

# No Vacancy!

EXPLORING TEMPORARY USE OF EMPTY SPACES IN THE CENTRAL EASTSIDE INDUSTRIAL DISTRICT

PROJECT WORK PLAN  
MARCH 9, 2009



A PROJECT OF **LOCUSLAB**: BECKY DANN, BRIANA MEIER, EMILY RICE, BETH SOMERFIELD  
CLIENT: CENTRAL EASTSIDE INDUSTRIAL COUNCIL—PORTLAND, OREGON





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### CONTACT US

LOCUSLAB

[locuslab@gmail.com](mailto:locuslab@gmail.com)

Becky Dann

[beckydann@gmail.com](mailto:beckydann@gmail.com)

Briana Meier

[bkmeier@pdx.edu](mailto:bkmeier@pdx.edu)

Emily Rice

[rice.emilyk@gmail.com](mailto:rice.emilyk@gmail.com)

Beth Somerfield

[someb@pdx.edu](mailto:someb@pdx.edu)

<http://novacancyproject.wordpress.com>

CENTRAL EASTSIDE INDUSTRIAL COUNCIL

Terry Taylor, CEIC Executive Director

[terry@ceic.cc](mailto:terry@ceic.cc)

<http://ceic.cc>





### OVERVIEW

Vacant lots and buildings, whether in stages of redevelopment or decline, are spaces in flux. Left unused, these empty spaces can pose difficult challenges for their owners and surrounding neighborhoods; however, the uncertain futures of vacant sites also present unique opportunities for a variety of temporary uses. Food cart nodes, art and theater installations, green technology demonstrations and community engagement efforts are just a few of the many temporary use projects emerging in empty spaces in cities throughout Europe and the United States. Far from being problem spots, vacant lots and buildings can serve as laboratories to test out new ideas for art, business and civic endeavors.

This spring, LocusLab, a group of graduate students in the Urban and Regional Planning Program at Portland State University, will partner with Portland's Central Eastside Industrial Council (CEIC) to explore the applicability of temporary uses in the Central Eastside Industrial District (CEID). Through a series of focus groups and interviews with owners of vacant or underutilized property and potential users, LocusLab will analyze the barriers to temporary use and identify potential approaches to enable the activation of vacant space in the CEID. We hope this project will serve as a foundation to establish connections between people looking for space and property owners seeking to fill empty or underutilized lots and buildings for the short term. In turn, these connections can serve as a starting point for project participants to continue implementation beyond the completion of this initial project.

### WHAT DO WE MEAN BY VACANCY?

Whether in decline, temporarily unfit for use, difficult to use or awaiting a specified future development, vacant spaces are spaces in states of limbo between prior and future uses.

Vacant spaces include:

- Land in a "holding pattern" or being "land banked", awaiting conditions (economic, financial, personal, etc.) to be ripe for redevelopment,
- Portions of buildings that are temporarily unoccupied, including spaces for lease,
- Rooftops and walls that cannot be permanently occupied, and
- Awkward spaces for which permanent occupants are difficult to find.

**LocusLab will analyze the barriers to temporary use and identify potential approaches to enable the activation of vacant space in the CEID.**



THE REINDEER "GUERRILLA RESTAURANT", LONDON  
[WWW.GUERRILLADINING.COM](http://WWW.GUERRILLADINING.COM)



FUTURE SITE OF NEW CONSTRUCTION IN THE CEID  
PHOTO BY EMILY RICE

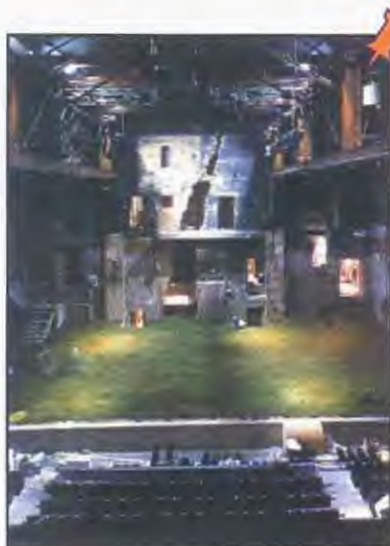




# No Vacancy!

## EXPLORING TEMPORARY USE OF EMPTY SPACES IN THE CENTRAL EASTSIDE INDUSTRIAL DISTRICT

**Temporary uses are projects and events intended from the outset to be impermanent.**



TEMPORARY THEATRE  
IN A DERELICT POWER STATION  
SHOREDITCH, LONDON  
[WWW.HAWORTHTOMPKINS.COM](http://WWW.HAWORTHTOMPKINS.COM)

**Temporary uses can generate activity on and interest in sites experiencing “holding patterns”.**

### WHAT DO WE MEAN BY TEMPORARY USE?

Temporary uses are projects and events intended from the outset to be impermanent. There are myriad types of temporary uses in urban spaces, including seasonal fairs, summer movies, seasonal/holiday sales, urban gardening, art installations, live performances, new technology demonstrations and micro-enterprise developments. (See pages 6-8 for Project Precedents: Examples of Temporary Use).

### WHY WORK TO CATALYZE TEMPORARY USES?

Temporary uses can generate activity on and interest in sites experiencing “holding patterns”, preventing them from becoming harbors of inactivity, blight and decay. Temporary use can also help to catalyze “creative economies” by serving as laboratories for artistic and cultural activities, environmental efforts and civic society endeavors, as well as providing short-term space for entrepreneurial start-up businesses before they expand to more permanent homes, and space for business efforts that are designed to be temporary.

### *No VACANCY!* IN THE CEID

The CEID will serve as a test site to investigate the possibilities for temporary use of vacant space. The CEIC will serve as LocusLab’s client. Terry Taylor, Executive Director, will act as the point of contact for the CEIC. LocusLab, under contract with the CEIC, will explore the potential for temporary use projects to:

- Increase visibility of and support for the CEID citywide,
- Offer innovative land use options, and
- Support the eclectic mix of businesses and activities in the district.

