



 Workplan



CONNECTING NEIGHBORS, REIMAGINING ALLEYS

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This workplan describes the basic elements of the project: The problems it will address, the groups it will engage, and the intended outcomes.

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Introduction

Problem Statement

Alleys within the Foster Green EcoDistrict are often considered a liability rather than a potential resource. The EcoDistrict Steering Committee has an interest in understanding the potential of local alleys to become active, vibrant spaces, identifying community needs and concerns regarding alley renovations, and determining how the effective transformation of these spaces can be achieved.

In Vancouver, BC an effort to transform the city's alleys (called laneways in Canada) led to architects specializing in building housing specifically for alleys such as this house by Lanefab. Image from www.lanefab.com.



The Concept

Over the last five years, a new and exciting wave of development has focused on the alleys of American and European cities. Although built primarily as access routes for buildings and homes, alleys are experiencing a rebirth that casts them as vibrant pedestrian-centric corridors running through our cities. Until now, most of this work has focused on alleys in dense city centers where space is scarce and opportunities for experimental art and community venues are increasingly rare. However, most Americans today live in primarily residential areas with different problems to address and opportunities to explore.



Image: PDC image from a 2011 workshop for the Foster Lents Integration Partnership (FLIP) with the Foster Green Eco-District Steering Committee, FLIP Team, & SERA Consultants.

The Partners

Foster Green EcoDistrict is a long-term partnership among community organizations, local residents, and businesses based in an area around Foster Road in Portland, Oregon between SE 52nd Avenue and SE 122nd Avenue. The goal of Foster Green EcoDistrict is to create triple bottom line solutions that promote economic resiliency, social equity, and environmental sustainability by building on existing community assets. Guided by a steering committee that includes a diverse set of local residents and organizations, Foster Green EcoDistrict is committed to supporting the local community in realizing their long-term vision of the Foster corridor.

Mill Street Community Planning is comprised of six Master of Urban and Regional Planning candidates that hold a variety of skills and expertise including public outreach, public health, site planning, urban design, data analysis, green infrastructure, economic development, environmental justice, and transportation. We have a passion

for neighborhood empowerment through community ownership of urban space, capacity building, and the development of more sustainable urban forms.

The Focus Area

This project will focus on alleys within Lents, Mt. Scott-Arleta, and Foster-Powell neighborhoods in Southeast Portland. These neighborhoods were developed along Foster Road, once the route of a streetcar line. Today, Foster Road is a busy access route into Portland for travelers coming from Lents, Interstate 205, and Clackamas County. As one of the city's more historic communities, neighborhoods along the Foster corridor benefit from period features including beautiful homes, public parks, and a dense network of alleys. With the establishment of the EcoDistrict in 2010, the City's Comprehensive Plan Update, and investments from the Portland Development Commission, this is an ideal time for the Foster corridor community to come together around the revitalization and improvement of their neighborhoods.

For the Memorandum of Understanding between Mill Street Community Planning and the Foster Green Eco-District Steering Committee, see Appendix 1.



Image: An aerial image of the Foster corridor area with outlines for the focus area neighborhoods.

Building on Existing Programs

In the last five years, the Foster corridor has seen a significant increase in the effort by organizations and projects to improve the economic, environmental and social conditions in the area. The timeline below highlights several important activities.

2009



The City of Portland and the Portland Sustainability Institute announced their intention to make the Foster corridor neighborhoods part of a citywide plan to create five pilot EcoDistricts throughout Portland.

2010



The Foster Green EcoDistrict Steering Committee was established. This included a diverse group of interests including neighborhood and business associations, sustainability non-profits, farms and local food advocates, and community development organizations.

May 2010



Mt. Scott-Arleta neighborhood project as part of the planning making event held in the area. The project identified a key area to Foster Road where the project provided the impetus for the neighborhood vision and gather community input.

These projects highlight the area's high level of community engagement and interest in projects that improve neighborhood sustainability, connectivity, economic resiliency, and revitalization.

s & Past Successes

Steering Committee

As of Winter 2013, Member Organizations of the Foster Green EcoDistrict Steering Committee include: Green Lents, Leach Garden Friends, Mt. Scott-Arleta Neighborhood Association, ROSE Community Development, Friends of Zenger Farm, the Gladstone Community, Portland Enrichment Program, Northwest Institute for Community Enrichment, Independence Gardens, Lents Neighborhood Association.

June 2012

2013



undertook the "Alley-Oop" Building Convergence, a place-based non-profit City Repair. The project was located between 63rd and 64th adjacent to the alley wall mural. Alley-Oop organized a community workshop in order to plan the alley's renovation.

The Portland Development Commission, Bureau of Environmental Services, Parks and Recreation, Bureau of Planning and Sustainability, Bureau of Transportation, and the Foster Green EcoDistrict created the Foster-Lents Integration Partnership. The goal of the partnership is to create an investment strategy that will focus neighborhood revitalization efforts around sustainable infrastructure and neighborhood-based job creation. Key elements of the partnership include a commercial property energy retrofit program and traffic safety and streetscape improvements along Foster Road between 52nd and 82nd Avenues.

