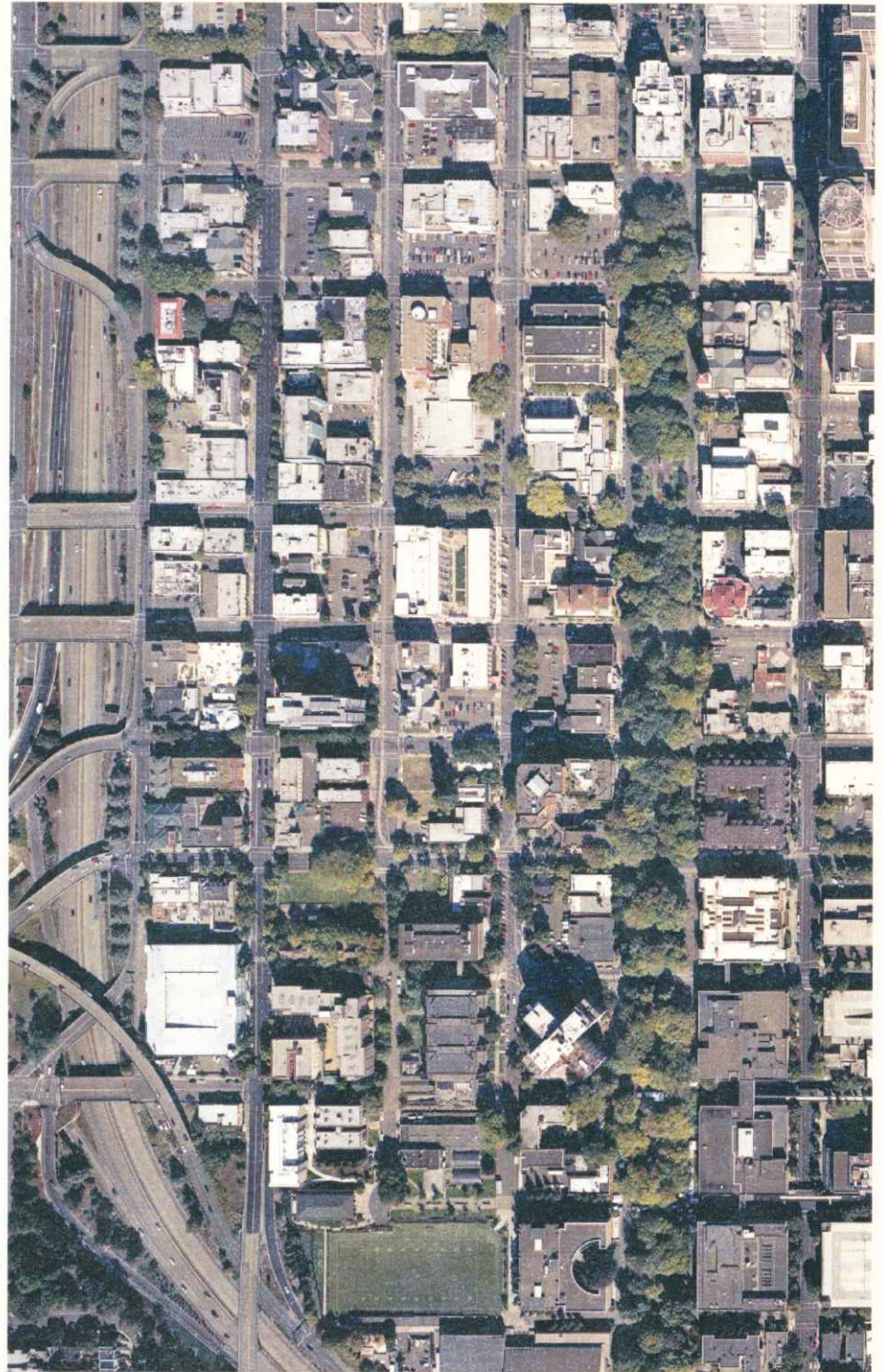


South Park Blocks Area Development Strategy

Project Proposal for the Downtown
Neighborhood Association



South Park Blocks Area Development Strategy
Planning Workshop Project Proposal
March 15, 2004

This project is the work of a collaboration of students formed in order to satisfy the degree requirements for the Master of Urban and Regional Planning (MURP) at Portland State University. In the Planning Workshop, students work in small groups to develop a project for a local client of their choice. The Planning Workshop class spans two academic terms from January to June.

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Planning Workshop Winter 2004
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THE SOUTH PARK BLOCKS AREA



Residential & Commercial



Transit & Open Space



Religious Institutions & Social Services

INTRODUCTION4

PROJECT STATEMENT5

BACKGROUND6

STAKEHOLDERS14

METHODOLOGY17

PROJECT MANAGEMENT19

CLIENT20

PROJECT TEAM22

MEMORANDUM OF UNDERSTANDING27

APPENDIX A. WORK PLAN28

APPENDIX B. LITERATURE REVIEW/BIBLIOGRAPHY30

INTRODUCTION

In February 2004, while seeking a project for the Planning Workshop, the Portland State University (PSU) Workshop Team began a dialogue with local developer John Carroll and the Downtown Neighborhood Association (DNA). The parties discussed pending development, including Carroll's Eliot Tower, an 18-story, market rate condominium high-rise. Through discussions of the Eliot within the context of the neighborhood, it became clear that there is heightened interest in development opportunities in the South Park Blocks area. Since this is an area with high levels of diversity, culture, and accessibility, the question became, *"How can new development be directed to protect or enhance the character and strengths of the existing neighborhood?"*

Building on that dialogue, the PSU team met with the President of the Downtown Neighborhood Association, Kevin Montgomery-Smith. He conveyed the DNA's interests in regard to pending development in the South Park Blocks area. While most neighborhood residents support new development in the area, there is some trepidation about the preservation of current low-income apartment complexes and social services due to the influx of market rate condominiums. In order to maintain a sustainable, mixed-income, urban neighborhood, a strategy is needed to guide public and private investment in the area to integrate new development into the neighborhood fabric.

The PSU Team and DNA agreed to work together to define their sense of place of the South Park Blocks neighborhood and create a strategy to guide future development in the area. To accomplish this goal, the group has created this project proposal, which illustrates how the project will combine quantitative research, such as a land use and market analysis and building and business inventories, with comprehensive outreach efforts that utilize community interviews, surveys and focus groups. The result of these efforts will be a development strategy that includes an analysis of the current identity of the South Park Blocks neighborhood and recommendations for how future development could be steered to protect that identity.