Highlighting the potential for temporary use in the CEID can help define the district’s role as the city’s “test kitchen”, a place where innovative ideas can be tried out and new businesses can be incubated while core industrial uses continue to thrive. In addition, though the CEID is a City designated Industrial Sanctuary, it is also home to numerous other types of commercial and retail businesses. Exploring ways to keep outdoor and storefront street-level spaces vibrant will ensure that the pedestrian realm remains active. Temporary uses may represent a way to bring additional liveliness and attention to the district without sacrificing its core industrial identity.





## PROJECT CONTEXT

### PROJECT AREA: CENTRAL EASTSIDE INDUSTRIAL DISTRICT

The CEID is an unusual example of an Industrial Sanctuary located within a central city. It covers 681 acres between the Willamette River and Southeast 12<sup>th</sup> Avenue, running from I-84 on the north to Southeast Powell Boulevard on the south. The district is primarily zoned industrial, but also includes a substantial area zoned for commercial-oriented mixed use and small areas zoned for residential use.

The district supports approximately 1,100 businesses and 17,000 employees. The unique mix of employment and business types, coupled with the relative affordability of work space, make the district a desirable place in which to locate a start-up business. Clusters of green businesses, distilleries, creative design services and building material manufacturers are well-established in the CEID, with new clusters such as film industry companies, adding to its existing eclectic industrial mix. With its close proximity to the Central Business District, the CEID is both distinguishable from and complementary to downtown businesses.

### CLIENT: CENTRAL EASTSIDE INDUSTRIAL COUNCIL

Comprised of all volunteer members, the CEIC represents business and property owners in the CEID. The CEIC was created in 1980, shortly after the City's designation of the district as an Industrial Sanctuary.

CEIC mission: "To maintain the Central Eastside Industrial District as an industrial sanctuary, ensure it continues to be a major employment zone for the city of Portland and to protect the rights of property owners and businesses in the district."

The CEIC is actively involved in shaping and managing the district by working with the City on issues including tax increases, parking, street alignment and nuisance crime, as well as economic development projects. For example, the CEIC was instrumental in the decisions to locate Oregon Museum of Science and Industry and the Oregon Convention Center in the district. The CEIC also acts as a networking and social organization to promote relationships between businesses in the district.



CENTRAL EASTSIDE INDUSTRIAL DISTRICT

**The CEID covers  
681 acres between the  
Willamette River and Southeast  
12<sup>th</sup> Avenue, running from I-84  
on the north to Southeast Powell  
Boulevard on the south.**



The CEIC is committed to retaining the special industrial character of the district. To understand how best to address the tensions and opportunities in the district, in the Fall of 2008, the CEIC participated in a vision and strategic planning process led by a group of students in Portland State University's Master of Business Administration program. The resulting CEID Vision and Strategic Plan lists five goals:

**The CEIC is committed to retaining the special industrial character of the district.**

- Raise awareness of the CEID potential,
- Establish a shared vision for the CEID through 2040,
- Guide city planning, development, land use and public policy,
- Facilitate partnerships and coordinate the efforts of public and private stakeholders, and
- Ensure the CEID remains a vital contributor to the economic viability, livability and sustainability of the City of Portland.

The CEIC recently adopted the Strategic Plan as a guiding document for the organization's efforts.

*No Vacancy!* supports the Strategic Plan goals and specifically promotes the CEIC's efforts to achieve the following plan recommendations:

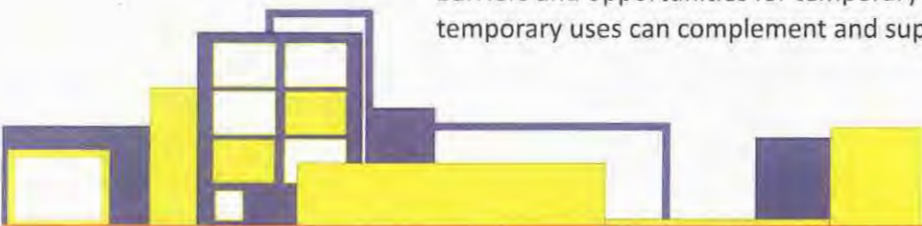
**The relatively few vacant parcels and buildings in the CEID provide ample opportunity to explore barriers and opportunities for temporary use.**

- Communicate a unique brand identity for the CEID,
- Showcase and promote CEID strengths, amenities, clusters and success stories,
- Incubate new businesses,
- Support property development, and
- Enhance sustainable support features within the district.

### VACANCY IN THE CEID

The CEID is clearly thriving and does not exhibit the states of decline evident in industrial areas of many American cities. The district does not suffer from a surplus of vacant lots and buildings. Instead, a few vacant lots are scattered among the well-established fabric of utilized spaces.

The relatively few vacant parcels and buildings in the CEID provide ample opportunity to explore barriers and opportunities for temporary use; these properties also offer a chance to explore how temporary uses can complement and support existing businesses.





LocusLab seeks to investigate ways to capitalize on the transition stages of various properties in the district. We have identified four types of “vacant” space that we would like to explore in the *No Vacancy!* project:

**1. Undeveloped land in a “holding pattern” or being “land banked”.**

In the current economic state, large-scale development ventures are largely at a standstill. Several parcels appear to be vacant awaiting redevelopment opportunities. LocusLab will explore interim uses for this land as a means to bring economic benefits, by helping to activate these spaces until “permanent” development takes place.

**2. Vacant buildings, including ground-floor retail spaces.**

Buildings that are not in use or only partially leased and/or storefronts that are not leasing may be good candidates for short-term uses, especially if the retail market remains soft.