Alley Allies

For a demographic snapshot of the Mt. Scott-Arleta, Foster-Powell, and Lents neighborhoods, see Appendix 2.



Every alley has a different story to tell. This alley in Lents has trash and standing water, but it also has mature trees providing shade for walkers and cyclists and low permeable fences that make walking down this alley feel safe.

Start

The EcoDistrict Steering Committee identified the Mt. Scott-Arleta, Foster-Powell, and Lents neighborhoods' network of alleys as an opportunity to address the community's economic, social, and environmental sustainability objectives. In the Spring of 2013, Mill Street Community Planning will partner with the EcoDistrict Steering Committee to work with stakeholders from the three selected neighborhoods to understand the potential of local alleys to become active, vibrant community spaces.



Overview

Mill Street Community Planning will make an inventory of existing alley conditions in the selected neighborhoods and create a redevelopment guide to aid residents in the revitalization of their alleys. Working with the steering committee, the team will select three pilot alleys for application of the ideas and techniques in the guidebook. This project is the first stage in the Alley Allies initiative, which is an effort to engage the community in reclaiming its alleys and

encouraging neighbors to become allies in revitalizing these underutilized spaces. The inventory, site plans, and guide will assist the EcoDistrict and community in moving forward with the Alley Allies initiative.

Goals

This project will be shaped by community input and concerns relating to their alleys. Foster Green EcoDistrict and Mill Street Community Planning have identified the following elements as important to the success of the project:

Education

- Inform community of alley redevelopment concepts and options

Social, Environmental, and Economic Elements

- Strengthen community ties within and between neighborhoods
- Seek and incorporate into the alley redevelopment guide opportunities for environmental health, economic revitalization, and social cohesion through alley improvements in the selected neighborhoods

Implementation

- Develop practical ways to carry out alley redevelopment
- Include strategies to address neighborhood disinvestment in alleys
- Include strategies to address crime and safety concerns centered around alleys



Image: "Tagging" of homes and fences with spraypaint is common to all three neighborhoods.

Analysis

- Assess the potential of alleys in the selected neighborhoods to better meet community-identified needs (e.g., pedestrian and bicycling routes, park space, market space)



Image: Decaying and falling down fences are signs of disinvestment present in Focus Area neighborhoods.



Image: Poor condition of an alley near 82nd Ave.

Deliverables

The project will consist of three components:

1. Alley Redevelopment Guide

The guide will focus on practical guidance for residents and local organizations to redevelop alleys in the focus area. Suggested improvements will be paired with alley types and characteristics so that users can easily identify which improvements would best suit their specific alley. The guide will include:

- Overview of alley types
- Guidance on legal restrictions, codes, owner liability, and permits
- Methods for preventing vandalism and enhancing safety
- Funding opportunities for alley improvement projects
- Strategies to engage neighbors
- Innovative, community-identified uses for alleys

2. Inventory of Existing Alley Conditions

For each alley segment, the team will evaluate and record data including: accessibility, proximity to amenities, presence of trash and graffiti, and permeability. Each alley will be classified according to a set of characteristics relevant to its need for improvement and potential to meet various community objectives. The inventory will also contain maps displaying the locations of the alleys in the geographic focus area.

3. Pilot Alley Visions

Three pilot alleys in the focus area will be selected to serve as detailed examples to guide implementation of alley improvements over time. Preliminary site plans will be presented for each pilot alley based on the opportunities they present and the input of the surrounding residents.



Image: Indications of added security along the fences abutting the alleys near 82nd avenue

Public Participation



Mt. Scott-Arleta neighbors undertook the "Alley-Oop" project focusing on an alley between 63rd and 64th as the site of a neighborhood vision workshop to gather community input for the alley's renovation. Image from Jonathan Brandt.



Mill Street Community Planning will engage the public to inform identified stakeholders and interested parties of the history, uses, and potential benefits of alleys. The team will also gather information regarding neighborhood values, concerns, and priorities in order to build pilot alley concepts that are reflective of the neighborhood input.

Images: Colorful murals along Foster Road reflect public investment and creativity. Photos by Ryan Givens.



Public Participation Objectives

Representative & Inclusive: Establishing measures to ensure representation of diverse people, ideas and viewpoints.

Accessible: Ensuring that the process is welcoming to a variety of participants.

Transparent: Developing a process that is open to public understanding.

Fair: Instituting a just, equitable and even-handed process.

Reflective & Flexible: Evaluating and adjusting throughout the course of the process to ensure the engagement approach is adapting to lessons learned and feedback received.

Positive: Aiding in community building and serving as a catalyst for change.

Fun: Enjoying the process and celebrating creativity.



Commitment to Engaging Historically Underrepresented Communities

To ensure an equitable process that is representative of all stakeholders, the project is committed to eliminating as many barriers to participation as possible. To break down barriers, Mill Street Community Planning will bring appropriate project-related information to locations where stakeholders already gather: Local churches, the Mt. Scott Community Center, schools, the Holgate library, food cart hubs, and other areas with heavy foot traffic. Additionally, Mill Street Community Planning will use a diverse range of outlets to promote the

plan and its events. To create a more accessible participatory process, the team will schedule events at times that are appropriate for working families and select event locations with adequate levels of public transit access.