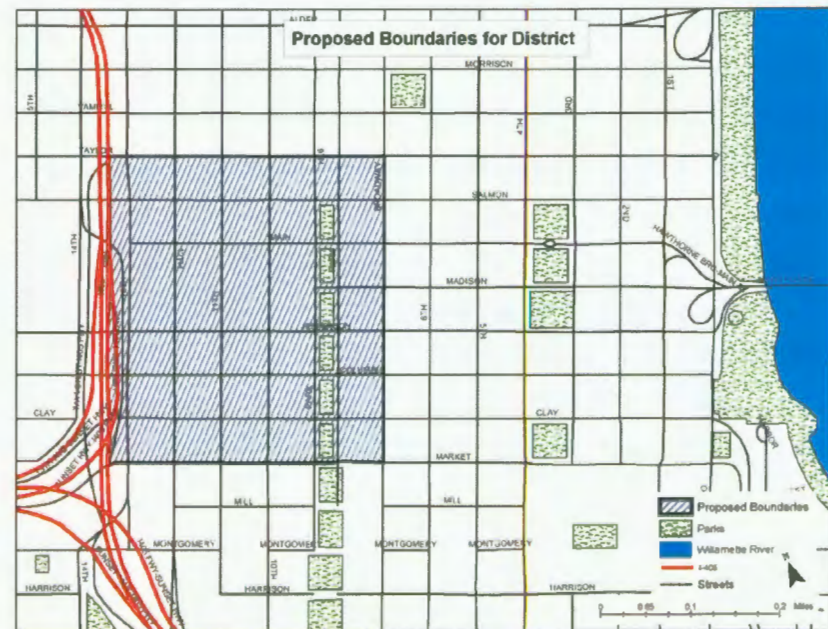


South Park Blocks

CURRENT SITUATION. The area surrounding the South Park Blocks is rich in culture and diversity. Its central location and accessibility to nearby employers, retailers, and services make it an ideal location for its mixed-income residents. Proximity to the streetcar, light-rail, and the bus mall provides residents with mobility to reach destinations throughout the Portland region. The area is adjacent to a number of amenities including Portland State University and various cultural institutions. Despite these advantages, the area surrounding the South Park Blocks needs a cohesive sense of place as increased interest and activity in the area creates the possibility for disjointed and opportunistic development.

PROJECT PURPOSE. The purpose of this workshop project is to create a development strategy that solidifies neighborhood identity, matures a unique sense of place, and builds upon the strengths of the existing neighborhood surrounding the South Park Blocks. The strategy will address compatible development or redevelopment opportunities that protect neighborhood identity and future investment.

PROJECT BOUNDARIES. The study area for this development strategy is currently defined as the area bounded by SW Market to the south, SW Taylor to the north, I-405 to the west, and Broadway to the east. These boundaries were selected to represent the point of transition from the commercial and office uses directly north and Portland State University to the south. Throughout the initial phases of the planning process, community input will be used to determine the final boundaries for this project.



BACKGROUND

HISTORY. Between 1850 and 1870, land donations from Daniel Lowndale, William W. Chapman, and John Couch created a strip of Park Blocks through the recently platted downtown Portland. The Park Blocks were intended to provide both a fire-barrier protection for the riverfront downtown area and public open space.

By the 1880s, elegant Italianate mansions lined the South Park Blocks and were home to many of the city's leading figures, including politicians, financiers, and merchants. Henry Pittock (owner of *The Oregonian*) and Sylvester Pennoyer (future Mayor of Portland and Governor of Oregon) were but two of the city's leaders to reside in the Park Blocks area. Numerous churches and fraternal organizations, including the First Unitarian Church (with Thomas Lamb Eliot as pastor), developed to serve nearby residents. In 1910, the Arlington Club moved to their current location at the north end of the South Park Blocks. These religious and social institutions continue to contribute to the unique character of the area. In 1903, a report prepared by the Olmsted brothers was given to the Board of Park Commissioners and included recommendations for maintaining the Park Blocks as a central focus of the city's parks system.

The westward shift of Portland's downtown encouraged

increasingly dense development along the Park Blocks during the early 1900s. Concurrently, growing commercial activity encroached on the Parks northern and eastern edges. This growth continued into the latter half of the twentieth century. The increasing impact of automobile traffic on the downtown landscape and business vitality can be seen in the many surface parking lots now scattered throughout the area.



South Park Blocks Area, 1940

PAST PLANNING EFFORTS. As part of the Central City and a portion of downtown's West End, the South Park Blocks study area has been subject to a number of planning efforts over the past several decades. The West End Plan describes the five plans that affect the area as The Downtown Plan, South Park Blocks Urban Renewal Plan, Central City Plan, Central City Transportation Management Plan, and the Downtown Neighborhood Association's Residential Plan. The descriptions below have been summarized from the West End Plan as each affects the project study area.

❖ **The Downtown Plan, 1972**

The Downtown Plan set the current direction for planning in Portland's Downtown. Several of the Downtown Plan's guidelines refer directly to South Park Blocks study area. Specifically, the South Park Blocks guideline calls for additional housing to be mixed in with cultural and religious facilities in that area. Other guidelines encourage retail use of ground level space in all buildings and clusters of specialty retail to support Portland State University and residential areas. Zoning Code and map changes that implement the Downtown Plan policies occurred into the late 1970's.

❖ **South Park Blocks Urban Renewal Plan, 1985**

The entire study area lies within the Portland Development Commission's (PDC's) South Park Blocks urban renewal area (SPBURA), which was created to improve the condition and appearance of the area and encourage its development as a thriving residential neighborhood. The South Park Blocks Urban Renewal Plan specifically supports the housing goal of the Downtown Plan and the Downtown Housing Policy. SPBURA has funded many projects including new affordable and market rate housing, aid to retail businesses, and improvements along the streetcar line. The area will expire in 2008. For description of PDC see *stakeholder descriptions*.

❖ **Central City Plan, 1988**

The Central City Plan (CCP), updated and expanded the area of the Downtown Plan. The CCP updated Downtown Plan policies and greatly elaborated on the urban design plan for the Downtown Plan area. The CCP concept map designates most of the study area as Central Residential with a small portion around Taylor Street as Central Commercial.

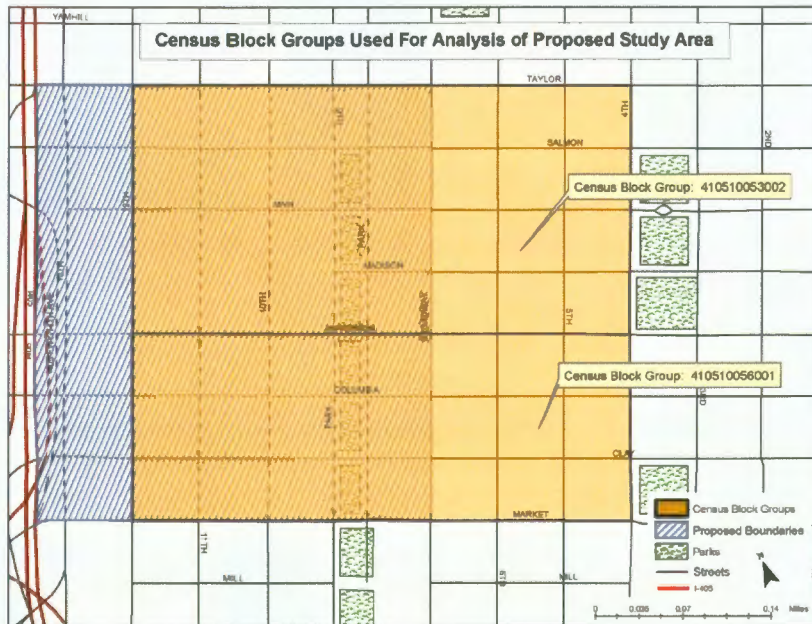
❖ **Central City Transportation Management Plan, 1995**

This plan carries out the CCP's transportation policy. The plan supports growth in the Central City while managing parking and the transportation system. Off-street parking regulations have been incorporated into the Central City plan district.