**3. Rooftops.**

The relatively flat, large rooftops of many of the buildings in the CEID harbor potential for a number of temporary uses. For example, rooftops can be inexpensively retrofitted for urban gardening, stormwater management facilities and other green technology installations.

**4. Waterfront Spaces.**

LocusLab will research the potential for temporary use projects to engage people with the waterfront and the Willamette river.

Several questions will help inform this project and further refine our conception of vacant property suitable for temporary use:

- How long does a parcel have to sit vacant before it should be considered for temporary use?
- Should lots used for haphazard parking be considered for temporary use?
- At what point do property owners become receptive to the idea of temporary uses?



CREATIVE/INDUSTRIAL SPACE FOR RENT IN THE CEID  
PHOTO BY EMILY RICE

**LocusLab seeks to investigate ways to capitalize on the transition stages of various properties in the district.**



UNDERDEVELOPED LAND IN THE CEID  
PHOTO BY EMILY RICE



# No Vacancy!

EXPLORING TEMPORARY USE OF EMPTY SPACES IN THE CENTRAL EASTSIDE INDUSTRIAL DISTRICT

Existing temporary uses range from individual projects on single pieces of land, to exhibitions and design competitions hosted by cultural organizations, to ongoing programs coordinated by municipal agencies.



WINTERFELD PLATZ, BERLIN  
PHOTO BY BRIANA MEIER



SPACE BEACH, BERLIN  
PHOTO BY BRIANA MEIER

## PROJECT PRECEDENTS: EXAMPLES OF TEMPORARY USE

*No Vacancy!* is inspired by a number of endeavors already underway in Europe and the United States. Existing temporary uses range from individual projects on single pieces of land, to exhibitions and design competitions hosted by cultural organizations, to ongoing programs coordinated by municipal agencies.

### MUNICIPAL LEVEL TEMPORARY USE PROGRAMS: BERLIN, GERMANY

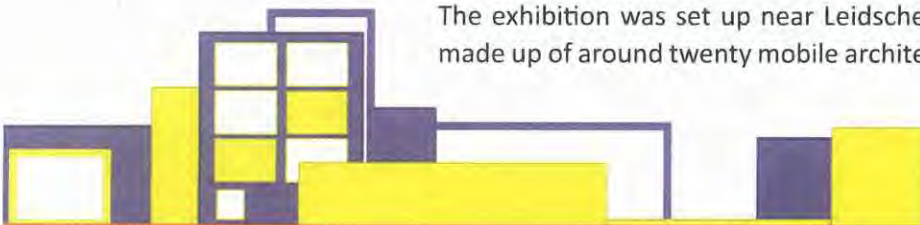
Berlin is promoting the temporary use of land on a number of levels. The Marzahn-Hellersdorf District has developed the NeuLand (New Land) project to facilitate interim uses of the surplus space that abounds in that district. The district government has embraced programs promoting temporary and interim uses of land as a redevelopment technique and philosophy. The district acts as a broker linking property owners with potential users.

(See Appendix I for more information on the NeuLand project and other temporary use and developments in Berlin.)

### BEYOND UTRECHT, LEIDSCH E RIJN, NETHERLANDS

Leidsche Rijn is a newly developing district on the western edge of the city of Utrecht in the Netherlands. Upon full build-out in 2025, Leidsche Rijn – billed as the largest housing and industrial development in the Netherlands – is planned to include 30,000 homes, for a total of 80,000 new residents. In addition, the district is expected to host employment for 40,000 people. Leidsche Rijn's development is being undertaken in an unusual way: the development is not based on a comprehensive master plan; rather, the district is being designed and constructed neighborhood by neighborhood in order to allow for an organically evolving approach to development.

The large scale and long timeframe of the project leave large amounts of space available for short term projects. In response, the municipality of Utrecht and a Dutch foundation, SKOR (Foundation for Art and Public Space) have initiated a program of temporary public art and architecture on the site. This program, Beyond Utrecht, began in Summer 2003 with an exhibition, "Parasite Paradise". The exhibition was set up near Leidsche Rijn's Information Center and included a "settlement" made up of around twenty mobile architectural units. The exhibit pieces represented "small-scale,





artistic, architectural and urban developmental works that make a playful yet serious comment on systematic urbanization.”

SKOR continues to host new programs as part of the Beyond Utrecht initiative. Beyond Utrecht provides an example of a cultural organization and a municipality acting as sponsors to encourage temporary use of spaces in flux.

For more information on Beyond Utrecht, see <http://www.skor.nl/artefact-1475-nl.html?lang=en>.

For more information about SKOR, see <http://www.skor.nl/>.

#### A SNAPSHOT OF TEMPORARY USE PROJECTS IN THE UNITED STATES

Residual spaces in American cities, including vacant lots, urban wastelands, rooftops and empty buildings, have long served as canvasses for a variety of short-term projects. For years, parking lots, vacant lots and tiny “extra” spaces around Portland have been filling up with food carts - recently legitimized through a change in City code - which anchor nodes of activity and provide inexpensive kitchen space for producers of some of the city’s best food.

Art installations are a longstanding form of temporary developments in Portland. For example, last Spring, doctors from the Oregon College of Chinese Medicine worked with Adam Kuby, a local artist, to initiate “Acupuncture for Portland” by inserting a 30-foot tall needle into the ground on the site of the city’s soon-to-be newest neighborhood park.

Last year, students in the Social Practice program at Portland State University designed a mobile, public classroom to move among vacant lots. Around town, residents are building kiosks stocked with hot tea on their corners and painting the asphalt of their street intersections.

In Milwaukee, Wisconsin, abandoned lots are used as tree nurseries to restore the neglected inner city tree canopy. In nearby Madison, a farmers market has grown into a weekly neighborhood festival on a vacant lot awaiting redevelopment. Detroit’s vacant lots host rows of carrots, school groups and video installations. Public park advocates in San Francisco build their own temporary parks in parallel parking spaces. And in Chicago, kids are growing flowers in pots made of old tires, turning asphalt schoolyards into gardens.



