Involvement**

**Purpose:** *Through the implementation of the public involvement plan, the team will gain a thorough understanding of the needs of the community that might be addressed by urban agriculture in general and Zenger Farm specifically. The PIP (included in Section D) will also help clarify neighborhood perceptions of Zenger Farm and incorporate community interests in Furey site planning.*

#### **3.1 Determine the needs of the Powellhurst-Gilbert and Lents Neighborhoods**

Ecotone will conduct a community needs assessment focused on environmental stewardship, education, economic development and food security. These five areas where urban agriculture currently or potentially has a role were identified in the research phase of this project.

Primary research for the CNA will include focus groups of neighborhood residents, including immigrant farmers and seniors, and interviews with diverse community leaders. Catlin Gabel planning students will also work in David Douglas and Portland Public School districts to coordinate a youth-based CNA, mirroring the neighborhood wide effort.

#### **3.2 Client and advisory committee feedback and input on CNA**

We will meet with the clients and our advisory committee to determine which community needs are currently or could potentially be addressed by Zenger Farm and which could better be addressed at a policy level.

#### **3.3 Immediate neighborhood engagement**

Neighbors within a three-minute walk of the current Zenger Farm site and the Furey property will be canvassed. A simple survey will be undertaken to understand perceptions of Zenger, current use of the Furey property, concerns with Furey development, ideas on how the site might best be used, and interest in and experience with growing food. Ecotone may also organize a fieldtrip and/or a coffee klatch with a group of neighbors.

#### **3.4 Public design workshop**

Conduct an interactive workshop with neighbors of the Furey site and Zenger users to help determine what elements Zenger should include in the expansion. Participants will be provided with a map of the Furey site and a variety of optional elements they may place or draw on the map in their desired locations. Participants will also be welcome to brainstorm additional elements. Each completed map will be photographed and digitized to be



presented to the clients and the AC for feedback. In tandem with the broader design workshop, Catlin Gabel students will conduct a similar youth-oriented design workshop aimed at eliciting the youth perspective of Furey site development.

### 3.5 Advisory Committee Input

Designs generated by the public will be presented to the AC for feedback.

### 3.6 Public Open House

Hold a public open house where the community can review the site design alternatives and give their final feedback.

**Deliverables:** Summary of findings from the CNA and door knocking; presentation of findings to neighborhood associations; presentation of findings to client and AC; initial site plan alternatives based on information gathered in the CNA, door-knocking and design workshop.

## Phase 4: Synthesize and Recommend

**Purpose:** Guided by all prior research, AC input and the design workshop, develop three distinct site design alternatives and select a preferred alternative. Designs will be developed concurrently with programmatic recommendations. This process will produce broader urban agriculture policy recommendations.

### 4.1 Develop programmatic recommendations

Ecotone will reflect on the CNA, urban agriculture research and Zenger mission, goals, programming, strengths and capacity to synthesize long-term programmatic recommendations for Zenger, particularly for the Furey property.

### 4.2 Select preferred design alternative and develop implementation guide

Based on public, client and AC input we will select a preferred alternative and develop a phased development plan. This will include production of high quality, color designs, along with a “how to” guide for phased implementation.

### 4.3 Develop policy recommendations

Based on prior research and writing of the implementation guide, Ecotone will draft neighborhood and citywide recommendations on how policy might better support and promote urban agriculture and it’s important role in developing sustainable, livable and healthy communities.

**Deliverables:** Programmatic recommendations, site design and urban agriculture policy recommendations, community resources brochure and “how to” implementation guide for the Furey property.



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## **Phase 5: Final Products**

**Purpose:** *Gather together and assemble all research and project products into two comprehensive but easy to read final documents. These documents will be a lasting record of the Growing Zenger Farm project, intended to inform and inspire future planning endeavors. Final outcomes and recommendations will also be presented to the PSU Master of Urban and Regional Planning 2010 cohort, to the clients, and to relevant city officials. These presentations are intended to inform the public of the planning process, Zenger's expansion plans and to suggest policy recommendations that support urban agriculture efforts.*

### **5.1 Compile and edit existing text into two documents**

Ecotone will pull together all the written products: the work plan, public participation plan, research summaries, case study reviews, listing of Portland metro region urban agriculture resources and programs, CNA findings, programmatic recommendations, site plan alternatives, phased preferred site plan alternative, "how to" implementation guide and urban agriculture policy recommendations. The final products will consist of a two-volume report and a community resources brochure. Volume I will include research findings, site and programmatic recommendations and policy recommendations; Volume 2 will include technical supporting documents.

### **5.2 Write additional content as needed**

### **5.3 Format all text, tables, charts and graphs**

Graphics will most likely focus on Powellhurst-Gilbert and Lents neighborhood characterization, urban agriculture trends, property and zoning maps, community-generated designs, site plan alternatives and policy processes. With their consent, community members who were involved in the process may be highlighted throughout the document in the form of quotes and photographs.

### **5.4 Layout and design of both documents**

### **5.5 Final edits and peer review - three rounds**

### **5.6 Print and bind seven copies**

Copies will be distributed to consulting group team members, Zenger Farm, BES and archived at PSU.