Efforts will be made to provide other services such as translations, visual assistance, refreshments, and childcare services as the project budget allows.

For a detailed breakdown of the project Budget, see Appendix 3.

Evaluation

Evaluation measures, such as gathering feedback from event participants, will be used to ensure public engagement is accomplishing set objectives and goals. The results will provide constructive information for Mill Street Community Planning to use to adjust approaches so that the overall process is as fair and equitable as possible.

Image: Public outreach at Holgate Library.

What is equitable? According to the Coalition for a Livable Future Equity Atlas, equity is “the right of every person to have access to opportunities necessary for satisfying essential needs and advancing their well-being.”



Additionally, the survey created for the awareness portion of the engagement process includes specific questions relating to demographics (i.e. race/ethnicity, age and renter/owner). These questions will allow Mill Street Community Planning to determine the extent to which awareness efforts were successful in reaching historically underrepresented communities.

Stakeholder List

Mill Street and the Foster Green EcoDistrict will collaborate with a variety of stakeholders throughout the process to inform the project. These collaborators will include homeowners, renters and businesses in the focus area, Neighborhood Associations, alley users, and

the neighborhood watch group. Mill Street Community Planning and the EcoDistrict will also reach out to other stakeholders involved in the focus area such as: schools, community groups, non-profit organizations, farmers, and city bureaus.

Images: A variety of stakeholders will be involved in the participation process. Image on left by Ryan Givens.

For the full list of Potential Stakeholders, see Appendix 4.

Technical Advisory Committee

In addition to extensive public engagement with the EcoDistrict community, Mill Street Community Planning will work with an informal technical advisory group to help guide the planning process and deliverables. Members of the advisory group will include

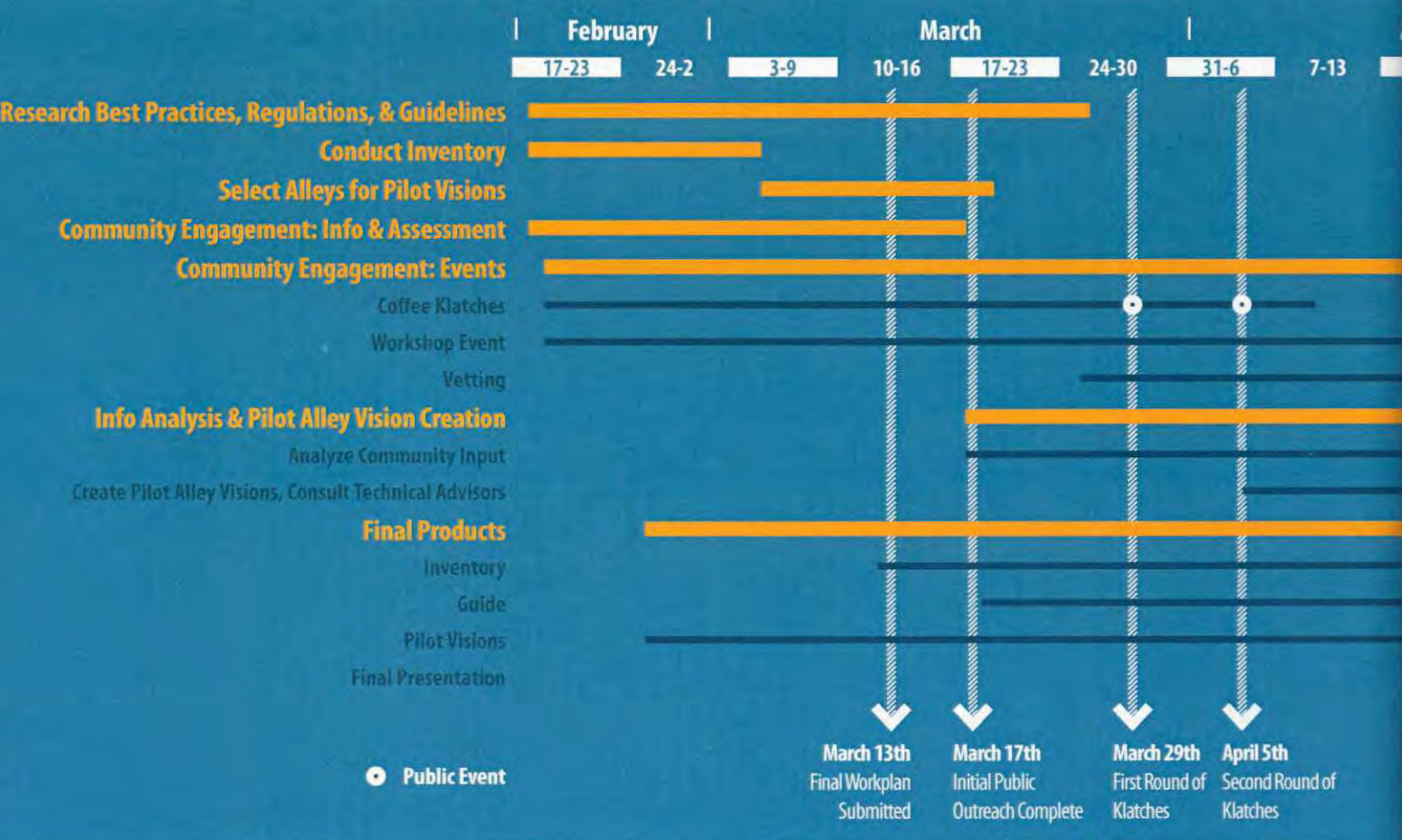
representatives from the Portland Bureaus of Transportation, Environmental Services, and Development Services, as well as a residential architect, site planning specialist, and implementers of alley improvement plans from other cities.