BAR RAKETA, AMSTERDAM  
BY INGE ROSEBOOM  
PHOTO BY MARK WEEMEN  
WWW.WWW.INGERROSEBOOM.NL

**Residual spaces in American cities, including vacant lots, urban wastelands, rooftops and empty buildings, have long served as canvasses for a variety of short-term projects.**



ROCKET RESTAURANT ROOF GARDEN, PORTLAND  
PHOTO BY BRIANA MEIER



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## EXPLORING TEMPORARY USE OF EMPTY SPACES IN THE CENTRAL EASTSIDE INDUSTRIAL DISTRICT

Clearly, temporary uses are a real and vital part of American and European cities. Cultural institutions, philanthropic foundations and municipal agencies are supporting temporary use programs to promote urban vitality.

For more information about the above-mentioned temporary use projects, please see:

LocusLab is developing  
a catalogue of  
temporary use projects,  
which can be found at  
[novacancyproject.wordpress.com](http://novacancyproject.wordpress.com).

<http://foodcartsporeland.com>  
<http://www.adamkuby.com/acupuncture.html/>  
<http://socialpractices.blogspot.com/>  
<http://cityrepair.org/wiki.php/>  
<http://www.walnutway.org/>  
<http://www.willystreet.coop/ESFM/>

LocusLab is developing a catalogue of temporary use projects,  
which can be found at <http://novacancyproject.wordpress.com>.



OBSERVATORIUM, ROTTERDAM  
PHOTO BY ANDRE DEKKER  
[OBSERVATORIUMROTTERDAM.BLOGSPOT.COM](http://OBSERVATORIUMROTTERDAM.BLOGSPOT.COM)



SWEET AWESOME FOOD CART, PORTLAND  
[FOODCARTSPORTLAND.COM](http://FOODCARTSPORTLAND.COM)



SCRAP HOUSE, SAN FRANCISCO  
PHOTO BY CESAR RUBIO PHOTOGRAPHY  
[HTTP://WWW.SCRAPHOUSE.ORG/](http://WWW.SCRAPHOUSE.ORG/)





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## SCOPE OF SERVICES

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LocusLab, acting as a consultant for the CEIC, will address various questions surrounding the concept and implementation of temporary use by:

- Establishing a series of precedent studies of other temporary use and development projects around the world to provide insights, examples and inspiration;
- Engaging with CEID property owners to understand and seek solutions to potential barriers and opportunities to allowing temporary use of their properties;
- Connecting with potential user groups from throughout the City to understand their needs and the barriers that prevent them from making use of temporarily available spaces;
- Discussing temporary use as a component of (re)development strategies with key developers and advisors;
- Inviting business owners, residents of surrounding neighborhoods and other stakeholders to be involved in the project;
- Exploring opportunities and constraints in detail through scenarios within the CEID, and
- Providing stakeholders and the CEIC with the products listed below.

LocusLab will generate the following products for use by the CEIC and others. Products will be produced in print and electronically and will be hosted on the *No Vacancy!* project website:

- Outreach materials describing examples of successful temporary use projects from around the world;
- Materials providing guidance for landowners on how to capitalize on existing opportunities for interim use of their properties;
- Materials providing guidance to individuals, businesses, organizations and others looking for temporary space;
- Recommendations for the City and public agencies on potential ways to address temporary use;
- The beginnings of a network of landowners and potential temporary users, as well as recommendations on how to sustain and grow that network, and how to provide better ways for potential temporary users to be connected with available spaces, and
- A final report including:
  - Potential solutions to identified barriers,
  - Examples of successful temporary use projects from around the world,
  - Descriptions of scenarios developed for specific properties within the district,
  - Lessons learned from user groups and landowners, and
  - Recommendations.



### CLIENT RELATIONSHIP

Successful completion of this project will require the support of the CEIC in several ways. Two of the most important resources the CEIC are providing is access to its network of business owners, landowners and other stakeholders in the CEID, and support in involving the CEIC members in the project. This may include:

- Distributing information electronically to CEIC members,
- Providing meeting space for *No Vacancy!* events,
- Providing time on the agenda of one or more CEIC meetings,
- Providing space on the CEIC's website (or a link to the *No Vacancy!* website), and
- Providing assistance in identifying appropriate scenario participants.

Terry Taylor will provide on-going support and guidance for the project and serve as LocusLab's point of contact with the CEIC. Support will include checking in through meetings and/or email at project milestones and as needed during the project. Terry Taylor will also play an important role in helping LocusLab refine the property-owner outreach strategy and securing access to CEIC members and leadership (requesting time on meeting agendas, distributing information to members, etc.).

CEIC will provide a budget for printing outreach materials and refreshments for outreach events. The estimated project budget is detailed below.

### PROJECT BUDGET

| Item  | Min          | Max          |
|---|--------------|--------------|
| <i>Printing</i>   |              |              |
| Final report  | \$180        | \$300        |
| Guidance document for landowners                                      | \$30         | \$200        |
| Guidance document for users   | \$10         | \$30         |
| Initial outreach materials  | \$30         | \$60         |
| <i>Refreshments</i> (~\$10-15 per focus group/meeting, 8-10 meetings) | \$100        | \$150        |
| <b>Total</b>  | <b>\$350</b> | <b>\$740</b> |



## WORK PLAN NARRATIVE

The following narrative is supplemented by the Work Plan Task Timeline (Appendix II) and Project Flow Chart.

*No Vacancy!* is a comprehensive look at the prospect of temporary use projects and programs in the CEID that will be undertaken in four phases beginning in March and ending in June 2009.