### **5.7 Present final product to clients**

### **5.8 Present final product to public**

This presentation will take place in the Smith Ballroom at PSU and will be a brief but formal opportunity to share the Growing Zenger Farm project and findings with the broader Portland



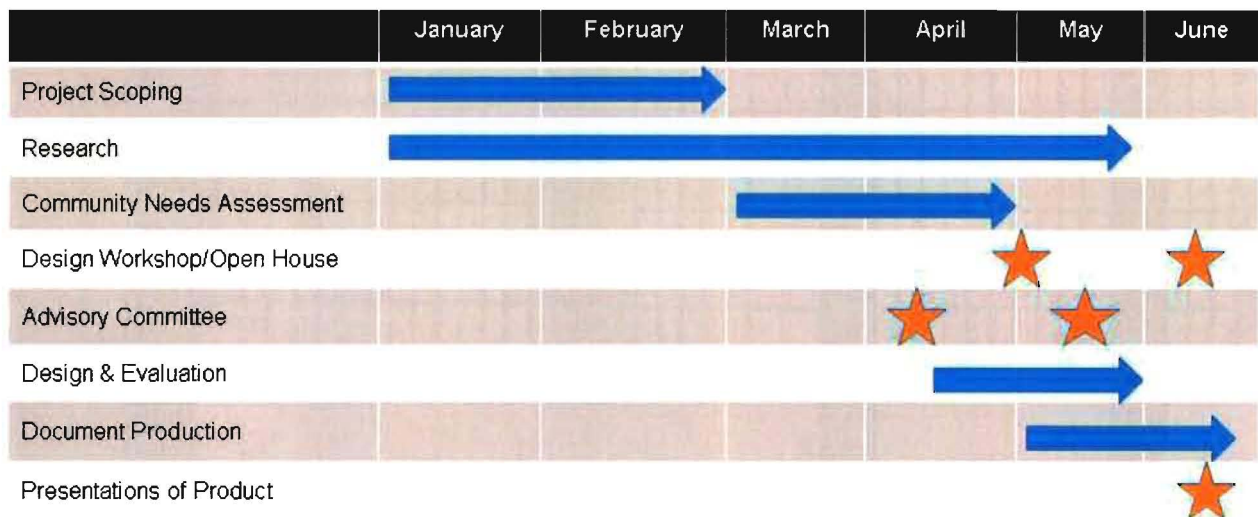
community.

#### 5.9 Brief city officials on findings

This meeting will be coordinated through BES and may include BES Director Dean Marriott, BPS Director Susan Anderson, Commissioner Dan Saltzman, Commissioner Nick Fish and Commissioner Amanda Fritz. The focus will be on city-level policy recommendations to better support urban agriculture.

**Deliverables:** Two-volume final report, presentations to clients, the public, and city officials.

## Schedule Overview





Section C: Schedule

Ecotone 2010		1 January		2 February		3 March		4 April		5 May		6 June	
Project Scoping													
1.1	Identify the planning problem and purpose												
1.1.1	Meet with clients	X	X		X		X	X		X		X	X
1.1.2	Contact partnering agencies	X											
1.1.3	Draft project work plan (SOW, schedule, budget, MOU)												
1.1.4	Preliminary research												
1.2	Stakeholder engagement												
1.2.1	Invite members of AC												
1.2.2	Brief AC on project scope												
1.2.3	Attend NA meetings			X				X	X				
1.2.4	Initiate individual interviews with local leaders												
1.3	Develop outreach and public participation strategy												
1.3.1	Create PIP												
1.3.2	Launch website												
1.4	Present draft work plan to PSU class and client, incorporate feedback												
1.4.1	Layout and design of final work plan												
1.5	Finalize and sign MOU												
1.6	Ecotone team reflection												
1.6.1	Look back at lessons learned												
1.6.2	Look forward to next steps												
1.6.3	Reflection												
Deliverables	Work plan (SOW, Schedule, Budget, MOU), PIP, Website						X						
Research and Context													
2.1	Zenger Farm research												
2.1.1	Explore history, mission, current programs, budget and funding												
2.1.2	Interview staff												
2.2	Site research												
2.2.1	Research development issues												
2.2.2	Characterize existing conditions												
2.3	Neighborhood research												
2.3.1	Qualitative data collection												
2.3.2	Quantitative data collection												
2.3.3	Share information with NA at regular meetings												
2.4	Urban agriculture research												
2.4.1	Research history, trends and roles												
2.4.2	Literature review												
2.4.3	Case study review												
2.4.4	Research framework (regulatory and development, policies)												
2.4.5	Develop a list of all urban ag resources and projects in Portland												
2.5	Compile research into written summaries												
Deliverables	Maps of site, summary of neighborhood character, annotated bibliography and case study review, compilation of urban ag resources in Portland, summaries of research findings									X			
Public Involvement													
3.1	Determine the needs of the PG and Lents neighborhoods												
3.1.1	Community needs assessment design and prep												
3.1.2	Conduct community needs assesement												
3.1.3	Focus group prep												
3.1.4	Conduct focus groups of neighborhood residents												
3.1.5	Interview prep												
3.1.6	Interview community leaders												
3.1.7	Support Youth Involvement												
3.2	Client and advisory committee feedback and input												
3.2.1	Meet with clients and AC												
3.3	Immediate neighborhood engagement												
3.3.1	Create survey for neighbors												
3.3.2	Door knocking with survey												
3.3.3	Field trip prep												
3.3.4	Conduct field trip												
3.3.5	Coffee klatch prep												
3.3.6	Conduct coffee klatch												
3.4	Public design workshop												
3.4.1	Design workshop prep												
3.4.2	Conduct public design workshop									X			
3.4.3	Compile and photograph designs												
3.4.4	Digitize photos												
3.4.5	De-brief with Catlin Gabel students on youth workshop												
3.5	Advisory Committee input												
3.5.1	AC meeting prep												
3.5.2	Present public designs to AC										X		
3.5.3	Incorporate AC feedback into design alternatives												
3.5.4	Create 3 or 4 design alternatives												
3.6	Public open house												X
3.6.1	Open house prep												
3.6.2	Conduct open house												
3.6.3	Collect public feedback												
3.6.4	Incorporate feedback into final design recommendation												
Deliverables	Summary of findings from community needs assessment, presentation of findings to NA, client and AC. Initial site plan alternatives.												X
Synthesize and Recommend													
4.1	Develop programmatic recommendations												
4.1.1	Reflect on and organize all data collected												
4.2	Select preferred design alternative and develop implementation guide												
4.2.1	Refine design alternatives and choose final recommendation												
4.2.2	Develop final design for preferred alternative												
4.2.3	Create phased implementation guide												
4.3	Develop policy recommendations												
4.3.1	Draft neighborhood and city-wide policy recommendations												
4.3.2	Create community resources brochure												
Deliverables	Programmatic recommendations, site designs and urban ag policy recommendations, community resources brochure and "how-to" guide												X
Final Products													
5.1	Compile and edit existing text into two documents												
5.2	Write additional content												
5.3	Format all text, tables, charts and graphs for consistency												
5.4	Layout and design of both documents												
5.5	Final edits and peer review - 3 rounds												
5.6	Print and bind seven copies												
5.7	Present final products to clients												
5.8	Present final products to public at Smith Ballroom												
5.9	Brief city officials on findings												
Deliverables	Two volume final report, presentations												X
Ongoing Administrative													
	Update website					X	X	X	X	X	X	X	X
	Update schedule					X	X	X	X	X	X	X	X
	Community meetings						X						
	Internal emailing and coordination												
	Create agendas for meetings					X	X	X	X	X	X	X	X
	Compile meeting minutes					X	X	X	X	X	X	X	X