Mill Street Community Planning



Timeline & Action Items



Research Best Practices & Interviews (February-March)

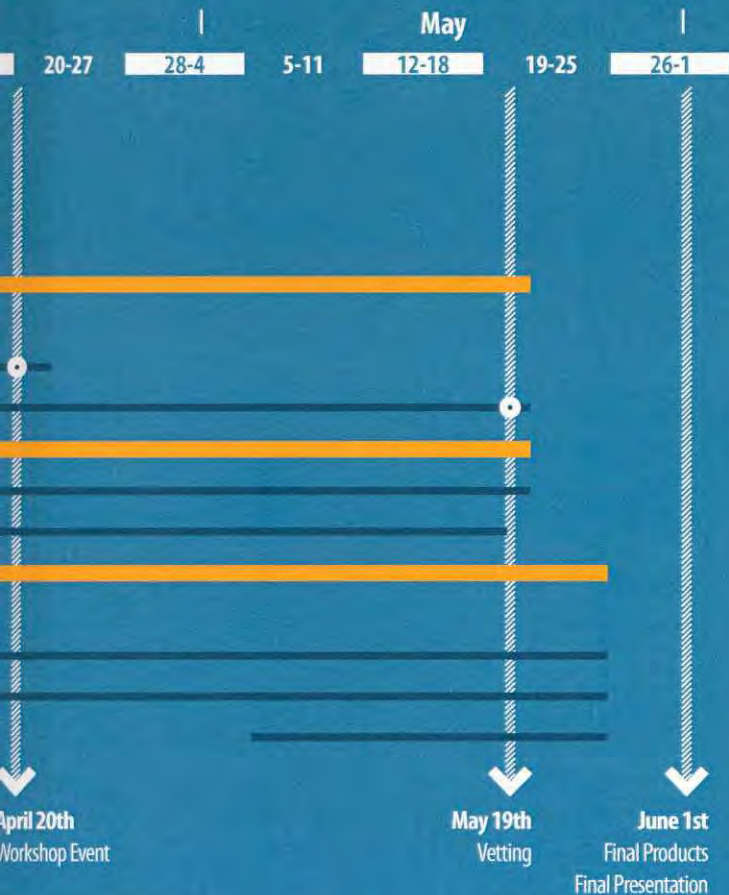
Early in the project, the team will interview a diverse array of representatives from the local community, city agencies, and firms and individuals who specialize in different topics that pertain to the project. The team will research best practices from other cities and research potential implementation constraints such as zoning regulations and permitting requirements.

Conduct Inventory (February-March)

The team will evaluate each alley segment and create maps and a summary based upon the existing conditions. The team will classify each alley according to a set of characteristics relevant to its need for improvement and potential to meet various community objectives.

Community Engagement & Identify Interested Stakeholders (February-March)

The team will inform the members of the public about the project and the ways they



Coffee Klatches

A coffee klatch is a potluck style event, where one member of a community will invite their neighbors over to eat and informally discuss their local alley. Our team will be in attendance to support the host and help facilitate discussion. There are six goals for these events:

1. Inform the local residents of the project and their role.
2. Bring to light community values regarding the alleys and neighborhood.
3. Understand the current uses of their alley.
4. Explain the limitations of what can be done in an alley.
5. Highlight what other cities have done with alleys.
6. Brainstorm ideas of how to transform the space.

can get involved. To raise awareness, the team will attend local meetings, present at various events and canvass at a several venues within the focus area. Moreover, the team will contact community, city and business organizations that provide services to or are located in the neighborhoods of Foster-Powell, Lents, and Mt. Scott-Arleta. The team will also identify those community members who are interested in participating through a survey.

Choose Pilot Alleys (March)

Based upon the initial outreach phase and the results from the alley inventory, the

team will choose three pilot alleys to create site plans for.

Coffee Klatches (March-April)

Through the awareness and identification step, the team will gather a list of community members who are interested in participating in the project. After the three pilot alleys are identified, interested members of the public who live along those alleys will be invited to host a coffee klatch.



Nightlife district

Commercial District

Multi Family Residential

Single Family Residential

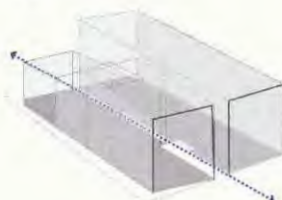


Image: Alley classifications from City of Seattle "Integrated Alley Handbook."