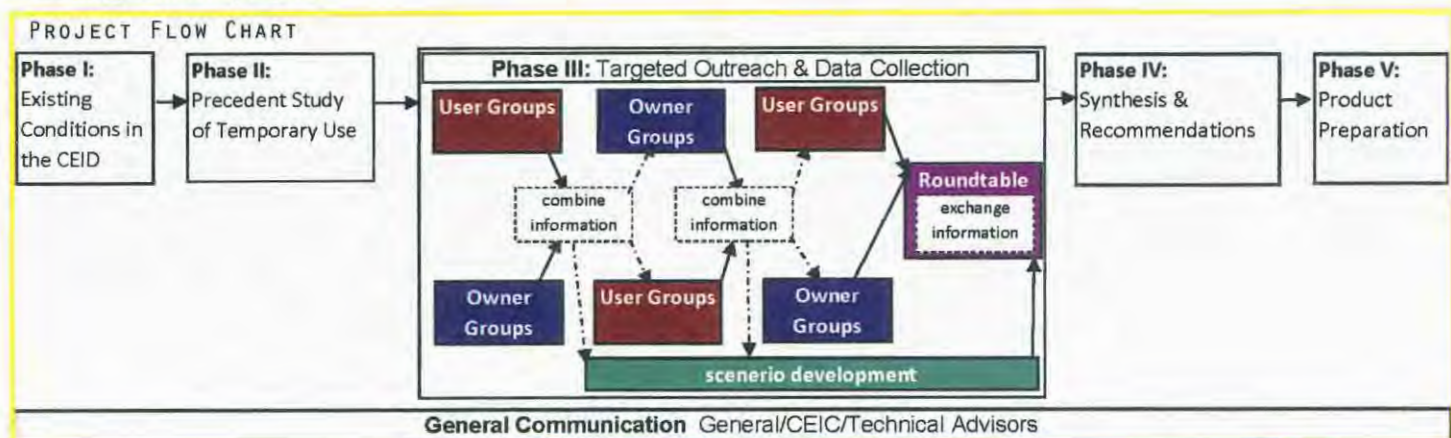
### PHASE ONE: EXISTING CONDITIONS IN THE CENTRAL EASTSIDE INDUSTRIAL DISTRICT

LocusLab will begin with a survey of existing conditions in the CEID, which will provide LocusLab members and project participants with a better understanding of the political, social and economic structure of the CEID. During this phase, members of LocusLab will conduct interviews with key stakeholders in the CEID, including CEIC members and other long-standing business and property owners.

Understanding the institutional context shaping the CEID is a key component of Phase One. LocusLab will compile and summarize important plans and documents that govern the CEID, including:

- Portland Development Commission's Urban Renewal Area documents,
- Portland's Zoning Ordinance (Title 33),
- Building code regulations,
- CEIC's recently adopted Visioning and Strategic Plan, and
- The City of Portland Comprehensive Plan as it relates to the CEID's designation as an Industrial Sanctuary.

LocusLab will conduct several walking/biking site visits to observe and note vacant property and important characteristics of the CEID. Finally, LocusLab will use RLIS data and Assessor's data to create maps of the district that will be used during later stages of the project.





### PHASE TWO: PRECEDENT STUDY OF TEMPORARY USES

There are numerous examples of temporary use in Portland and around the world; food cart nodes are the most common local example. Building an understanding how other cities are incorporating temporary uses and development into the urban landscape will be instrumental to developing an understanding of how temporary use programs might evolve in the CEID.

LocusLab will summarize informal and formal temporary use programs in other U.S. cities and abroad, as well as those that already exist or have occurred within the CEID. The precedent study will result in:

- A overview of the variety of different types of user groups and projects,
- A summary of programs that will be included on the project website and in the final report, and
- Printed information and outreach materials for users and property owners.

(See pages 6-8 for an initial list of temporary use efforts).

### PHASE THREE: TARGETED STAKEHOLDER PARTICIPATION & DATA COLLECTION PLAN

LocusLab will employ an iterative outreach and data collection strategy, which is visually described in the Project Flow Chart (see page 11). LocusLab will engage numerous organizations, groups and individuals in a dialogue to understand the potential for and barriers to temporary use projects and programs. Stakeholder participation will be concentrated in Phase Three and will involve interrelated participation efforts with the following stakeholder groups:

- Potential User Groups,
- Property Owners,
- Real Estate Developers,
- Residents of adjacent neighborhoods, and
- Business owners.

Through general discussions with stakeholders about the potential for temporary use projects, we hope to identify two to four specific sites appropriate for more specific investigations into possible implementation scenarios (See Scenario Development below). Phase 3 will begin with simultaneous initial outreach efforts to both property owners and temporary user groups through existing key contacts.

#### **Temporary User Groups**

Outreach efforts to user groups will be led by Briana Meier and Beth Somerfield. We will begin with a series of individual interviews with existing key contacts. Key contacts will help to identify groups and individuals to invite to a series of focus



groups, to be held the first three weeks in April. We will use a “snowball approach” for identifying participants in the user groups study; at each meeting we will ask interviewees who additional appropriate people to involve in the project might be; we will then invite those people to participate in following meetings.

Focus groups will be structured to mix, as much as possible, the range of possible types of users as a means to encourage exploratory conversation, support relationship building and facilitate the emergence of new ideas. After each meeting with potential user groups, LocusLab will synthesize the “lessons learned”, which will be used during subsequent events and will be included in dialogues with property owners.

### **CEID Property Owners**

Outreach to property owners will be led by Becky Dann and Emily Rice. Beginning with a broadcast email to CEIC members, LocusLab will invite CEIC members to participate in the *No Vacancy!* project. Mr. Taylor has provided LocusLab with the names of key people to interview in the early stages of the outreach process, including past CEIC presidents and long-time business and property owners. In addition, LocusLab will identify other avenues for outreach beyond the CEIC. A tour of the CEID will help bring to light clusters of business types, which may have organizations of their own that should be engaged in the project.