❖ **Downtown Community Association's Residential Plan, 1996**

City Council adopted the Downtown Community Association's (DCA's) Residential Plan, which promotes an increased residential base of all income levels in Downtown and the development of more retail sales and services. The plan identifies the area that is the focus of this project as *Park Blocks* and lays out specific recommendations for the subdistrict.

DEMOGRAPHICS. Two Census Block Groups were utilized to examine the proposed study area demographics, including race, income, age, tenure, and family data.



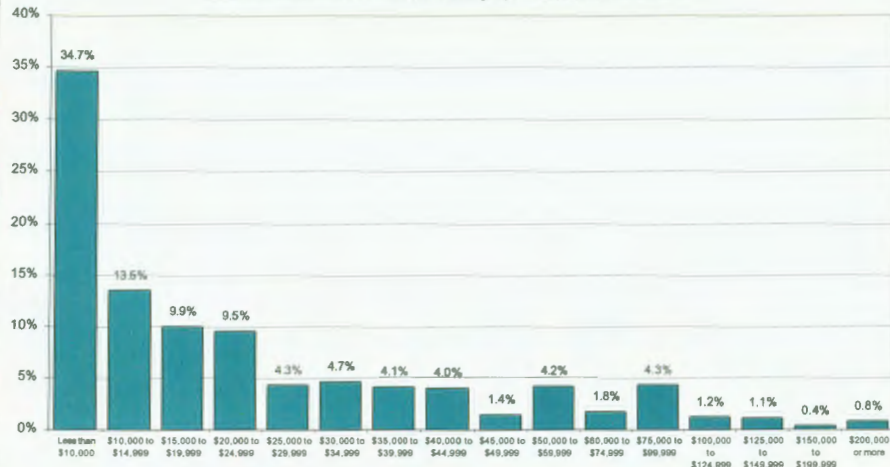
- ❖ The 2000 Census indicates a population of approximately 3,000 residents, within 2,631 households. This indicates small households; in fact, more than 2,000 residents live in non-family households. Furthermore, 370 residents live in group quarters (both institutional and non institutional).
- ❖ The residents are largely White (79.1%). Asians are the largest minority group (9.3%) and the other races compose 11.6% of the population.
- ❖ 32.6% of the population within this area have Census determined poverty level incomes (in 2000, poverty level for a family of four was \$17,463) and 34.7% of households earn less than \$10,000.
- ❖ The median household income is \$17,111. The per capita income is \$21,173.
- ❖ 31.7% of the population receives social security income; 12.6% receive Supplemental Security Income (SSI); 8.2% receive Public Assistance Income.
- ❖ There are very low rates of home-ownership in this study area, with only 8% of households owning their own home. 89.3% of the homeowners are White, and 5.3% are Asian.

Distribution of Household Income within Study Area

Median Household Income = \$17,111.27

Per Capita Income = \$21,173.14

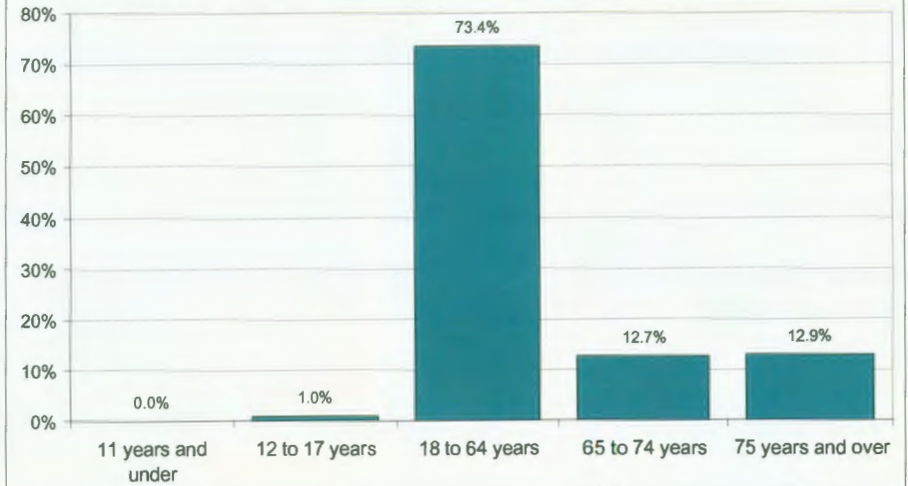
data source: Census 2000 sf3 P052 census block groups: 410510053002 & 410510056001



Age Distribution of Population within Poverty

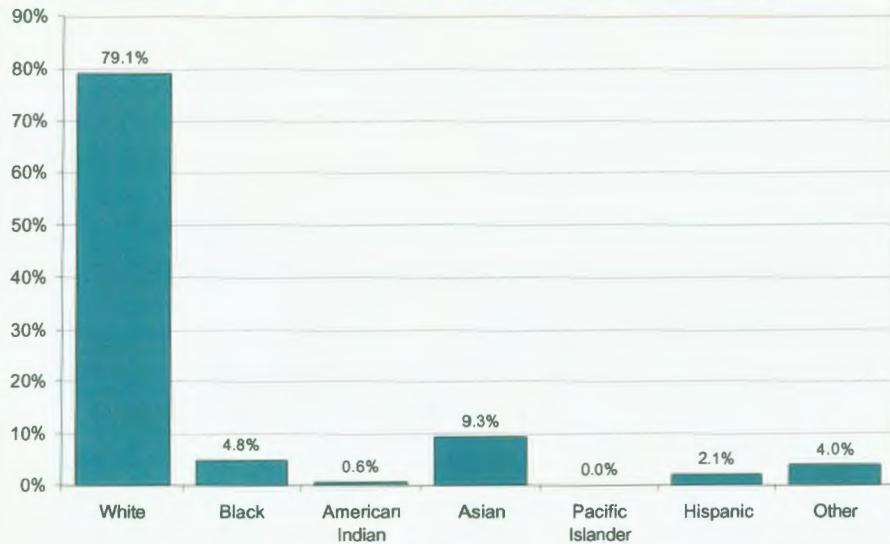
32.6% of the population in this area are within Poverty

data source: Census 2000 sf3 P087 census block groups: 410510053002 & 410510056001



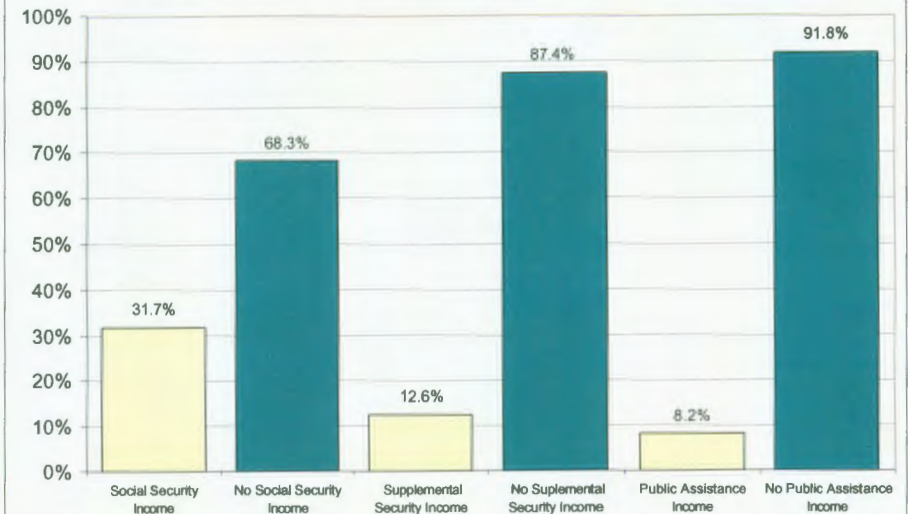
Race Distribution in Study Area

data source: Census 2000 sf3 P007, census blockgroups 410510053002 & 410510056001



