

# Thanks to the following people for their support in making this panel possible:

- The Honorable Charlie Hales, Mayor
- Susan Anderson, Bureau of Planning & Sustainability
- Patrick Quinton, Portland Development Commission
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- Kelly Mann, Jared Jonson, Ada Healey, Clyde Holland, ULI Northwest

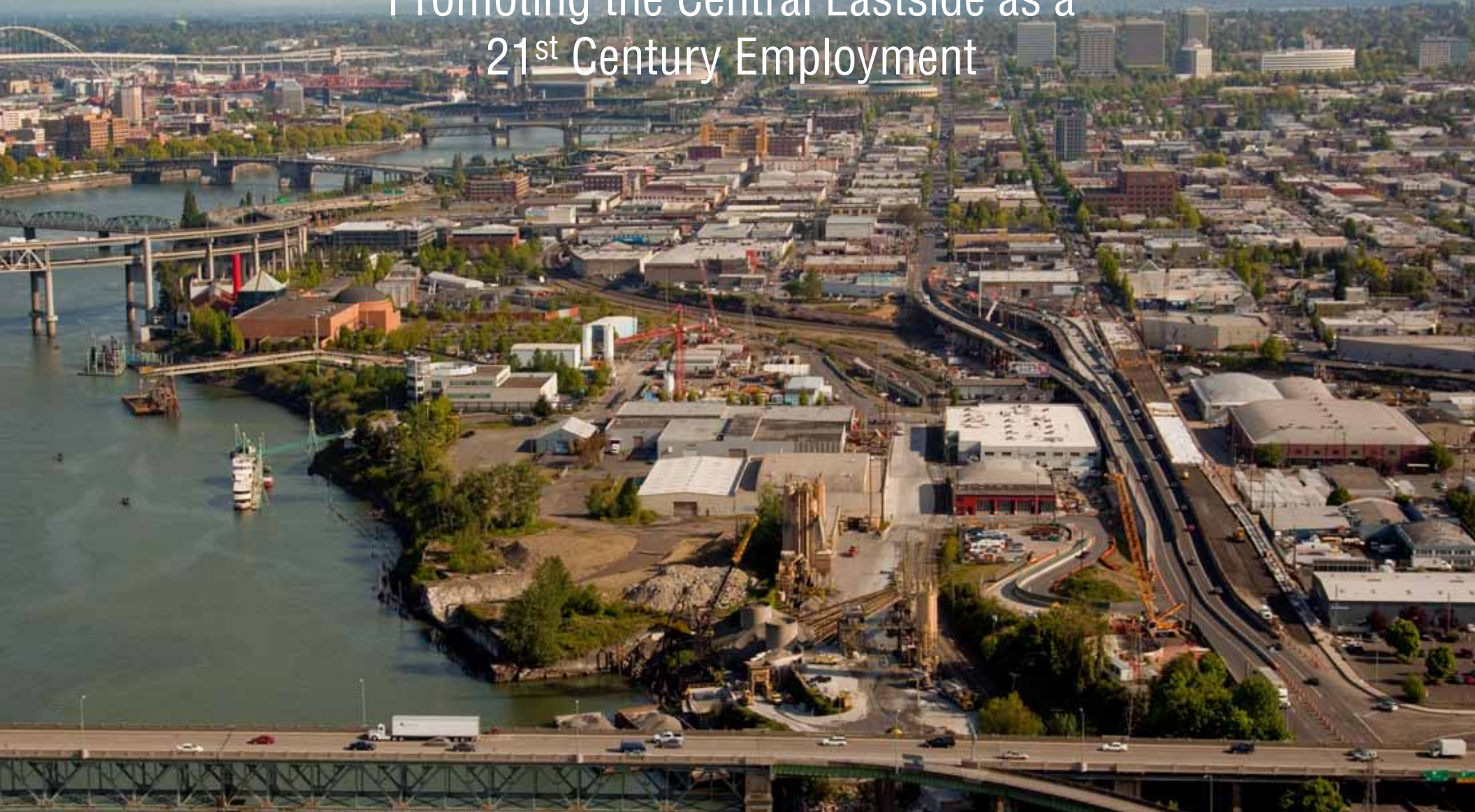


Urban Land  
Institute

Rose Center for Public Leadership

# Portland, Oregon

Promoting the Central Eastside as a  
21<sup>st</sup> Century Employment



Urban Land  
Institute

Rose Center for Public Leadership



# Urban Land Institute



## **Mission:**

Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

## **30,000 members worldwide:**

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

## **Activities:**

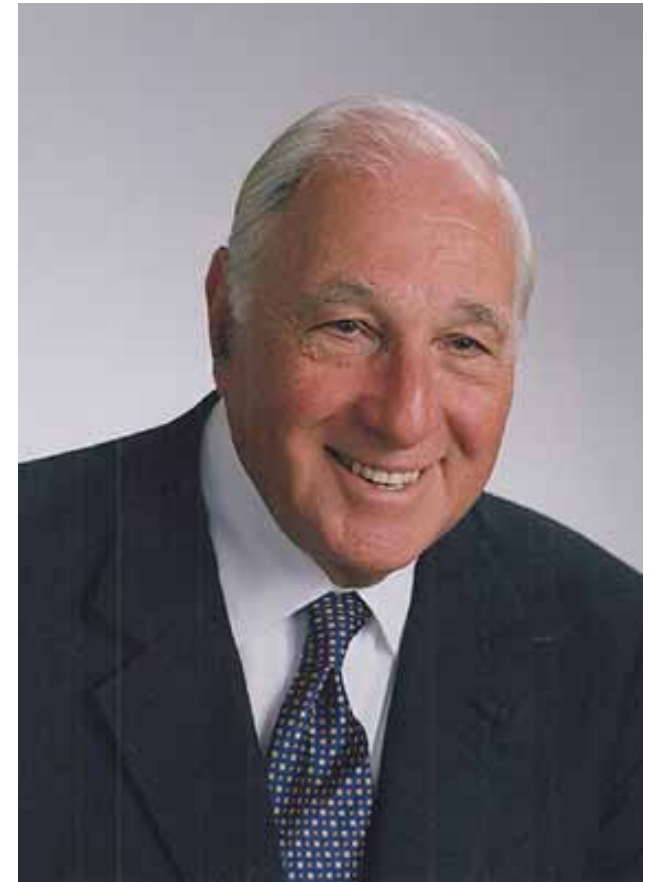
- Research, best practices and case studies
- Education and Professional Development
- Technical assistance to cities, agencies, and developers
- Conferences, meetings, and ideas exchange
- A bi-monthly magazine and other publications



Urban Land  
Institute

Rose Center for Public Leadership

**Mission:** To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

# Rose Center Programming



## Education for Public Officials

- Webinar: Survey on the Future of Community Development
- Webinar: Planning and Public Health
- Webinar: The Making of Detroit's Long-Term Strategic Framework Plan
- Scholarships for public officials to attend ULI conferences

## Policy & Practice Forums

- 2013 Mayors' Forum on Public-Private Partnerships
- 2013 Shaw Forum on Connecting Real Estate with K-12 Education
- 2012 Shaw Forum on Innovative Public-Private Partnerships in Finance
- 2011 Multifamily Housing Development



# Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Austin, Charlotte, Detroit, Hartford, Houston, Kansas City, Louisville, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Providence, Sacramento, Tacoma and Tampa



# 2013-2014 Rose Fellowship Class

Honolulu

Portland

Indianapolis

Memphis



**Urban Land Institute**  
Worldwide Center for Public Leadership in Land Use

The mission of the ULI Daniel Rose Center for Public Leadership in Land Use is to encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks, and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.