Based on advice from the project client and given the number of other focus groups and committees that CEID property owners are asked to be involved in, information from property owners will be primarily gathered through individual interviews, rather than group meetings. LocusLab will plan and hold one focus group or similar event for property owners to facilitate information exchange. After each meeting with property owners, LocusLab will synthesize the “lessons learned” to be used during subsequent events and to be included in dialogues with potential users.

### **Scenarios**

Depending upon the level of interest expressed by CEID property owners, we hope to identify two to three property owners who are willing to undertake a more in-depth exploration of possible temporary uses of their properties. If willing property owners are identified, LocusLab will work with them to engage potential users and other stakeholders to develop scenarios for possible implementation projects.

Scenarios could identify potential matches between CEID properties and individuals, companies or organizations seeking temporary spaces and would examine the conditions necessary to enable temporary use projects to take place. LocusLab will employ the assistance of technical advisors and will work closely with specific property owners, user groups and interested residents and business owners during this part of Phase Three to determine the scope and content of the implementation scenarios.



### PHASE FOUR: SYNTHESIS & RECOMMENDATIONS

During Phase Four, LocusLab will compile “lessons learned” from all sources and develop draft recommendations for possible implementation of temporary use projects and programs. We plan to host a roundtable discussion with property owners, users and other stakeholders to review draft scenarios and preliminary recommendations.

LocusLab will incorporate roundtable findings into draft recommendations and will share these revised recommendations to key stakeholders in order to obtain another level of feedback and review. LocusLab will incorporate regulatory frameworks, as well as property owner, user and other stakeholder perspectives and interests, into implementation scenarios and recommendations. A strategy for building upon the nascent network of users and property owners that will have emerged out of the project will be included in LocusLab’s final reports and other materials.

### PHASE FIVE: FINAL REPORT & PRODUCT DEVELOPMENT

LocusLab will produce four deliverables as part of the *No Vacancy!* project:

#### 1. Final Report

The final report will synthesize information collected throughout the planning process and will include the precedent study, as well as an analysis of outreach to stakeholders, final implementation scenarios and an analysis of the possibility for a temporary use program in the CEID.

#### 2. Temporary Use Guide for Property Owners

LocusLab will produce a guide in the form of a brochure to be distributed by the CEIC, which will also be available on the CEID website. This brochure will describe how property owners of vacant space can overcome barriers to temporary use and connect with possible user groups.

#### 3. Temporary Use Guide for User Groups

LocusLab will produce a document that describes ways that user groups can overcome barriers to conducting temporary use projects. Although the format and content of this document has not been finalized, the goal of this document will be to address the challenges that potential user groups face in carrying out temporary use projects.

#### 4. Website and Electronic Materials

LocusLab will generate a website that will host project information and products and will remain available beyond the end of the project.



## GENERAL COMMUNICATION WITH PUBLIC

LocusLab has developed a website (<http://novacancyproject.wordpress.com>) to serve as a portal for interested parties to access information about the project and track its progress. LocusLab will encourage development of a network of stakeholders through a *No Vacancy!* Facebook page. LocusLab can be contacted through a central email address: [locuslab@gmail.com](mailto:locuslab@gmail.com). In addition, LocusLab has designed and printed business cards and flyers that will be widely distributed.

## COMMUNICATION WITH CEIC

Throughout this project, LocusLab will maintain open communication with the CEIC and stay in constant and direct contact with Terry Taylor. In the beginning stages of the process, Mr. Taylor will provide LocusLab with critical feedback on the Workplan, and a connection to key contacts within the CEIC, and will inform members of LocusLab of important opportunities to reach out to constituents in the CEID. Emily Rice is the primary contact to Mr. Taylor and the CEIC. Emily will communicate with the CEIC to organize and schedule outreach activities and participation in various Council sub-committees and events.

## ENGAGEMENT WITH TECHNICAL ADVISORS

Technical advisors are a critical source of information pertaining to the implementation feasibility of a temporary use program in Portland. These technical advisors will assist LocusLab in identifying and working through barriers to temporary use. Such barriers that have already been identified include zoning, parking, liability and funding for temporary users.

Below is a list of key agencies and groups from which LocusLab will seek advice. This list is likely to grow and evolve during the course of the project:

- Real estate developers
- CEID business owners
- Neighborhood association representatives
- Portland Institute for Contemporary Art
- Regional Arts and Culture Council
- MotiveSpace Coalition
- City of Portland, Bureau of Environmental Services
- City of Portland, Bureau of Development Services
- City of Portland, Bureau of Planning and Sustainability
- City of Portland, Bureau of Transportation
- City of Portland, Fire Bureau
- Portland Development Commission
- Funders of temporary users
- Contract lawyers
- Liability insurance agents



### APPENDIX I: TEMPORARY USE IN BERLIN, GERMANY

The Berlin Senate Department of Urban Development is also promoting the concept of temporary use. In 2007, the Department collaborated with Studio UC to publish a book entitled, *Urban Pioneers: Temporary Use and Urban Development in Berlin*. The book is simultaneously a case study, a critical exploration and a how-to manual promoting the phenomenon of temporary use in the city.

See: <http://www.studio-uc.de/urbanpioneers.php?lang=en>.

The Department maintains an inventory of buildable land in the city, known as the Building Lot Management Service. The inventory is available online as a searchable map and database, which provides information about more than 1,000 building plots with a combined area of more than 140 hectares in the central city districts. The buildable land inventory is targeted to developers who wish to undertake “permanent” redevelopment projects, but the Department also supports temporary uses.