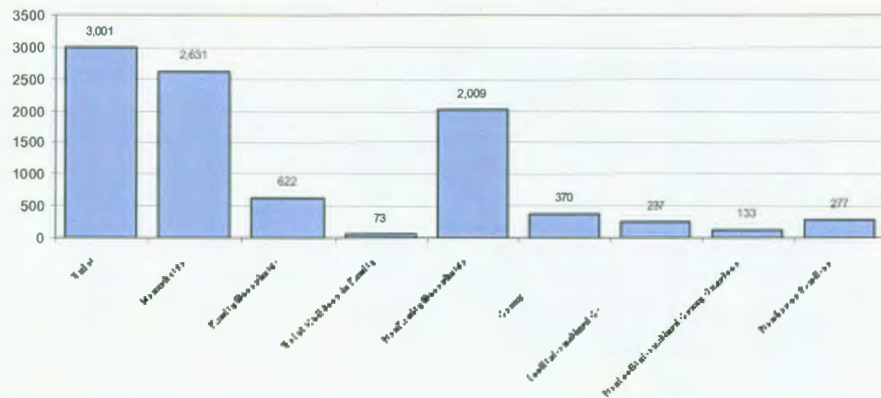
Proportion of Households Receiving Assistance

data source: Census 2000 sf3 P062 census block groups: 410510053002 & 410510056001



Residential Characteristics of the Population

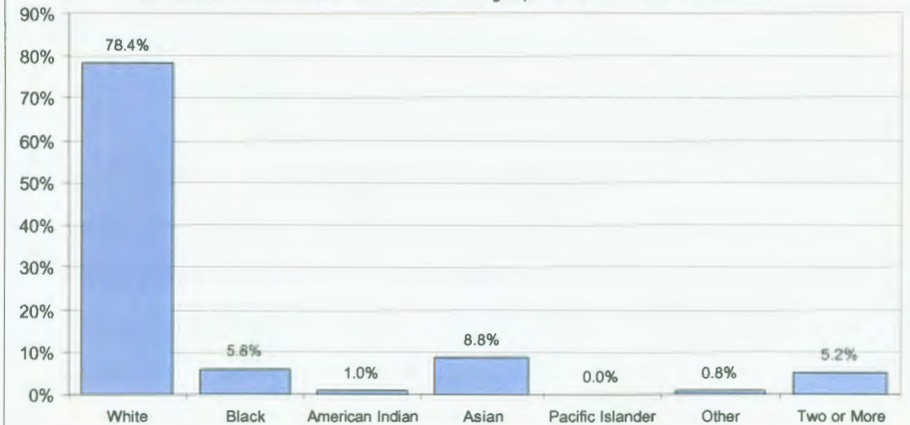
data source: Census 2000 sf3 P009 census block groups: 410510053002 & 410510056001



Race Distribution of Renter Occupied Households

92% of the households in the Study Area are Renter Occupied

data source: Census 2000 sf3 H011 census block groups: 410510053002 & 410510056001

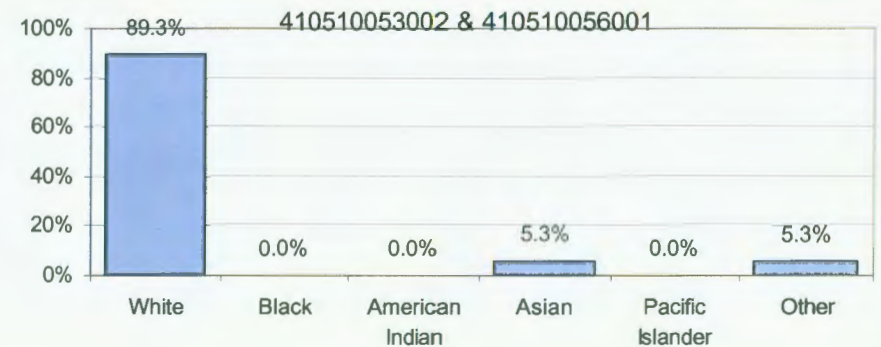


Race Distribution of Owner Occupied Households

8% of the households in the Study Area are

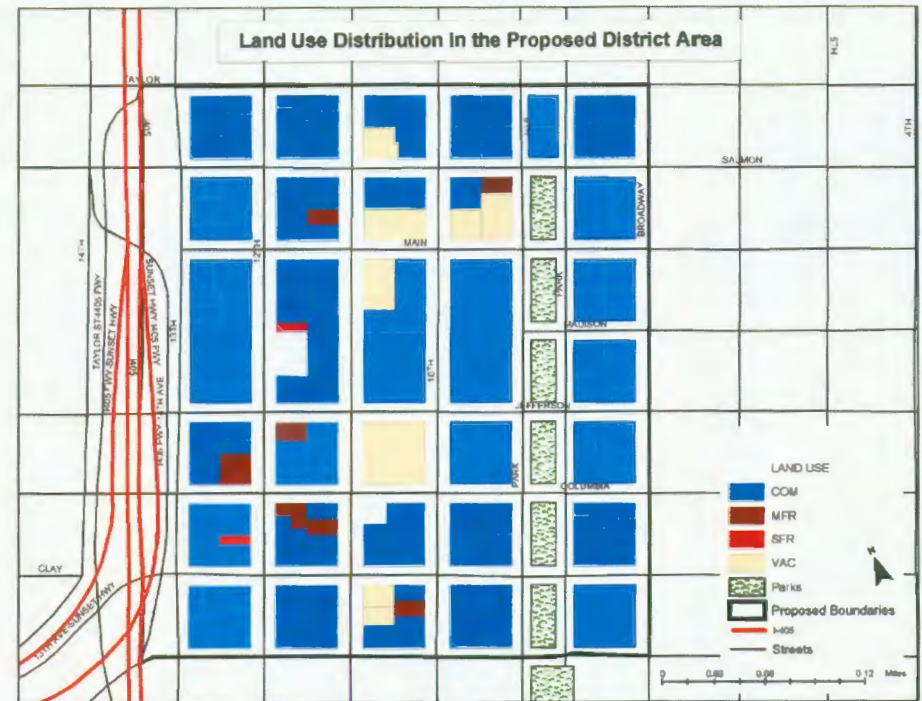
Owner Occupied

data source: Census 2000 sf3 H011 census block groups:



BUILT ENVIRONMENT & ZONING. Data for the examination of the built environment was obtained from the August 2003 Regional Land Inventory System on a tax lot level.