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## Section D: Memorandum of Understanding

This document constitutes a Memorandum of Understanding (MOU) between Friends of Zenger Farm (Zenger), The City of Portland Bureau of Environmental Services (BES), and Ecotone, a group of four graduate students in the Master of Urban and Regional Planning (MURP) program at Portland State University, for the work necessary to undertake the workshop project Growing Zenger Farm.

### I. PURPOSE AND SCOPE:

Since 1995 Zenger Farm has operated on a 16-acre donated lease from the City of Portland Bureau of Environmental Services. BES has recently agreed to lease an additional 4 –acre property, referred to as the Furey property, to Zenger Farm. Zenger has asked us to help them maximize the potential of the entire Zenger Farm site by developing a holistic and appropriate site plan including programmatic recommendations to help fulfill Zenger's stated mission and goals. Ecotone will assist Zenger and BES in shaping the expansion of Zenger Farm within the context of urban agriculture's role in addressing these community needs: food security, environmental stewardship, education, economic development and community development. The intention is to assess the needs of the community regarding these five subjects, open the dialogue to relevant stakeholders, report on the findings and make recommendations based on a community needs assessment (CNA). Resulting products will include a summary of Ecotone's research and findings, along with site plan alternatives and recommendations. A community resources brochure will also be produced which will highlight available neighborhood and nearby area resources that may be able to meet some of the needs identified in the CNA. The brochure may contain other information based on the findings of this research.

### II. RESPONSIBILITIES:

- A. Each party will appoint a person to serve as the official contact and to coordinate the activities of each organization in carrying out this MOU. Contacts are:

Jill Kuehler, Director, Friends of Zenger Farm  
Ronda Fast, Johnson Creek Watershed Group, BES  
Stacey Glenewinkel, Project Manager, Ecotone

- B. The organizations agree to the following tasks for this MOU: Ecotone will:

- Follow the process outlined in the work plan describing the purpose and scope of the project.
- Provide information and planning products detailed in the work plan to Zenger Farm and BES.
- Respond promptly to Zenger Farm and BES requests for meetings and/or information.
- Be considerate of the clients' time.



- Be personally and culturally sensitive to the communities in which they are working.
- Continually strive to serve the public interest.

Zenger Farm and BES will:

- Recognize that Ecotone members must fulfill the requirements of Planning Workshop in order to graduate as MURP students, and that Planning Workshop requires suitable projects to be participatory and include outreach components.
- Maintain regular contact with Ecotone, including face-to-face meetings at important phases in the project as denoted by the work plan and timely responses to email.
- Attend the following meetings:
  - Regular Friday meetings as needed,
  - Public Design Workshop,
  - First Advisory Committee meeting,
  - Second Advisory Committee meeting, and
  - Project presentation.

Both parties will:

- Work in a professional manner and respect issues of confidentiality.
- Negotiate changes to the work plan or MOU as needed.

### III. TIME FRAME:

Ecotone began working on this project on January 4, 2010. This MOU expires upon the completion of the Planning Workshop on June 8, 2010.

### IV. BUDGET:

Ecotone agrees to provide this planning work on a pro-bono basis as part of the MURP workshop course. Zenger and BES agree to make in-kind contributions to the cost of carrying out this work whenever possible. In addition, the clients agree to share the cost of producing the final documents. An estimate of the cost of carrying out this work is included below. This is not a legally binding agreement and is for guidance purposes only. It is open to negotiation but will not exceed stated amounts, unless Zenger Farm and BES ask for additional services from Ecotone beyond what is written in the work plan.



Item	Cost
Supplies	\$200
Document Production	\$250
Ecotone Staff Time	\$64,800
<b>Total</b>	<b>\$65,250</b>

The signing of this MOU implies that the signatories will strive to reach, to the best of their abilities, the objectives stated in the MOU and Work Plan.

Signed \_\_\_\_\_ (date)

Jill Kuehler, Friends of Zenger Farm \_\_\_\_\_

Rhonda Fast, BES \_\_\_\_\_

Elizabeth Milner, Ecotone \_\_\_\_\_

Kate Carone, Ecotone \_\_\_\_\_

Turhan Somnez, Ecotone \_\_\_\_\_

Stacey Glenewinkel, Ecotone \_\_\_\_\_



## Section E: Public Involvement Plan



### Introduction

The Powellhurst-Gilbert and Lents neighborhoods in Portland, Oregon are culturally diverse communities with many first and second generation immigrant residents. Agriculture has been important in these communities since homesteading farmers were provided land through the Donation Land Claim Act of 1850. In 1892 the first railroad line came through the area, opening it up to residential development. The Powellhurst-Gilbert neighborhood was annexed by the City of Portland in 1994 and was zoned to include a large amount of high density, multi-family properties. Apartment complexes and townhomes are common in the neighborhood, but there remain a large number of large, under built and vacant lots. Many residents value the neighborhoods' rural feel.