See: <http://www.stadtentwicklung.berlin.de/bauen/baulueckenmanagement/en/inhalt.shtml>

As mentioned in the Workplan, temporary use is promoted at the district level as well, particularly within Marzahn-Hellersdorf district. The Marzahn-Hellersdorf district planning office initiated and supported the NeuLand (New Land) Project to facilitate arrangements between land owners and potential land users. The program has been in place since 2003.

The district planning office maintains an inventory of available land and markets the land to potential users. The initiative seeks to prevent and reverse conditions of urban blight that arise from derelict land by “reactivating” vacant lots. Lots range from 500 to 25,000 square meters. The district planning office acts as a kind of broker between land owners and potential users, advertising spaces that are available and facilitating negotiations on the terms of use.

The project website explains the initiative’s positive vision, “More green and less density enable entirely new, individually designed urban habitats to develop.” The planning agency seeks to provide quick and “unbureaucratic casual, borough land to new users.”

Marketing is a large part of the district’s efforts. The project has taken a very unique approach to letting people know that space is available. Giant pink arrows labeled “NEULAND” are placed in the center of available lots to draw attention to passersby. Colored markers are hung from light poles, tied to tree trunks and fences and posted as flags. The arrows and banners in and of themselves begin to bring some life to vacant spaces.

See: <http://www.neuland-berlin.org>.

**The district planning office acts as a kind of broker between land owners and potential users, advertising spaces that are available and facilitating negotiations on the terms of use.**

**“More green and less density enable entirely new, individually designed urban habitats to develop.”  
- The NeuLand Project**





## Appendix 2: Work Plan Task Timeline

| Lead   | Support | TASKS   | February |      |       |      | March |      |       |       | April |      |       |       | May  |      |       |       | June  |     |
|--------|---------|---|----------|------|-------|------|-------|------|-------|-------|-------|------|-------|-------|------|------|-------|-------|-------|-----|
|        |         |   | 2-8      | 9-15 | 16-22 | 23-1 | 2-8   | 9-15 | 16-22 | 23-29 | 30-5  | 6-12 | 13-19 | 20-26 | 27-3 | 4-10 | 11-17 | 18-24 | 25-31 | 1-7 |
|        |         | Phase I: Existing Conditions in the Central Eastside Industrial District  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Becky  |         | Build Google Map of scenario sites & interesting places within the CEID   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| All    |         | Compile and Summarize Planning Documents that Govern the CEID   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Beth   |         | PDC URA documents   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Emily  |         | Portland Zoning Codes   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Beth   |         | Building Codes  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Emily  |         | CEIC Strategic Plan   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Beth   |         | Define what it means to be an Industrial Sanctuary  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Becky  |         | Create Maps of CEIC using RLIS data and Assessors Data  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| All    |         | Perform a walking/biking tour of the CEID   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Phase II: Precedent Study of Temporary Use  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Briana | Becky   | Identify types of examples of uses and then find examples   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Analyze types of users from which to plan outreach for our project  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | PRODUCT: LIST OF TYPES OF USERS   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Broad scan of examples  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Develop outreach materials with visuals & examples from broad scan  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Briana | Beth    | PRODUCT: PRECEDENT STUDY OUTREACH MATERIALS   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Detailed examination of a few case studies - arrangements, issues overcome, etc.  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Summarize case studies & lessons learned  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | PRODUCT: PRECEDENT STUDY SUMMARIES FOR FINAL REPORT   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| All    |         | Phase III: Targeted Outreach & Data Collection Plan   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Briana | Beth    | Users   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Identify key contacts including from user types identified through precedent studies  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | e-mail broadcast invitation to participate  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | follow up to recruit & schedule participants  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Plan Focus Groups   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Hold Focus Groups   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Analyze focus group data  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | PRODUCT: FOCUS GROUP WRITE UP & LESSONS LEARNED FROM USERS FOR FINAL REPORT   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| Becky  | Emily   | Property owners   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Initial email outreach to CEIC membership   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Identify property owners for interviews / focus groups  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Plan Focus Group(s) & schedule interviews   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Hold Focus Group(s) & interviews  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Analyze focus group & interview data  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | PRODUCT: FOCUS GROUP WRITE UP & LESSONS LEARNED FROM PROPERTY OWNERS FOR FINAL REPORT   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
| All    |         | Scenarios   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Set parameters for scenarios  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Determine what we need to know about sites for scenarios  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Identify property owners for scenarios (during interviews/focus groups)   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Collect info about property during interview (or follow up interview if focus group participant)  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Collect any additional nformation needed from secondary sources (e.g. assessors data, RLIS, etc.)   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Develop scenarios: identify potential uses for scenario sites based on profile and other site information, and results of user group outreach |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Identify barriers & constraints to potential uses   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Consult technical advisors about barriers & constraints   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | Develop visualization images of possible scenarios  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |
|        |         | PRODUCT: DRAFT SCENARIOS  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |