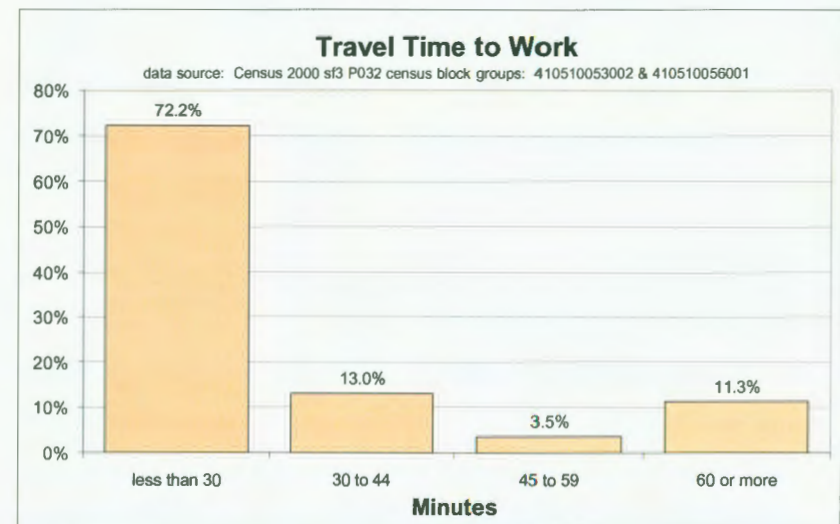
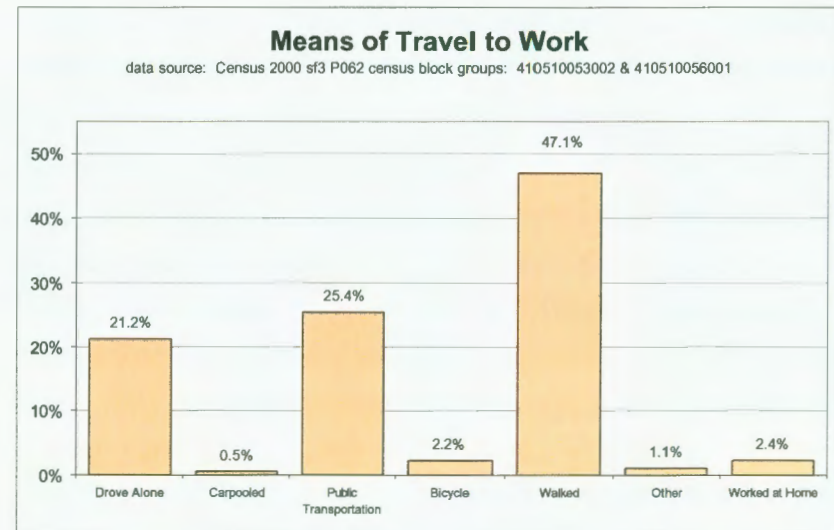
- ❖ Approximately 52% of the tax lots in the study area have a commercial land use. 41% are residential uses, and the remaining 7% are vacant. The chart below indicates the varying sizes and average costs of the various land uses throughout this district.



Land Use	Count of Tax Lots	Average Tax Lot Size (acres)	Average Building Square Feet	Average Land Value	Average Building Value	Average Total Value	Average Sale Price
COM	132	0.2209	24,084	\$928,043	\$2,403,298	\$3,331,341	\$568,125
MFR	104	n/a	995	\$15,894	\$123,351	\$139,245	\$114,800
SFR	2	0.07	3,775	\$145,360	\$365,970	\$511,330	\$150,000
VAC	16	0.275	2,764	\$1,115,975	\$3,163	\$1,119,138	\$341,563
No information	2	0.165	40,596	\$439,815	\$2,080,435	\$2,520,250	n/a
TOTAL	256						

TRANSPORTATION. Data regarding transportation choice and commute was pulled from the 2000 Census for the two Census Block Groups within the study area. According to the Census:

- ❖ Nearly half of the areas residents walk to work.
- ❖ Almost 75% of the people either walk or take public transportation as their primary means of commuting to work.
- ❖ Similarly, the residents are more likely to work in close proximity to their homes. Just under 75% of residents commute time is under 30 minutes. With the area's close proximity to major regional thoroughfares, including I-405, I-5, and Route 26, a 30-minute commute can cover quite a distance between home and work locations.
- ❖ However, a combination of both graphs indicates that most area residents walk or take the bus within a half hour of their home. In other words, it is highly likely that they work in down



STAKEHOLDERS

Stakeholders. Project stakeholders in the district include individuals, agencies, businesses and organizations from which the project team will receive invaluable support. The team will work closely with several primary stakeholders identified as community residents, business owners, the Portland Development Commission, the Bureau of Planning, the Portland Business Alliance, private developers and TriMet. Descriptions of these stakeholders and their relationship to the project are described below.

Other stakeholders include, but are not limited to: Portland Streetcar, Portland Parks and Recreation, over 10 neighborhood churches, Portland State University, business employees, property owners, the Portland Art Museum, Portland Bureau of Housing and Community Development, the YWCA, and social services such as the Multnomah County Restitution Center, and Outside In. Project staff will communicate with all stakeholders during the course of the project.

❖ Community residents

Residents in the district are primarily renters as there are few ownership opportunities in the area. There are apartment buildings which have units that are considered affordable and are restricted to individuals and families earning less than 80 percent of the median income, with

some units only available to people earning less than 30 percent of median income. In addition, some buildings have units that are used as transitional housing for individuals who have criminal or drug abuse backgrounds.

Market rate rental units are also available in this area and the highest density of these units is located along the park blocks. Rental unit prices along the park blocks are mostly suited for middle-income residents, while market rate units further west of the park blocks can be found for lower-middle income residents. Market rate ownership opportunities are currently only available at three or four sites. Only one of these sites, the Mosaic, was put into active service in 2002 providing 40 number of homeownership opportunities.

❖ Business owners

Many businesses are located in this district without having much connection to one another. The Park Blocks, Broadway, Salmon and Taylor consist mostly of ground level retail stores. Business types include restaurants, coffee shops, travel agencies, and convenience stores. Safeway has been the only grocery store in the district for many years, and its recent move into a larger, more prominent space has clearly made it

the anchor tenant of the area. Most of the businesses located between 10th Ave. and I-405 do not rely on heavy pedestrian or automobile traffic. Business types in this group include architectural firms, law firms and hair salons. An adult theater, a video store, and a picture framing business are also located in the area.

❖ **Social service providers**

There are numerous and varied social service providers in the South Park Blocks area, including the Outside In, and the Multnomah County Restitution Center/River Rock (a work release and drug rehabilitation program). These organizations provide assistance to homeless youth, male legal offenders, and the general public, respectively.

❖ **Portland Development Commission (PDC)**

PDC offers business services, promotes economic development by bringing together public and private partners to develop housing, retail and office projects and performs market analysis, district planning and site planning functions. PDC oversees the ten urban renewal areas in Portland, one of which is the South Park Blocks Urban Renewal Area (SPBURA).

PDC's most notable recent involvement in this area is

Museum Place South, located between 10th and 11th avenues, and Jefferson and Columbia streets. This mixed-use project contains retail space such as Safeway, market rate apartments and some affordable units with income restrictions. PDC owns a few buildings in the area and has developed housing and retail strategies for this area, which may include building renovation, housing unit relocation and development incentives for owners of underutilized sites.

❖ **Bureau of Planning (BOP)**

The Bureau of Planning is the City's planning agency. The Bureau develops plans for the city's livability, vitality, development and long-range goals. With a regional emphasis on limiting urban sprawl, these planning efforts focus on smart development. BOP involvement in the area is through the various Downtown, Central City, and Comprehensive Plans, and the implementation of the West End Plan's amendments to these documents.