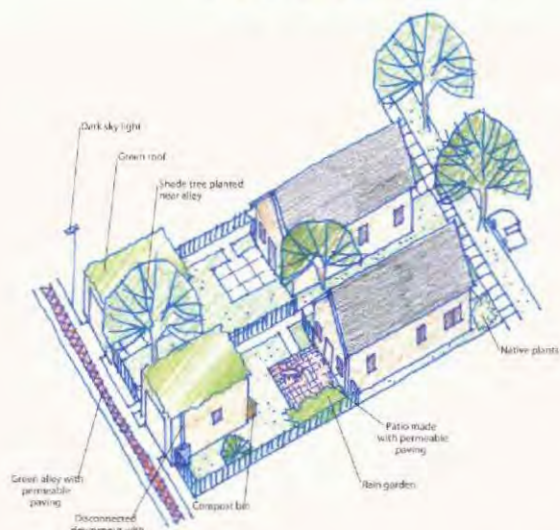
Analysis & Pilot Alley Vision Creation (March-May)

The team will synthesize the findings from the coffee klatches to create several different concepts for the reuse and design of the pilot alleys. The technical advisory group will be consulted as needed during this step.

Workshop Event (April)

The alley concepts will be drafted into storyboards and presented at a one-day workshop event where all interested community members will be invited to attend. Beginning with a self-guided open house, attendees of the workshop will be able to move freely between stations and provide feedback on different aspects of the project.

After the self-guided open house, attendees will be placed into groups where they will work together to create additional concepts or improve upon the preliminary ones that they just assessed. Each group will then be charged with creating a priority list of uses and designs that they would like to see within their local alleys.



Images: Applications of alley greening techniques from the City of Chicago "Green Alleys Handbook."



Final Product Creation (April-May)

The information garnered from the survey, research, coffee klatches and workshop event will be digested and synthesized into a draft guide document. The document will include the results from the inventory of existing alley conditions and three site plans. Additionally, implementation guidance will be included to aid residents in the revitalization of their alleys.

Results Vetting Event (May)

The vetting event will help to ensure that the rearticulated visions and priorities presented in the draft are in alignment with

community ideas and values. The vetting will take place as an online comment period or as a community open house where the general public can comment on the document's findings.

Final Presentation (June)

A final celebratory event will be held within the focus area to commemorate the community's dedication to the project and to unveil the final project. Mill Street Community Planning will also hold an event at Portland State University to present the final product.

Appendices

Appendix 1 : MOU

Memorandum of Understanding between Mill Street Community Planning and Foster Green EcoDistrict

This Memorandum of Understanding (MOU) is by and between Mill Street Community Planning (Derek Dauphin, Katie Hughes, Liz Paterson, Sarah Isbitz, Scotty Ellis, and Shavon Caldwell) and the Foster Green EcoDistrict Steering Committee represented by Jonathan Brandt. This MOU will begin February 18, 2013 and expire June 15th, 2013.

Problem Statement

Alleys within the Foster Green EcoDistrict are often considered a liability rather than a potential resource. The EcoDistrict Steering Committee has an interest in understanding the potential of local alleys to become active, vibrant spaces, identifying community needs and concerns regarding alley renovations, and determining how the effective transformation of these spaces can be achieved.

Project Statment

Mill Street Community Planning will create an inventory of existing alley conditions in the focus area and develop an alley redevelopment guide to aid residents in the revitalization of their alleys. Three pilot alley visions will apply guidance from the handbook to specific alleys to give the community a concrete plan for moving forward with the EcoDistrict initiative. The project will achieve this through an analysis of potential obstacles to the implementation

of alley improvements and engagement with the EcoDistrict community.

Focus Area

The focus area of this project will be the Foster-Powell, Mt. Scott-Arleta, and Lents neighborhoods in the city of Portland, Oregon.

Facilitating Partners

Foster Green EcoDistrict is a long-term partnership among community organizations, local residents, and businesses that is based in an area around Foster Road in Portland, Oregon between SE 52nd Avenue and SE 122nd Avenue. It was created to enhance the environment, strengthen the economy, and build on existing community assets to create triple bottom line solutions that promote environmental sustainability, economic resiliency, and social equity. Guided by a steering committee comprised of a diverse set of local residents and organizations, Foster Green EcoDistrict is committed to supporting the local community in realizing their long-term vision of the Foster corridor.

Mill Street Community Planning is comprised of six Master of Urban and Regional Planning candidates that hold a variety of skills and expertise including public outreach, public health, site planning and urban design, data analysis, green infrastructure, economic development, environmental justice, and transportation. Mill Street Community Planning has a passion for neighborhood revitalization through com-

munity ownership of urban space and capacity building.

Roles & Responsibilities

Mill Street Community Planning will:

- Carry out at least three public participation events for the community
- Create an alley redevelopment guide
- Discuss transportation, land-use, safety, environmental, and economic development implications
- Identify grant opportunities and tools for homeowners
- Provide examples of innovative uses
- Develop an inventory of existing alley conditions of focus area
- Create map displaying the locations of the alleys in the focus area
- Create pilot alley visions
- Three alleys will be selected from the focus area based on the characteristics defined within the alley inventory.
- Preliminary site plans will be presented for each based on the unique opportunities they present and the vision of the residents surrounding the alleys.