| Lead   | Support | TASKS  | February |      |       |      | March |      |       |       | April |      |       |       |      | May  |       |       |       |     | June  |  |
|--------|---------|--|----------|------|-------|------|-------|------|-------|-------|-------|------|-------|-------|------|------|-------|-------|-------|-----|-------|--|
|        |         |  | 2-8      | 9-15 | 16-22 | 23-1 | 2-8   | 9-15 | 16-22 | 23-29 | 30-5  | 6-12 | 13-19 | 20-26 | 27-3 | 4-10 | 11-17 | 18-24 | 25-31 | 1-7 | 8-14  |  |
| All    |         | <b>Phase IV: Synthesis &amp; Recommendations</b>   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Compile lessons learned from all sources   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Develop draft recommendations  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Hold round table with property owners, users, and technical advisors to review draft scenarios and preliminary recommendations |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Submit draft recommendations for review by key stakeholders  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Revise scenarios and refine recommendations based on feedback  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | For landowners   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | For users  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | For regulatory changes   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | For building a network of users and property owners  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
| Beth   |         | <b>Phase V: Product Preparation</b>  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Develop template & format for written products   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Draft outline of final report  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Develop guidance documents   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Compile content for final report   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Obtain or make graphics  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Submit polished draft products for review by key stakeholders  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Prep for & give presentation at PSU  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Revise products based on feedback  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Polish document (and website?) layout, style, formatting   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Edit for clarity, proofread  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Print or Upload!   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | PRODUCT: GUIDANCE FOR LANDOWNERS   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     | *     |  |
|        |         | PRODUCT: GUIDANCE FOR USERS  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     | *     |  |
|        |         | PRODUCT: FINAL REPORT  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     | 6/8 * |  |
|        |         | PRODUCT: FINAL REPORT WEB SITE(?)  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     | *     |  |
|        |         | Final presentation / party   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     | 6/9   |  |
| Beth   |         | <b>General Outreach &amp; Communications</b>   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Design & Print business cards  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Set up locuslab@gmail.com email account  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | manage shared email  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Set up web site storefront for project   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | manage web site content, including outreach materials, precedent study, surveys  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
| Briana |         | Set up facebook  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | manage facebook content  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
| Emily  |         | <b>Communication with CEIC</b>   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Draft Workplan & MOU   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Revise Workplan & MOU  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | PRODUCT: FINAL WORKPLAN & MOU  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Submit proposal to CEIC Board  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Final Board meeting presentation   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Attend lecture by Tyler on Real Estate in the CEIC at Quadrant Systems -- 2/25 @ noon  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Additional Board meetings (third Tuesdays, 7:30 to 9:00 AM)  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Land Use Committee (First Tuesdays, 3:30 pm to 5:00 pm)  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Community Policing Action Committee (third Thursday of each month at 7:30AM )  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Business Development and Communications Committee (fourth Wednesday of the month )   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | <b>Engagement with Technical Advisors</b>  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Identify key entities & individuals to provide technical advice & feedback   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Inform about project & establish relationships   |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |
|        |         | Seek advice as needed  |          |      |       |      |       |      |       |       |       |      |       |       |      |      |       |       |       |     |       |  |

Key Action Product \* Deliverable



**Memorandum of Understanding between**  
**LocusLab & Terry Taylor, Central Eastside Industrial Council**

This Memorandum of Understanding (MOU) is made and entered into by LocusLab (Becky Dann, Briana Meier, Emily Rice and Beth Somerfield) and the Central Eastside Industrial Council (CEIC) (represented by Terry Taylor). This MOU will take effect upon signature by all parties (March 6, 2009) and will expire on June 10, 2009.

The purpose of this MOU is to define the roles and responsibilities of LocusLab and the CEIC in completion of the Portland State University Master of Urban and Regional Planning Workshop project, *No Vacancy! Exploring Temporary Use of Empty Spaces in the Central Eastside Industrial District*.

LocusLab will partner with the CEIC to explore the applicability of temporary uses in the Central Eastside Industrial District (CEID). LocusLab agrees to provide the CEIC with the following products no later than June 10th, 2009:

- Outreach materials describing examples of successful temporary use projects from around the world;
- Materials providing guidance for landowners on how to capitalize on existing opportunities for interim use of their properties;
- Materials providing guidance to individuals, businesses, organizations and others looking for temporary space;
- Recommendations for the City and public agencies on ways to address temporary use projects and programs;
- The beginnings of a network of property owners and potential temporary users, including recommendations on how to sustain and grow that network and recommendations on how potential temporary users might be connected with available spaces, and
- A final report, which will include:
  - Potential solutions to identified barriers,
  - Examples of successful temporary use projects from around the world,
  - Profiles of scenario sites,
  - Lessons learned from user groups and landowners, and
  - Recommendations.

*(continued on the following page)*



Terry Taylor, on behalf of the CEIC, agrees to support the project as follows:

- Provide access to the CEIC's network of business owners, landowners and to other stakeholders in the CEID. Provide support in involving these key participants in the project by:
  - Distributing information electronically to CEIC members,
  - Providing time on the agenda of one or more CEIC meetings,
  - Providing space on the CEIC's website for electronic materials generated during the course of the project (or providing a link on the CEIC website to the *No Vacancy!* website), and
  - Assisting in identifying appropriate scenario participants.
- Provide on-going support and guidance for the project by:
  - Consulting with LocusLab at project milestones and as needed, and
  - Reviewing and providing feedback on draft products.
- Provide a budget for printing outreach materials and refreshments for outreach events as specified in the Project Budget included in the *No Vacancy!* Workplan.

**Other Terms:**

The CEIC will reimburse LocusLab for approved project expenses, as detailed in the Project Budget. LocusLab will submit receipts for reimbursement in a single expense report, which will be delivered to the CEIC no later than June 10, 2009. The CEIC will reimburse LocusLab for expenses within 30 days of LocusLab's submittal of the expense report.

All *No Vacancy!* products and materials will be made available to the CEIC under Creative Commons Attribution licensure terms. In short, anyone is welcome to use any of LocusLab's products produced during the *No Vacancy!* project, provided they provide proper credit to LocusLab. LocusLab retains the right to use of all project materials during and beyond the timeframe of the *No Vacancy!* project.

Both parties agree that modifications to this document will be made in writing and by mutual agreement.

*(continued on the following page)*



Signed:

LocusLab:

[Redacted Signature]

Emily Rice

3/6/09  
Date

[Redacted Signature]

Becky Dann

3/6/09  
Date

[Redacted Signature]

Briana Meier

3/6/2009  
Date

[Redacted Signature]

Beth Somerfield

3/6/2009  
Date

CEIC:

[Redacted Signature]

Terry Taylor

05/06/09  
Date