❖ **TriMet**

TriMet runs nearly ten bus routes through this district. Routes 58, 63 and 68 travel on Jefferson and Columbia streets; routes 15, 18, 51 and 63 travel on Salmon Street; and, route 6 travels on Market Street. Some of these routes also travel briefly on 10th, 11th and 13th avenues.

Only two of these routes, 6 and 15, provide frequent service. In conjunction with the Portland Mall Revitalization Project, TriMet is planning on rerouting some of its bus routes. Some routes will be taken off the mall and placed on east-west streets such as Jefferson and Columbia. These streets will likely become significant transit streets and provide frequent service through the district.

❖ **Portland Business Alliance (PBA)**

The PBA is the business community's strongest voice in the Portland metropolitan region. They are engaged in all important public policy issues in the region that involve businesses and the business community. The PBA represents approximately 1,600 parties, a majority of which are small businesses with under 50 employees. They provide businesses with assistance in areas such as advocacy, marketing, development and working with public agencies. They also advocate to improve transportation, retail, entertainment, and tourism. They represent a number of businesses in the district and will likely work with new businesses that move into the neighborhood to help ensure their success. The Portland Business Alliance is also the manager of the Business Improvement District (BID) or Clean and Safe District in downtown Portland. The area served by enhanced clean

and safe services and economic development activity funded by property owners does intersect the study area to the east.

❖ **Private Developers**

Development is about to begin on two buildings in the area: Eliot Tower, to be located between 10th and 11th avenues just south of Jefferson Street, and Benson Tower, to be located at the corner of 11th avenue and Clay Street. These new developments will be 18 and 22 stories tall, respectively, and will change the area's landscape. Neighborhood residents, businesses, and churches are concerned with the manner in which new development will integrate into the neighborhood.



The contrast of the historic and new developments represents the diversity of interests in the area

In order to identify and create a development strategy for the neighborhood, this plan seeks to achieve two main objectives:

- ❖ Highlight existing strengths of the Study Area
- ❖ Create guidelines for future development

Both objectives require a combined methodology of 1) community outreach and 2) data collection and analysis. The final product will reflect a balanced mix of these methods.

COMMUNITY OUTREACH. Community involvement includes both Downtown Neighborhood Association members and the variety of additional area stakeholders previously identified. A diversity of perspectives is required to develop a complete understanding of the study area's existing strengths and future opportunities. The likelihood of community approval of the plan increases if the process includes systematic community input and feedback. Buy-in from the community, through outreach, is thus required for the plan to be conceptualized, accepted, and implemented.

A March 8th 2004 DNA Land Use and Planning Committee meeting initiated the community outreach efforts. The meeting agenda included a brief team introduction,

workshop project description, and the distribution of a survey requesting general neighborhood information from meeting attendants as a means of gathering preliminary input. Subsequent DNA meetings offer an arena for continued public contact. The following DNA meetings are possible sessions for presentation to or review by DNA officers and members:

Board of Directors, 4:30 to 6:00 PM

General Membership, 6:00 to 7:30 PM

Dates: March 16, 2004
 April 20, 2004
 May 18, 2004
 June 15, 2004

Land Use Committee, 7:30 to 8:30 PM

Dates: April 12, 2004
 May 10, 2004
 June 19, 2004

Using voluntary, community focus groups affords the opportunity for more detailed or subject-specific information gathering. A series of these stakeholder workshops will be held in April to gain a thorough insight into local perspectives of the area. Direct stakeholder interviews and market

surveys of area residents, business owners, employees and service providers will offer additional input about existing neighborhood conditions and potential improvements to the built environment and neighborhood dynamics.

An advisory group will be formed of representatives from various stakeholder organizations, including the Bureau of Planning, the Portland Development Commission, Tri-Met, community residents, and Social Service Providers. These advisory members will serve as sources of information on the area, and will agree to provide us with information and advice throughout the development of this development strategy. The advisory group will additionally be encouraged to attend team presentations in order to provide input on the outreach efforts and final product.

DATA ANALYSIS AND COLLECTION. Research is needed to identify neighborhood needs, interests, and priorities regarding identity and sense of place development. Additional exploration will focus on best practices by which to avoid displacing low-income residents and increase diversity of the population, housing types, and services in the area. Primary research data sources will include conducting a land use and building stock survey of the area, a business and neighborhood assets inventory, a transit count, and an inventory of existing transportation

alternatives. Secondary sources include 1990 and 2000 Census demographics, and business and housing reports attained from the Portland Business Alliance and Portland Development Commission.

Together, this data will be applied to enhance neighborhood identity, generate alternatives, and assess criteria for final recommendations.

Efficient and effective plan development depends on thorough project management and a clear guide for communications, resource provision, and division of responsibilities.

COMMUNICATIONS. Communications between the client, the team, and the Advisory Group is directed by both the Work Plan (see Appendix A) and the client and team responsibilities delineated later in this proposal. Clear and open lines of exchange regarding the preparation, review, and editing of the final report are of primary importance to communications management. Team members have been designated as the official contacts for specific project stakeholders.

RESOURCES AND BUDGET. Client and team responsibilities also underscore the importance of an open exchange of resources between the client, team, and project advisors. This exchange includes, but is not limited to, data, images, equipment, general supplies, printing, and contact lists. Maximizing available resources streamlines data collection and analysis and minimizes the need for financial expense.

DIVISION OF RESPONSIBILITIES. Distinct client and group responsibilities are established in the subsequent

Client and Team Description sections. Weekly meetings reinforce individual workshop team member's responsibilities and assigned roles as delineated in the Work Plan. Project managers have been identified to ensure that member assignments are carried out and the Work Plan is adhered to.

An additional project management task is to define the Advisory Group's primary responsibilities. This group is to provide a balanced perspective on and review of the planning process and final document. Advisory Group members also contribute available data, resources, and insight; attend community outreach meetings when possible; and, provide specific feedback regarding their organizational or constituency interests. All stakeholders involved in the planning process and strategy development are expected to participate in a positive and constructive manner.

CLIENT

The Downtown Neighborhood Association, as the project client, will serve as the primary advisors for and be the recipient of the final product. The DNA provides a forum for downtown citizens to meet and be heard as a collective voice. Members discuss issues affecting the community, and help residents and businesses work internally and with others, including the various City of Portland bureaus, to create a friendly, safe and vibrant downtown neighborhood. DNA's geographic boundaries are generally West Burnside minus the Skidmore Fountain area (north), the Willamette River (east), and the I-405 freeway (west and south), which encompass the central downtown area of the city of Portland, Oregon.

The Downtown Neighborhood Association is one of Portland's 95 officially recognized neighborhood associations. To be a member of the DNA one must reside, own property, own a business, work, or go to school within the its boundaries. Extending membership to employees and students is rare among neighborhood associations, but many of DNA's most active members come from one of these two groups.

DNA members are interested in enhancing the neighborhood's quality of life for residents, employees, and students within its boundaries. Historically, they support

business success and increases in property values. Although a majority of members live downtown, quite a few work or own a business downtown but live elsewhere. The nine DNA board members have a varied mix of backgrounds. All but one of them work downtown and five of them live downtown.