The Foster Green Steering Committee, as represented by Jonathan Brandt, will:

- Supply available data
- Support data requests
- Provide budget of \$400 (or more if able and requested by Mill Street Community Planning) for printing and public participation

- Meet with Mill Street Community Planning once a week either in person or through conference call
- Read and provide feedback on materials within a three business day or mutually agreed upon time frame
- Support marketing and convening efforts for public participation events
- Provide access to stakeholders and key contacts as able
- Commit to supporting the work of Mill Street Community Planning

All products and materials will be made available to the Foster Green EcoDistrict. Final products will also be made publicly available on the Toulon School of Urban Studies and Planning website. Anyone may use the products, but credit must be given to Mill Street Community Planning.

Amendments to this document will be made in writing and by mutual agreement.

Signed


Mill Street Community Planning

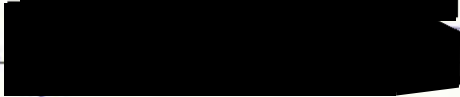
Shavon Caldwell  Date 3/13/2013

Derek Dauphin  Date 3/13/2013

Scotty Ellis  Date 3/13/2013

Katie Hughes  Date 3/13/2013

Sarah Isbitz  Date 3/13/2013

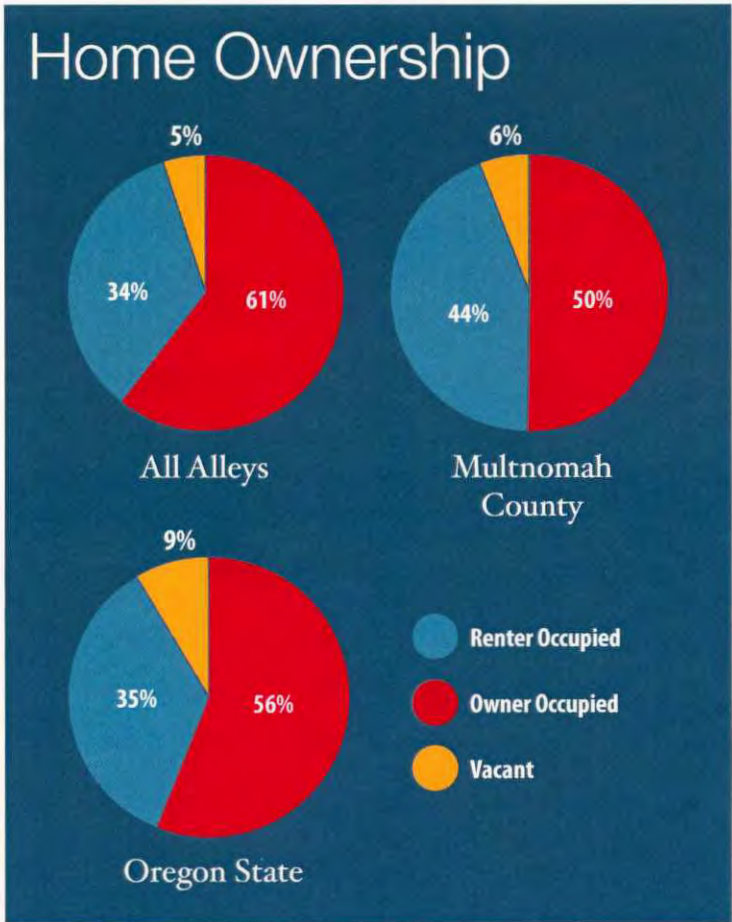
Liz Paterson  Date 3/13/2013

Foster Green EcoDistrict Steering Committee

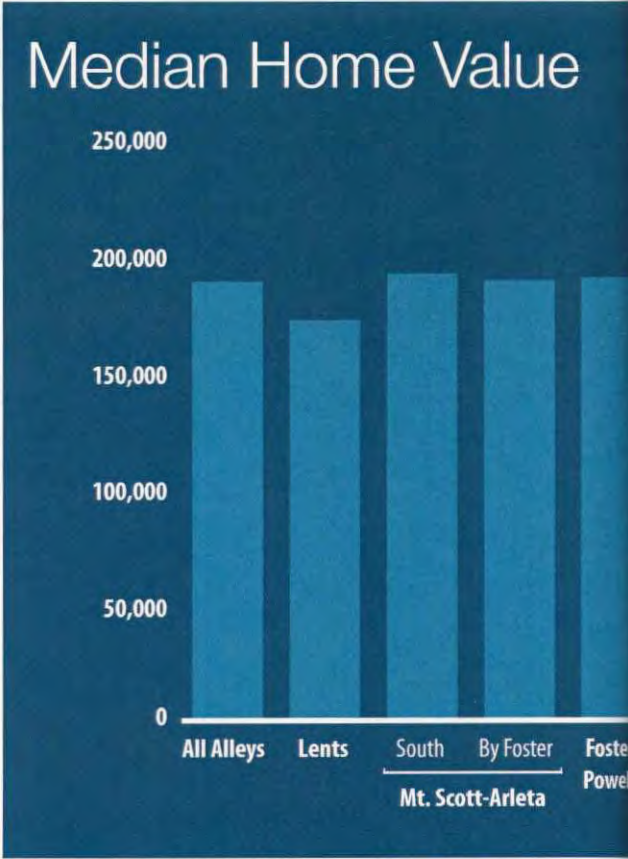
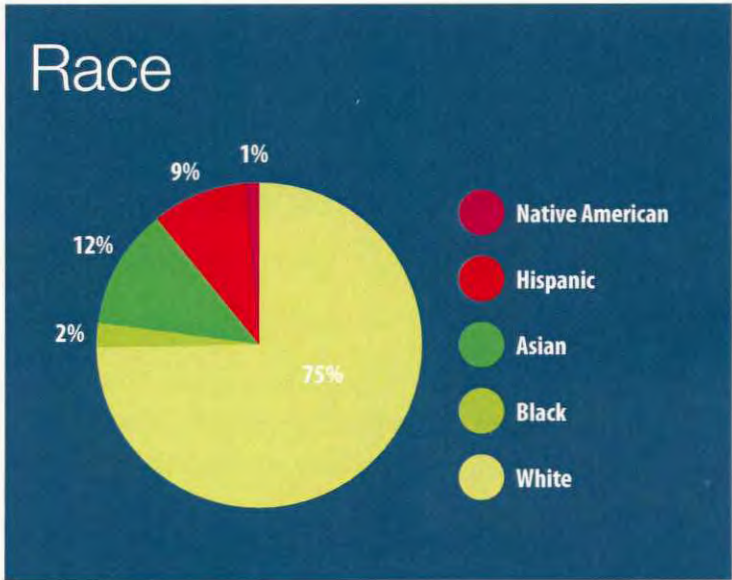
Represented By:

Jonathan Brandt  Date 3/13/2013

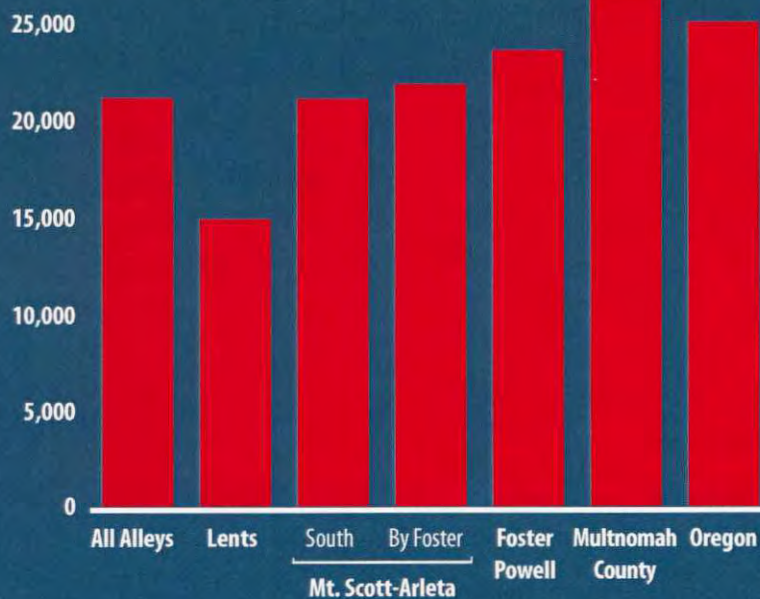
Appendix 2: Demographics



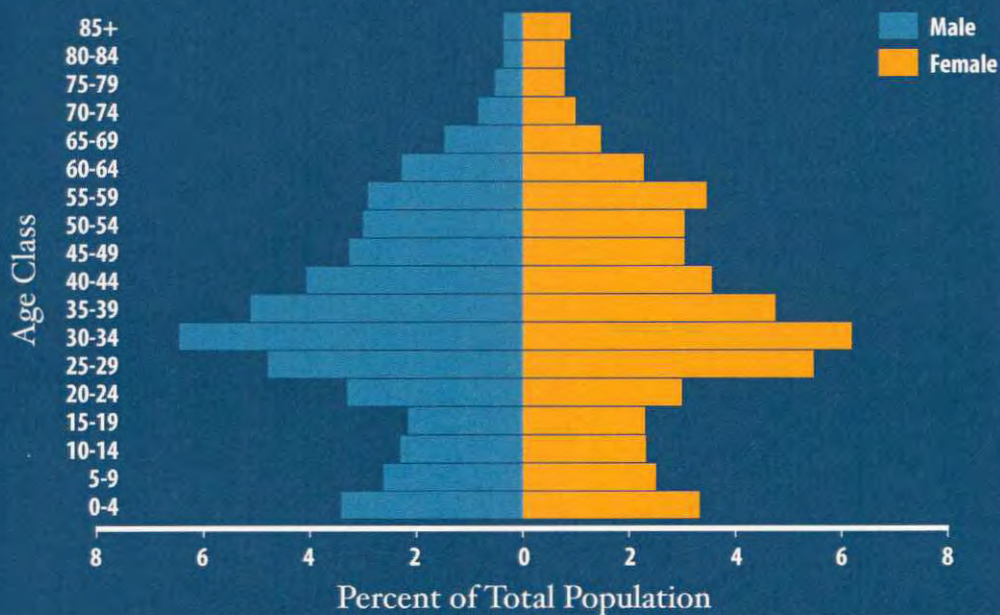
These graphs show characteristics for the areas surrounding clusters of alley in Foster-Powell, Lents, and Mt. Scott-Arleta neighborhoods. The bar charts display data for residences surrounding two clusters of alleys in Mt. Scott-Arleta (see map on page 14). Estimates are from Esri Business Analyst.