As high density, urban in-fill development becomes a preferred growth management strategy, opportunities for growing food within urban areas decrease. Yet urban agriculture has many benefits. By reducing miles traveled from farm to table, urban agriculture reduces greenhouse gas emissions. Lower transportation costs can also make locally grown food more affordable and accessible to residents. In addition, urban agriculture creates opportunities for community development, environmental stewardship, increased food security, economic development and education. These five roles of urban agriculture form the framework for a significant portion of this public involvement plan.

Friends of Zenger Farm (Zenger) is an urban farm located on Foster Road and 117<sup>th</sup> Avenue in the Powellhurst-Gilbert neighborhood. Zenger wants to learn how to best contribute to the needs of the Powellhurst-Gilbert and Lents neighborhoods through urban agriculture. Zenger currently consists of a six-acre farmed parcel and a ten-acre wetland and now has an opportunity to increase food production on a new four-acre parcel of land. This new parcel, the Furey property, will be leased from the City of Portland Bureau of Environmental Services (BES). Zenger is in need of a holistic site design for both the new four-acre parcel and the entire 16-acre property. In addition to site designs, Zenger would like programming recommendations to complement and shape changes to the physical property.

### Preliminary Consultation

Ecotone has been hired by Zenger and BES to assist in planning the expansion of Zenger Farm onto the 4-acre Furey property. Ecotone will be implementing this public involvement plan (PIP) as well as conducting urban agriculture research, performing a community needs assessment (CNA), developing a phased site plan for the project and drafting a written report of programmatic and policy recommendations.

Representatives from Zenger and BES will provide guidance on the project and will be the final decision makers.



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Although Ecotone has not been presented with a mandate for a public involvement process, Zenger places value on public input and has requested that Ecotone conduct this PIP.

BES will have a separate public involvement strategy for the proposed bioswale to be located in the northeast corner of the Furey property. That strategy will be conducted in accordance with the principles and guidelines outlined in the BES Public Involvement Policy.

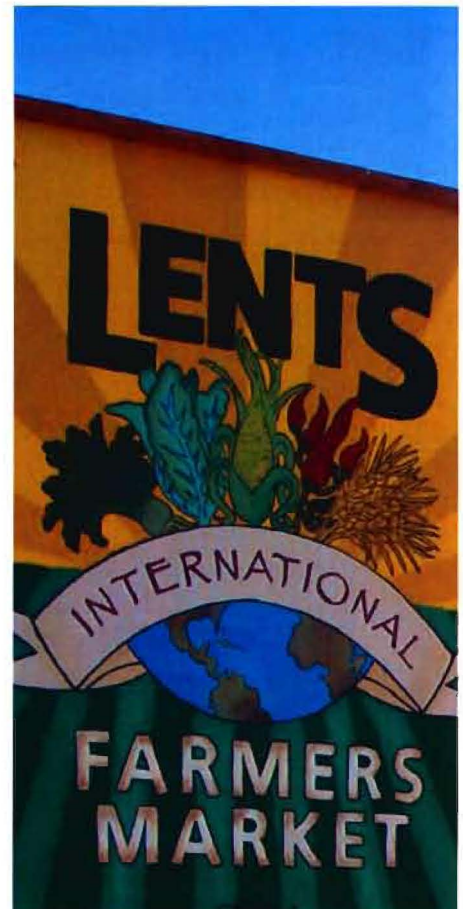
Portland Parks and Recreation may also have a separate public involvement strategy for the proposed community garden, for which a half-acre parcel of the Furey property may be reserved. Portland Parks and Recreation will be responsible for upholding the goals, guidelines, procedures, and policies outlined in the Portland Parks and Recreation Public Involvement Policy.

The Army Corps of Engineers will also likely have a separate public involvement strategy for the wetland remediation and boardwalk proposed for the 10-acre Zenger wetland. The Army Corps of Engineers will be responsible for upholding the guidelines, definitions, and tools toward committed public involvement outlined in the National Environmental Protection Act.

### Major Issues

The following major issues have been identified as those that may arise throughout the completion of various tasks by Ecotone:

1. **Aesthetics:** Immediate neighbors to the Furey property have already expressed concerns regarding what physical changes to the existing conditions of the Furey property could occur.
2. **Cultural Resources:** Immediate neighbors to the Furey property likely have their own informal uses for the open space that currently constitutes the Furey property. Neighbors who have lived adjacent to the Furey property for many years may have personal attachments to the open space it provides.
3. **Air Quality:** Farming practices including tilling, plowing and scraping may have negative air quality impacts for immediate neighbors. Immediate neighbors may have concerns regarding the types of agricultural practices that may be proposed for the site.
4. **Economic Development:** Some members of the community may express the desire for the Furey property to have a more intensive use such as commercial development.
5. **Land Use:** Recommendations for site development of the





Furey property may require changes to the existing zoning for the site (R2). Changes in zoning may cause immediate neighbors to be concerned about what new land use designations may allow.

6. Noise: Urban farming and other increased activity on the Furey property will likely cause an increase in noise, at least during some times of the day, and may be a cause for concern for immediate neighbors.
7. Security and Safety: Increased activity and visitation to the Furey property by new users will likely be a concern for immediate neighbors. Conversely, some illegal activities currently occurring on the site may be mitigated.
8. Natural Resources and Ecology: Concerned members of the Powellhurst-Gilbert Neighborhood Association have already voiced concerns over the possibility of negative impacts to the wetland.
9. Property Values: There may be concerns about the impact on property values from development of the Furey property.
10. Traffic and Roads: Some immediate neighbors to the Furey property have already voiced concern over potential improvements to the public rights of way.