The DNA created a residential plan in 1994, and aspects of it were used in the Downtown Residential Plan created by the Bureau of Planning in 1997. The plan looked at all of downtown and labeled the study area as *Park Blocks* with boundaries of I-405 to the west, SW Broadway to the east, SW Market St. to the south, and SW Taylor St. to the north. Many of the objectives in the document are the same objectives of DNA members today, such as establishing identities for various areas within downtown and clarifying the interrelationships between the residential community, businesses, and educational, cultural, religious, and social service partners.

Client Contact. Kevin Montgomery-Smith, President of the DNA, will be the primary client contact for the project team. Secondary contacts will consist of the eight other board members listed below:

Victoria Dudley, Vice President

Kevin Donegan, Secretary
Geoffrey Carrizosa, Treasurer
Dan Zalkow, Land Use & Planning Chairperson
Ken Calvin, Housing Representative
Erika Silver, Public Safety Representative
Nohad Toulon, Member at Large
B.J. Seymour, Member at Large

CLIENT RESPONSIBILITIES. The DNA agrees to fulfill the following responsibilities to the planning workshop project team for the duration of the project:

- ❖ Identify a primary contact to represent the interests of the DNA (Kevin Montgomery-Smith). Maintain open lines of communication, meet with the project team every other week throughout the project, review the team's progress, and provide feedback within the time frame proposed by the team. Understanding the time constraints, the client is responsible for informing the team of any inability to communicate within the proposed time frame as soon as is possible.
- ❖ Assist the team in identifying individuals, businesses and agencies who are important stakeholders and who may be able to provide relevant data, advice and

suggestions. This networking requires open access to DNA contact information and resources, including any relevant data sources that are within DNAs knowledge base.

- ❖ Recommendations will be based on the information generated throughout the course of the planning project and will not be limited by the preconceived notions of either party.
- ❖ Understand that unless specifically stated as confidential, all information provided by DNA will be assumed to be public information and may be released to stakeholders as such.
- ❖ Support the project philosophy and methodology enumerated in the project proposal, or as agreed upon by both parties.
- ❖ The Workshop team will be permitted to be present, and DNA will allow time for presentation at the March, April, and May board or general meetings of the Downtown Neighborhood Association.
- ❖ In the form of a formal letter, evaluate the team's performance and final product based on this project proposal.

PROJECT TEAM

The project team consists of five graduate students in the School of Urban Studies and Planning at Portland State University. As degree candidates for the Master of Urban and Regional Planning, members have pursued a variety of specializations within the program, which provides a diverse set of skills and knowledge for the project team. Collectively, the workshop team has extensive experience in public and private sector planning, design, and development.

Dan Zalkow

As the manager of PSU's Transportation and Parking department, Dan manages a budget of over \$5 million and oversees a staff of 35. He manages parking demand and supply and oversees lot and garage maintenance, event and guest parking, alternative transportation promotion, parking enforcement, and customer service and sales at two offices and five lot and garage kiosks. He is active in the community by serving on the Board of Directors as the Land Use and Planning chairperson for the Downtown Neighborhood Association and representing the DNA on the Portland Mall Revitalization Community Advisory Committee. He also serves as an alternate citizen representative on Metro's Regional Transportation Options committee.

Jennifer Mannhard

Trained as an architect, Jennifer worked in large and small architecture firms before returning to graduate school. With an interest in sustainable development and the relationship between the built and natural environment, she specialized in Environment and Land Use planning while also pursuing the graduate Certificate in Real Estate Development. As a graduate research assistant, Jennifer works in PSU's Office of Facilities and Planning on the University District expansion plan. To compliment her academic studies, she has interned with the Office of the Mayor and currently works for the Portland Development Commission in the Gateway Urban Renewal Area and on the Portland Pedestrian Way-finding System.

Lisa Abuaf

In 1996, Lisa completed an undergraduate degree in Political Science at a small liberal arts college in Portland. She went on to explore a series of potential careers, including international affairs, art history, and illustration, and to experiment with living in the nation's political and entertainment capitals. Deciding that she preferred Portland's skyline and streetcar to the D.C. capitol and L.A.'s extensive highway system, Lisa returned to Portland. While completing her Master of Urban and Regional Planning

degree, with a specialization in Community Development and Land Use, Lisa has also spent the past two years working with the Portland Bureau of Planning's Historic Preservation team. As a graduate research assistant, Lisa has researched the role of community involvement in PDC's urban renewal planning efforts. She currently works with PSU's Office of Facilities and Planning on the University District expansion plan.

Natasha Detweiler

After earning her Bachelor of Arts in Sociology and Anthropology 1999, Natasha joined Americorps VISTA in Brooklyn, New York. With interests in asset and economic development, Natasha fostered the development and activities of a local merchants association, created and taught business planning courses, assisted in the creation of a Community Development Credit Union, and edited a community newspaper. Natasha is currently specializing in Community Development in the Masters of Urban and Regional Planning program at PSU and is working to earn a graduate Certificate in Real Estate Development. While in the masters program Natasha has worked as an intern with the Clackamas Community Land Trust program, and the Portland Development Commission's Research and Data Services department. As a graduate research assistant with the School of Urban Studies and Planning,

Natasha is assisting in the evaluation of the Housing Authority of Portland's HOPE VI project.

Steve Faust

Over five years of experience in community organizing with a neighborhood organization propelled Steve to become an advocate for citizen participation in governmental decision-making processes. Steve's interest in neighborhood planning and public negotiation has led him to specialize in Land Use and work towards the GIS Certificate for Planners. In addition to short-term internships with three bureaus at the City of Portland, Steve has served as a graduate assistant for the Institute of Portland Metropolitan Studies working on the Community Geography Project and the Damascus Study Group.

Project Team

The team as a whole is interested in the interface between the development opportunities that exist in the South Park Blocks area and the potential for creating a more cohesive community identity. The group intends to bring together their varied skills and knowledge through their common interest in development and sense of place. All members agree that community involvement is an integral factor in the planning effort and the creation of implementable development recommendations.

TEAM RESPONSIBILITIES. The TEAM agrees to fulfill the following responsibilities for the duration of the project:

- ❖ Consult with DNA on all decisions regarding changes in the project methodology, product creation, and Work Plan.
- ❖ Maintain open lines of communication with client and respond to any inquiries from client in a timely manner.
- ❖ Abide by the project philosophy and methodology enumerated in the project proposal, or as agreed upon by both parties.
- ❖ The workshop team agrees to provide two printed copies and one electronic copy of the final product to the DNA Board and to make a formal presentation of the final product at the June DNA Board or general meeting.
- ❖ Recommendations will be based on the information generated throughout the course of the planning project and will not be limited by the preconceived notions of either party.

THE PLANNING WORKSHOP MISSION. The project team seeks to fulfill the planning workshop mission and develop a product that will contribute to the achievement of local and regional goals for sustainability, quality of life, and social justice. The planning process will tackle issues relating to equity, economics, and the environment of the study area and how those issues relate to regional trends.

The designated study area surrounding the park blocks contains a significant population of low income residents and workers and new development will result in an increasing number of higher income condominium owners. As a long-term residential area, this section of downtown Portland will become home to quite a few higher income apartment complexes and condominiums as well as a number of affordable or assisted-living buildings. It is also the location of many social service agencies and religious institutions that serve the local population in need. As the planning team analyzes development patterns and opportunities, it will be astutely aware of building upon rather than replacing this diversity.

The team will explore market segmentation and produce recommendations that encourage a good balance between jobs, housing, and services in the area.