**Rose Center Program of Work**  
The Center conducts the following programs:  
• The Daniel Rose Fellowship Program  
• Workshops for Public Officials on Sustainable Development  
• Public/Private Forums on Key Land Use Issues

"We should all be open minded and constantly learning."  
— Daniel Rose

**Center Principal's Circle Sponsors:**

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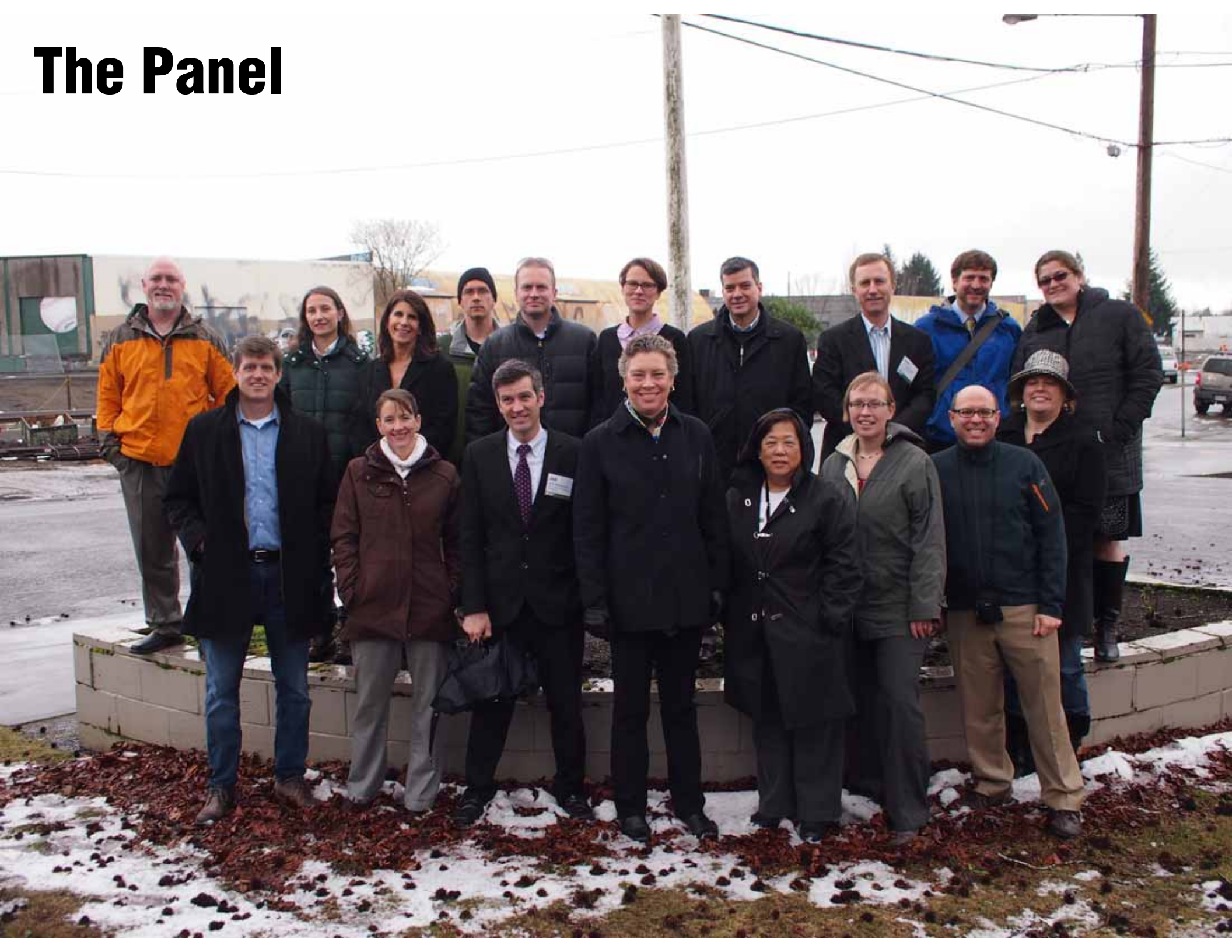
# City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