Median Household Income



Ages for All Areas with Alleys



Appendix 3: Budget

Item	Quantity	Unit Cost	Total Cost	Donation?
Public Participation Materials				
Flip charts	4	\$25.00	\$100.00	Yes
Poster board	9	\$6.00	\$54.00	Yes
Printing - Flyers and handouts	500	\$0.20	\$100.00	No
Business cards	1	\$50.00	\$50.00	No
Name badges	1	\$5.00	\$5.00	No
Venue rental	2	\$100.00	\$200.00	Yes
Web domain	1	\$10.00	\$10.00	No
Alley alternatives posters	9	\$25.00	\$225.00	Yes
Alley plan samples	3	\$25.00	\$75.00	Yes
Food at events	2	\$150.00	\$300.00	No
Workshop Course Requirements				
Class presentation poster	1	\$25.00	\$25.00	Yes
Workplan printing	1	\$28.00	\$28.00	No
Final deliverables printing	3	\$28.00	\$84.00	No
Other				
Travel (7 miles PSU to focus area, \$0.40/mile)	72	\$5.60	\$403.20	Yes
File storage (months)	6	\$10.00	\$60.00	No
Total costs			\$1,719.20	
Contingency (10%)			\$171.92	
Total in kind			\$1,082.20	
Additional budget			\$809.00	

Appendix 4: Potential Stakeholders

Participation

At this level, stakeholders help define goals, evaluate options and alternatives, and may help develop recommendations on a plan of action.

- Renters
- Homeowners
- Foster Businesses
- Mt. Scott NA
- Foster Powell NA
- Alley Users
- Vandals
- Neighborhood Watch
- Lents NA

Consultation

At this level, stakeholders are provided with opportunities to provide input on goals, alternatives, and/or the direction of the plan. In essence, this is a “check in” with stakeholders to say, “Did we get it right?”

- Police
- Fire
- Utilities
- Portland Bureau of Planning & Sustainability
- Portland Development Commission
- Portland Bureau of Parks and Recreation
- Portland Bureau of Environmental Services
- Portland Bureau of Transportation
- Technical Advisory Committee
- Mt. Scott Community Center
- Portland Mercado
- Arleta School
- SE Uplift

- Rose
- PCRI
- Verde
- Hacienda
- Padres Unidos
- IRCO
- Green Lents
- Audubon
- Leach Botanical Garden
- Lents Farmers
- MESO
- Youth Builders
- Zenger Farms
- Young Community Organizers
- The NICE
- Johnson Creek Watershed Council
- OPAL
- Public and Private Schools
- Powellhurst-Gilbert
- Brentwood Darlington
- Independence Gardens
- Chicago Green Alleys Program
- Daniel Toole - Tight Urbanism (Seattle)
- Steven A. Moore - Alley Flat Initiative

Information

This is appropriate for the stakeholders that have only a peripheral interest in the project. They are informed of the purpose, process, alternatives and outcomes of the project, and provided avenues to heighten their level of involvement if they choose.

- Depave
- City Repair
- PoSI



ALLEY ALLIES

Alleys within the Foster Green EcoDistrict are often considered a liability rather than a potential resource. The EcoDistrict Steering Committee has an interest in understanding the potential of local alleys to become active, vibrant spaces, identifying community needs and concerns regarding alley renovations, and determining how the effective transformation of these spaces can be achieved.

Mill Street Community Planning is a group of six graduate students from Portland State University working with the EcoDistrict to explore the revitalization of alley space within the Lents, Mt. Scott-Arleta, and Foster-Powell neighborhoods.

We will conduct an engagement process to incorporate residents' values and priorities related to alley space in their community. The project will run through June 2013 and result in three products for community use: An alley redevelopment guide, inventory of existing alley conditions, and pilot alley visions that will reimagine alleys in the selected neighborhoods.

Inventory of alley conditions

Pilot alley visions

Alley redevelopment guide

Public participation

February

March

April

May

June

Graduate Capstone

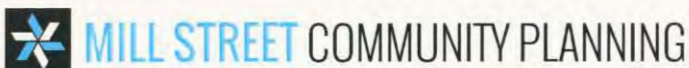
This project is the capstone for the Master of Urban and Regional Planning program at Portland State University and provides an opportunity for students to use their knowledge and skills to engage in a community-led planning project in the region.

Students work closely with their client and the public to help define and develop a planning project. The mission of workshop is for students to create a high-quality product that positively contributes to community goals.

Interested?

We invite members of the community to contact us with questions, ideas, or comments.

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Katie Hughes
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Sarah Isbitz
 Environmental justice, urban design, project management & equity planning



Liz Paterson
 Health equity, project management, sustainable development & mediation