#### **Issues Management Program**

1. The immediate neighbors will be directly affected by changes to the Furey property. The following issues will be addressed through public involvement activities targeted specifically to immediate neighbors: aesthetics, cultural resources, air quality, health, land use, noise, security/safety, property values, traffic and roads.
2. Economic development issues will be addressed through meetings with community leaders to clarify to the community that no commercial development or industrial agriculture is possible on the Furey property. Ecotone will also obtain ideas from the community with regard to other economic development benefits that the site could provide.
3. Issues surrounding natural resources and ecology will be managed through meetings with community leaders.

#### **Level of Interest**

Given the high levels of poverty and food insecurity in the Powellhurst-Gilbert and Lents neighborhoods, a project to expand one of the few urban agriculture farms in SE Portland is likely to attract a great deal of



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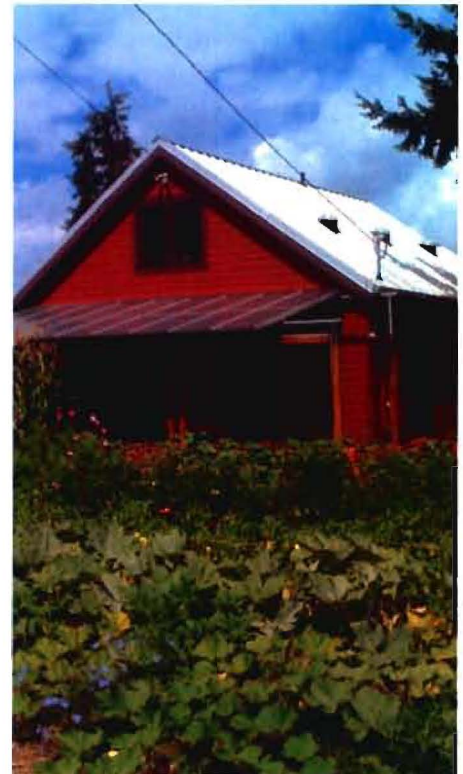
interest.

Given the rich ecological assets that surround the Furey property, as well as the presence of some homeowners who have lived adjacent to the Furey property for many years, there will likely be very high interest in the site's development.

### Interested Groups

There are a number of stakeholder groups who will likely be interested in this project. Some may have more technical expertise and others may have more experience participating in public affairs. Some will be affected directly while others, who could potentially benefit the most from the project, may not speak English or have knowledge of public involvement processes. Therefore, each stakeholder group will require a different public involvement technique to ensure their input is considered.

1. There are several city bureaus and other government agencies that have a stake in the Furey property. Below is a list of City of Portland bureaus and other agency stakeholders. Their technical expertise will be an important component of the public involvement effort.
  - Bureau of Environmental Services
  - Bureau of Development Services
  - Bureau of Transportation
  - Bureau of Planning & Sustainability
  - Portland Development Commission
  - Parks and Recreation
  - Army Corps of Engineers
2. The residents of the neighborhood who live around the Furey property will be directly impacted by any land use changes and physical improvements to the site. Since these neighbors will potentially be asked to give up some of their current use of the property, their involvement in the project planning is essential.
3. The Powellhurst-Gilbert Neighborhood Association is very active. The president, Mark White, has applied for funding to develop urban agriculture programs in the neighborhood. Those programs are still being developed, but they could potentially influence this project. It is therefore important to have Mark White's input as well as the input of the entire association.
4. Zenger Farm serves a large number of users who will be directly impacted by changes to the property and programming. About 3,000 K-12 students visit Zenger each year. Additionally, the farm offers training workshops and





internships for adults who want to learn about sustainable food and agriculture. Zenger also offers immigrant farming plots for members of the community to grow their own food. These program and site users should be offered the opportunity to voice their opinions on changes.

5. Members of the entire Powellhurst-Gilbert and Lents community also have a stake in this project. In a 2004 survey of the Lents community, 24% of respondents identified themselves as food insecure, meaning they didn't know where their next meal would come from. This project presents an opportunity to improve food access for some of the most vulnerable community members. Consequently, their input is essential.
6. There are other organizations in the surrounding community that could have valuable input for this project. The Johnson Creek Watershed Council has been working for over 10 years at improving the ecology of the watershed in which Zenger Farm is located. This group and others like it will be important contributors to the public involvement process as well.

#### **Decision Making Process**

This public involvement process is designed to collect public input during development of two products. The first product will be a site design with programming recommendations aimed at maximizing both the productivity of the new Furey property and the potential of Zenger Farm's programming.

The second product will be a set of public policy recommendations for the City of Portland aimed at improving support for urban agriculture efforts throughout the city.

The basic stages in the decision making process will be as follows:

Stage 1: Determine the needs of the Powellhurst-Gilbert and Lents neighborhoods

Stage 2: Determine which community needs can feasibly be addressed by improvements to the site or expansion of Zenger Farm's programming and which could be addressed through policy recommendations to City of Portland

Stage 3: Determine what changes to the Furey property the neighbors would support

Stage 4: Create site design alternatives with input from the neighbors

Stage 5: Determine which public designs are feasible

Stage 6: Determine public's level of support of design alternatives



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## **Public Involvement Activities**

Below are the specific public involvement activities that will be conducted at each stage in the decision making process:

### **Stage 1: Determine the needs of the Powellhurst-Gilbert and Lents Neighborhoods**

There is a high level of food insecurity, large amounts of high density development, low levels of public infrastructure and high levels of poverty in these neighborhoods. The objective of the first stage of the program will be to conduct a community needs assessment which will be limited in scope to five primary roles of urban agriculture identified by Zenger and through background urban agriculture research. These five roles are: community development, environmental stewardship, education, economic development and food security. Public involvement activities at this stage may include:

1. Interviewing the following community leaders and organizations as well as any referrals from these interviewees:
  - Mark White – Powellhurst-Gilbert Neighborhood Association
  - Chris Scarzello - Bureau of Planning and Sustainability
  - East Portland Neighborhood Office Representative
  - Nick Sauvie - ROSE Community Development
  - Frieda Christopher -David Douglas School District
  - Olivia Quiroz – Multnomah County Health Department
  - Lucilene Lira – The Tree Institute
  - Cora Potter – Lents Town Center Urban Renewal Area
  - Vadim Riskin - Southeast resident, Slavic community
  - Simon Wong - Business owner, Asian community
  - Rev. Brian Heron - Eastminster Presbyterian Church
  - Juan Carlos – Portland Development Commission
2. Focus groups or interviews with immigrant farmers, senior residents, church members
3. Youth outreach – Students from Catlin Gabel School will be conducting a public outreach effort targeted toward elementary, middle and high school students in the neighborhoods. They will conduct interviews with educators and possibly design and conduct focus groups and interviews with students.

### **Stage 2: Determine which community needs can be addressed by expanding Zenger Farm's food production and by modifying their current programming**

By measuring the needs of the community we will be able to determine which community needs either are currently or could be addressed by Zenger Farm and which should be addressed at a policy level. The objective of Stage 2 is to apply the mission and goals of Zenger Farm as well as the site's physical constraints to reveal which community needs progress to Stage 3. The public involvement activities at this stage



include:

1. Hold an Advisory Committee (AC) meeting consisting of members of the community who have both technical and historical neighborhood expertise.

Members of the AC may include:

Powellhurst-Gilbert and Lents Neighborhood  
Associations  
ROSE Community Development  
Restaurant buyers  
Johnson Creek Watershed Council  
City of Portland Bureau of Environmental Services  
Army Corps of Engineers  
Portland Development Commission  
City of Portland Parks and Recreation  
City of Portland Bureau of Development Services  
City of Portland Bureau of Transportation  
City of Portland Bureau of Planning & Sustainability

### **Stage 3: Determine what changes to the Furey property the neighbors would support**

The objective of Stage 3 is to utilize input from the advisory committee to identify needs that can be feasibly addressed by urban agriculture and carry that information further through the process of site and programmatic planning. Since immediate neighbors will be most affected by changes to the Furey property, they will be the focus of this public involvement stage. The public involvement activities at this stage include:

1. Door knocking – We will go door to door to visit the residents who live within a three minute walk of the Furey property. We will interview residents to determine the historical narrative of the neighborhood as it relates to the site. We will also determine what changes to the site the neighbors would potentially support.
2. Field trip – We will tour the site with a group of neighbors to learn more about the site's narrative.
3. Coffee Klatch – If deemed necessary, we will meet with small groups of neighbors in a casual environment to gain more information about what changes they would support.

### **Stage 4: Create site design alternatives with input from the neighbors**

The objective of Stage 4 is to harness the creativity of the community and develop site design ideas that incorporate community interests.

Public involvement activities at this stage include:

1. Hold a hands-on public design workshop where community members will be able to create design alternatives for consideration by Zenger Farm. Participants will be provided with a map of the Furey site and a variety of optional elements they may place or draw on the map in their



desired locations. Participants will also be welcome to brainstorm additional elements. Each completed map will be photographed and digitized to be presented to the clients and the AC for feedback.

#### **Stage 5: Determine which public designs are feasible**

The objective of Stage 5 is to compile designs generated by the public and obtain advice from the Advisory Committee on which are feasible. Public involvement activities at this stage include:

1. Hold a second Advisory Committee meeting to discuss public input and design concepts.

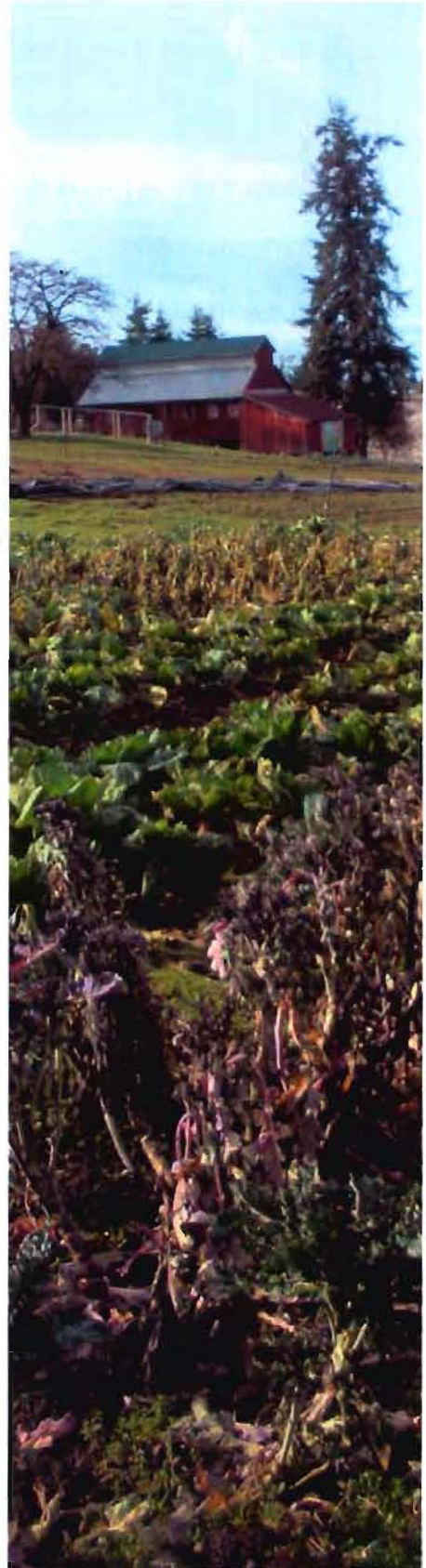
#### **Stage 6: Determine public's level of support of design alternatives**

The objective of Stage 6 is to share with the public three or four site design alternatives that incorporate input collected during the public design workshop. Public involvement activities at this stage include:

1. Hold a public open house where the community can review the site design alternatives and give their final feedback.

#### **Outcome**

The community needs that were identified during the first stage of the public involvement process will be further incorporated into the larger planning effort for this project. Those needs will be divided into two categories: needs that can be served by existing community resources and those that are neither feasible for Zenger Farm nor other existing resources. Those needs that can neither be served by Zenger Farm nor other existing community resources will be used for making public policy recommendations.