In addition, the team would seek opportunities to reuse existing building stock and infrastructure to further sustainable development goals in concert with the Sustainable City Principles. The use of transit will be addressed in terms of an environmentally friendly transportation option as well as a catalyst for future development. The development strategy will also consider new environmental regulations that affect development costs and overall quality of life in the neighborhood.

Addressing these issues of environment, economics, and equity in the study area serves to strengthen the community and open new opportunities for growth, infill, and redevelopment, which furthers regional growth objectives. As part of a larger planning effort, the team's work could serve to inform and help advance the recommendations set forth in the West End Plan and development efforts of the South Park Blocks Urban Renewal Area. This area has served as a vibrant residential center for over a century and continues to contribute to the vitality of the region through housing, jobs, and services, but given its locality and amenities, contains immense potential to build upon those strengths to accommodate regional economic and housing growth as people of varying age and income choose to live and work in the neighborhood.



South Park Blocks

MEMORANDUM OF UNDERSTANDING






This Memorandum is an agreement between the Downtown Neighborhood Association (DNA) and the Portland State University Graduate Team to abide by this project proposal including the Client and Project Team responsibilities.

This agreement becomes effective upon the last date accompanying the signatures below and remains in effect until either:
1) the assigned Project is completed or 2) it is terminated by one or both parties.


Designated Representatives:

The Project Team and DNA agree to assign the following individuals to be responsible for the conduct of the project.

Team Members:

Name 	Date <u>3/15/04</u>
Name 	Date <u>3/15/04</u>
Name 	Date <u>3/15/04</u>
Name 	Date <u>3/16/04</u>
Name 	Date <u>3/15/04</u>

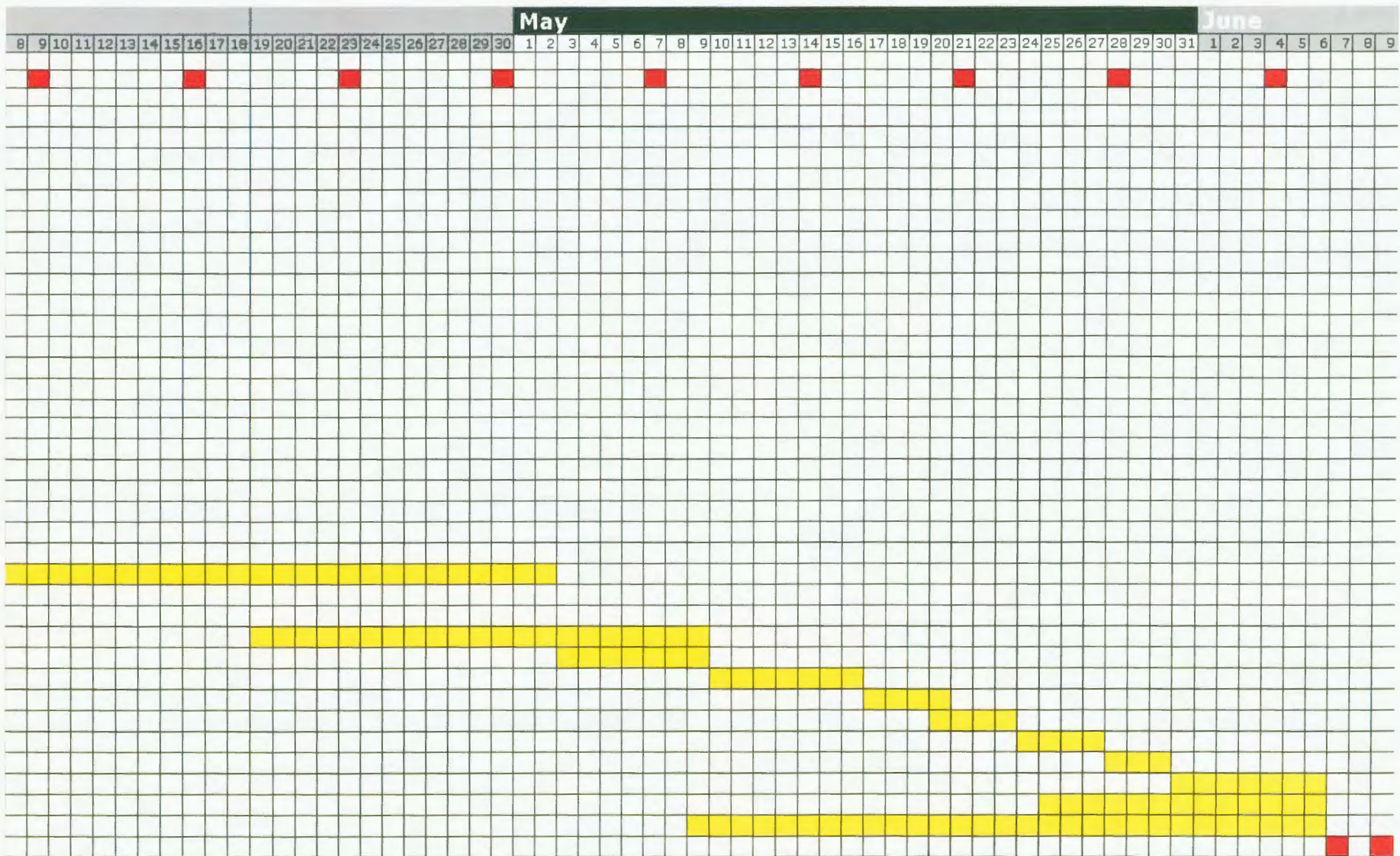
DNA Representative:

Name 	Date <u>3/15/04</u>
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APPENDIX A: WORKPLAN

Task	February							March							April																																		
	18	19	20	21	22	23	24	25	26	27	28	29	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6
Meeting with John Carroll	X							X																X																									
ReRun Group Meeting			X							X							X						X																										
Design DCA meeting flyer										X	X	X												X																									
Compile Mailing list for DCA meeting													X																																				
Send flyer and mailing list to Sasquatch													X																																				
Team Site Walk														X																																			
Team Meeting with DCA (Kevin)														X																																			
Distribute Flyers around Study area															X																																		
DCA presentation materials																X																																	
Pull together all relevant past plans																																																	
Approach contacts for advisory comm.																																																	
Discuss project with Keith at PDC																																																	
1st Draft of Project Proposal																																																	
DCA PRESENTATION																																																	
1st Draft of MOU to client																																																	
2nd Draft of Project Proposal																																																	
WORKSHOP WINTER REVIEW																																																	
2nd Draft DCA response																																																	
Final Project Proposal																																																	
PROJECT PROPOSAL DUE																																																	
Self and Peer assessment due																																																	
DCA BOARD MEETING - SIGN MOU																																																	
Individual writing assignment due																																																	
Web CT setup																																																	
SPRING BREAK																																																	
Data Collection																																																	
Plan focus group meetings																																																	
Conduct stakeholder interviews																																																	
Data Analysis																																																	
Formulate Conclusions																																																	
PLAN - 1st draft																																																	
DCA review 1st draft																																																	
Review and edit 1st draft																																																	
Plan - 2nd draft																																																	
Review and edit 2nd draft																																																	

- Past Dates
- Meetings
- Assignment Due Dates
- Work on it
- Vacation



APPENDIX B: LITERATURE REVIEW/BIBLIOGRAPHY

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Neighborhood Buildings