**Place's Members Are:**

**George Zaninovich (Director)**

**Gus Crowley**

**Sarah Ellis**

**Charlie Grant**

**Lizzie Medford**

**Devyn Powell**

**Charlie Shoemaker**

## **Section F: Catlin Gabel PLACE Youth Planners Statement of Work**

### **Introduction: Zenger Farm Site Design Youth Involvement Plan**

This work is being performed by Catlin Gabel School's PLACE program in partnership with graduate students from Portland State University's School of Urban Studies and Planning.

This Statement of Work (SOW) is for work by PLACE in conjunction with Ecotone, Portland State University's MURP group, Jill Kuehler of Zenger Farm and Ronda Fast of City of Portland Bureau of Environmental Services (BES). All parties must agree to this plan before work begins.

### **Background**

Zenger Farm of outer southeast Portland describes itself as a "working urban farm that models, promotes and educates about sustainable food systems, environmental stewardship, community development and access to good food for all." The farm provides an assortment of community programs, many designed to address the lack of food security in the Powellhurst-Gilbert neighborhood. Zenger hosts a small community garden, chickens that community members take care of in exchange for eggs, and a children's garden. The farm also gives tours to visiting school groups, holds adult classes about producing and preparing food and educates people about the ecosystems and environment of the Portland area. Zenger operates a total of 16 acres of land, six acres of which it uses as farmland and 10 of which are preserved as wetland and wildlife habitat. BES has recently agreed to lease Zenger Farm four more acres of potentially viable farmland. To decide how to best utilize the new acreage, referred to as the "Furey property," Zenger has solicited planning help from PLACE and Ecotone. PLACE's component of the project will be to assess the needs and desires of the neighborhood youth and create a site-design plan from their input. Communication with young people is a vital component of the project, as many of Zenger's education programs focus on youth.

### **Objectives**

- To carry out a design process for youth
- To participate and assist with a community needs assessment (CNA)
- To create and implement a youth involvement plan for the design process
- To create documents that can stand alone as well as complement Ecotone's work.

### **Staffing**

- Catlin Gabel's PLACE class: Sarah Ellis, Gus Crowley, Charlie Grant, Charlie Shoemaker, Devyn Powell, Lizzie Medford and George



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Zaninovich, PLACE Director.

- PSU's Ecotone group

## **Roles and Responsibilities of the Catlin Gabel students**

- To create and implement a youth involvement plan
- To survey local youth to better understand their desires and needs with regard to an urban farm
- To coordinate with Ecotone
- To create and implement a plan based on the youth-suggested goals
- To finalize the design plan with the neighborhood youth
- To ensure our final plan proves complementary to the culture of Portland and the evolution of the area

## **Key Assumptions**

We assume that people in the Powellhurst-Gilbert neighborhood will be receptive to our work and inquiries. The project requires feedback from the citizens of the community. We expect that communication with people in the area will be easy and their feedback helpful, but must entertain the possibility that the people we survey may not be as willing to communicate with us as we are with them.

## **Risks**

The economic disparity between the Catlin Gabel students and the youth of the Powellhurst-Gilbert neighborhood could hamper trust and communication. We as Catlin Gabel students will need to resolve any differences or threatening feelings of inequality between the two groups. Another risk is the amount of time we have available for the project. All students involved in PLACE have other schoolwork and extracurricular activities that may affect our availability during the project. While the timeline with Ecotone, Zenger and BES is negotiable, we have the practical obligation to complete the plan before the school year ends in early June. The new four acre property is not zoned for agricultural use.

## **Scope of Work**

We will use various methods to survey the youth of the Powellhurst-Gilbert neighborhood and from their input will craft a plan for Zenger's 16 acre property designed to fit the needs of the young people in the community. We will work with Ecotone to ensure that our collaborative planning process results in the best outcome for Zenger Farm.

## **Tasks to be performed**

- Conduct a survey based around the youth
- Create a plan based around the demands/desires of the youth
- Compare our plan with that created by the PSU students
- Converse with PSU students as to how our plan can be incorporated into their plan
- Finalize to ensure the original Powellhurst-Gilbert youth accept the plan
- Ensure the plan adheres to state and local regulations
- Make plan comply with other guidelines/goals set by the City of Portland and Zenger Farm



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**Resources assigned to tasks**

- Time (specific timeline is not yet defined)
- Surveys include transportation, supplies for survey (paper, ink, etc.)
- Youth-based plan requires technology to implement plan ideas into a final, presentable format
- Students
- CPU
- Design software

**Costs associated with each task**

- Time
- TBD

**Location(s) where task is to be performed**

- Catlin Gabel School
- PSU
- Zenger Farm

Schools to be surveyed:

- Gilbert Heights Elementary School
- West Powellhurst Elementary School
- Earl Boyles Elementary School
- Gilbert Park Elementary School
- Alice Ott Middle School
- Ron Russell Middle School
- David Douglas High School

**Tasks that do not result in specific deliverables**

- Project management
- Coordinating with PSU students

**Tasks to be performed by Zenger Farm and BES**

Review plan, give input and approve plan

**Exclusions - Tasks which are not part of the scope of this project**

- Surveying adults
- Gathering input from people outside of the general Powellhurst-Gilbert neighborhood
- Bus stop surveys

**Deliverables**

- Data provided from survey, conversations, meetings and interviews
- Plan based around data and case studies

**Quantities, locations and dates for delivery**

- A formalized document, raw data and a presentable plan
- To be presented to Zenger Farm and BES
- It will be finished by May



### **Periods of performance for services**

- A few weeks are needed for surveying and interviews
- A few weeks are needed for writing/editing/finalizing

### **Testing program plan**

- After finalizing the plan we will present it to community youth for approval
- Ensure Zenger, BES and Ecotone approve

### **Implementation or migration plan to production**

- Meet with representatives of all bodies involved and formally present our data and resulting plan.

### **Documentation Standards to be applied**

- We must adhere to standards set by the city of Portland Bureau of Planning & Sustainability

### **Reliability measures that will be used**

- Compare to other Portland area plans to ensure legitimacy
- Project will be considered complete when we have a finalized document with well-informed recommendations that is accepted by all other groups involved

### **Milestones**

- When we have gathered data from each school
- When we have analyzed the data to discern the top priorities of the neighborhood youth
- When we have used our data to produce a design document
- When we have ensured that Zenger, BES and Ecotone approve of our design

### **Work Process**

We will begin our process with a community needs assessment (CNA) . Our CNA will focus on the youth of the Powellhurst-Gilbert neighborhood. To ensure that the young people feel safe answering questions honestly, we will draft anonymous surveys and have them distributed in classrooms. We also plan to work with youth at the neighborhood design workshop Ecotone will host. We will distribute the anonymous surveys to elementary, middle, and high school classrooms, but will speak only with middle school and younger students at the design workshop. After we have completed our analysis, we will use the youth input to draft a plan for Zenger's 16 acre property. We will submit our youth-driven design to Ecotone, who will then take our design along with the results of their CNA for the adults of the neighborhood to draft a final design plan to give to Zenger and BES.

### **When it is finalized by Zenger Farms: Completion Criteria and Final Acceptance Criteria**

#### **Completion Criteria**

During each stage of this project we hope to check in with Ecotone to assess how our components of the project will work together. We will strive to create a plan that complements Ecotone's project rather than impeding their progress.



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### **Final Acceptance**

Our role in helping gather student input into the design process will be completed once Ecotone and Zenger approve its completion. We hope that Ecotone will mentor and inform us throughout our project, raising the likelihood of a smooth final approval. We wish to add useful information to their data collection and findings and complement the progress they make.

### **Schedule**

Although we do not have a set timeline, we hope to have our project completed by the time Ecotone finishes their part of the design. We want to present these two projects together as a single design recommendation. Our project will be completed by the end of the school year, in late May or early June. Latest Date for Submission: June 8, 2010 (Graduation). We need to confirm submission dates with Ecotone. We hope to receive feedback from the PSU students at each major step in our project's development. Their input will help us track our progress and give us necessary perspective on the role our work will play in the final design.

### **Project Partnership**

The success of this project relies on a clear definition of the relationship between PLACE and Ecotone. Both partners should inform the other about their work at various milestones during the project. While we can communicate most frequently via e-mail, it would be beneficial to have more formal face-to-face meetings as well. PLACE has written this statement of work to provide Ecotone with a clearer idea of our goals and methods for our project. We hope that Ecotone in turn will find a way to clearly relay their plans to us in order to foster clarity and expediency. For the benefit of Zenger Farm, both groups need to agree to incorporate their partner's work, but the process must also respect the independence of both groups. This project requires the Catlin Gabel students have open communication with Zenger Farm to ensure all parties feel involved and well informed. During the entire process, from the CNA to the design plan, PLACE will report their progress to Zenger Farm through e-mail or, more preferably, formal meetings. Once PLACE has crafted a design plan from youth input, we will submit it to both Ecotone and Zenger Farm. Ecotone can then choose how to incorporate PLACE's youth-designed plan into the final design they submit to Zenger. In order to produce a successful design, PLACE needs open, informed communication with both Ecotone and Zenger Farm. Finally, if Ecotone does incorporate PLACE's work, we hope that the partnership is documented in Ecotone's plan.



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## Section G: Ecotone Bios

Ecotone is a group of four graduate students in the Master of Urban and Regional Planning program at Portland State University.

**Stacey Glenewinkel - Project Manager and Public Engagement.** Stacey earned a BA in Economics and Environmental Studies from Western Washington University and will be graduating with a master's degree in urban and regional planning and a graduate certificate in real estate from Portland State University in June of 2010. She has professional project management experience as well as academic experience with public participation. She will lead the project and assist with the development and execution of the public participation plan.



**Kate Carone - Report Writer & Communications.** Kate earned a BA in Science in Society from Wesleyan University in 2003, and will complete Portland State University's Master of Urban and Regional Planning, Environment focus, in June 2010. She has lived in Portland for the past six years, where she has gained experience in green publishing, marketing, community outreach and environmental education and restoration. She will co-author the final project report and manage external communications including new media channels.



**Turhan Sonmez - Site Design and Graphics Production.** Turhan earned a BS in Landscape Architecture and a Minor in Community Development from the University of California, Davis in June 2008 and will complete Portland State University's Master of Urban and Regional Planning, Environment focus, in June 2010. His professional interests are in the field of Urban Design, where he feels he can best apply the entire breadth of his skills, knowledge, education, and experience pertaining to urban issues and environments. He will produce the final site plans as well as all other supporting graphics and be in charge of formatting and layout for all final deliverables.



**Elizabeth Milner-Report Writer and Managing Editor.** Elizabeth received a BA in creative writing from Beloit College in 2002 and will complete a master's degree in urban and regional planning, with an environmental specialization, from Portland State University in June, 2010. A Portland resident since 2002, Elizabeth has experience researching and writing about local environmental and social issues as well as a background in community outreach and organizing and environmental restoration. She will co-author the final report and serve as primary editor for all deliverables.