# The Panel



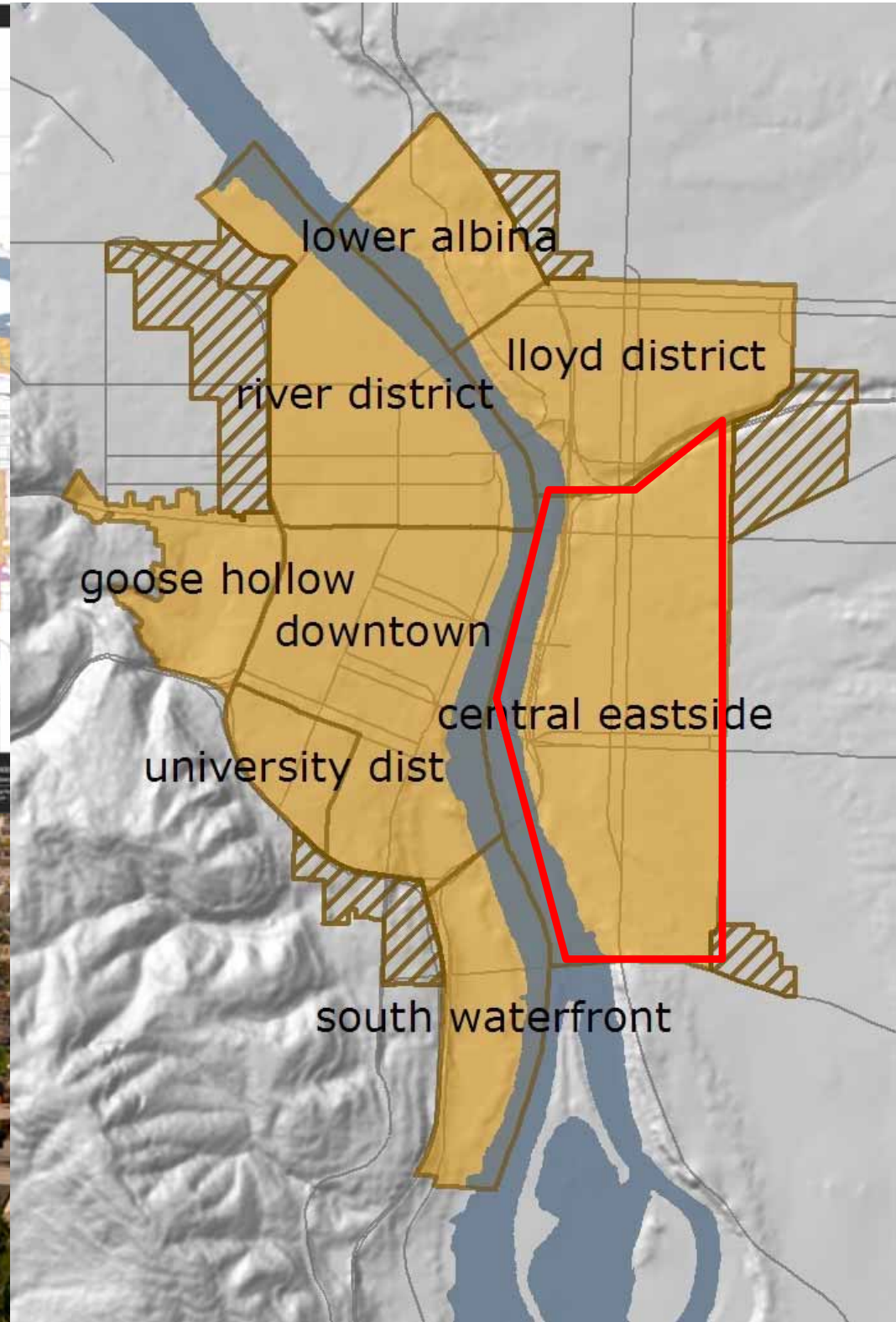
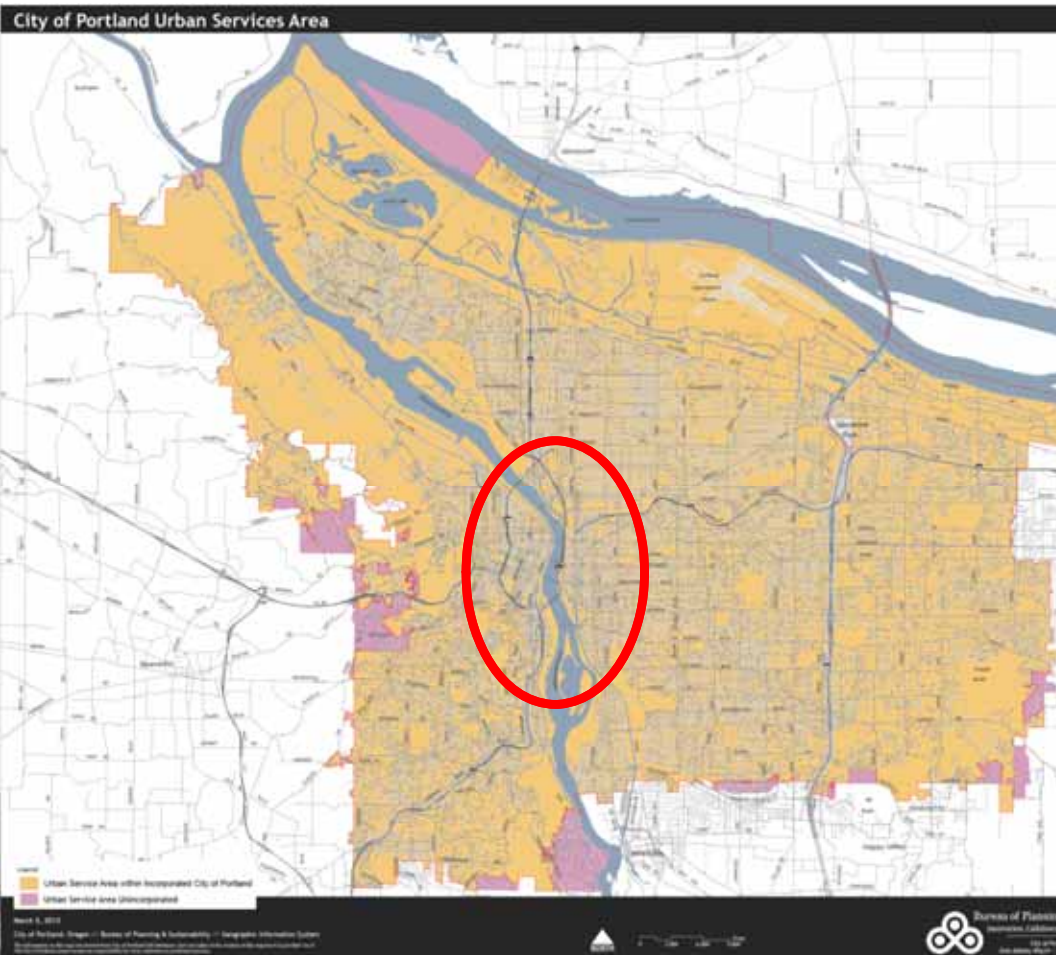
# The Panel

- **Co-chair:** Colleen Carey, The Cornerstone Group, Richfield, MN
- **Co-chair:** Antonio Fiol-Silva, Wallace Roberts & Todd, Philadelphia, PA (Rose Center Advisory Board)
- Abby Hall, US EPA Office of Sustainable Communities, San Francisco, CA (Rose Center Advisory Board)
- Michael Huber, Greater Indianapolis Chamber of Commerce, IN (Daniel Rose Fellow)
- Ember Lee Shinn, City & County of Honolulu, HI (Daniel Rose Fellow)
- Chris Leng Smith, New York City Economic Development Corp., NY
- Abby Thorne-Lyman, Bay Area Rapid Transit, CA
- Josh Whitehead, Memphis & Shelby County Office of Planning & Development, TN (Daniel Rose Fellow)

# The Challenge



How can Portland promote the Central Eastside, especially its Southern Triangle, as a “21<sup>st</sup> century employment center” ?



# Presentation Outline

## 1. Observations

2. Challenge & Vision

3. Employment Strategy

4. Infrastructure

5. Land Use

6. Partnerships

7. Conclusions &  
Homework



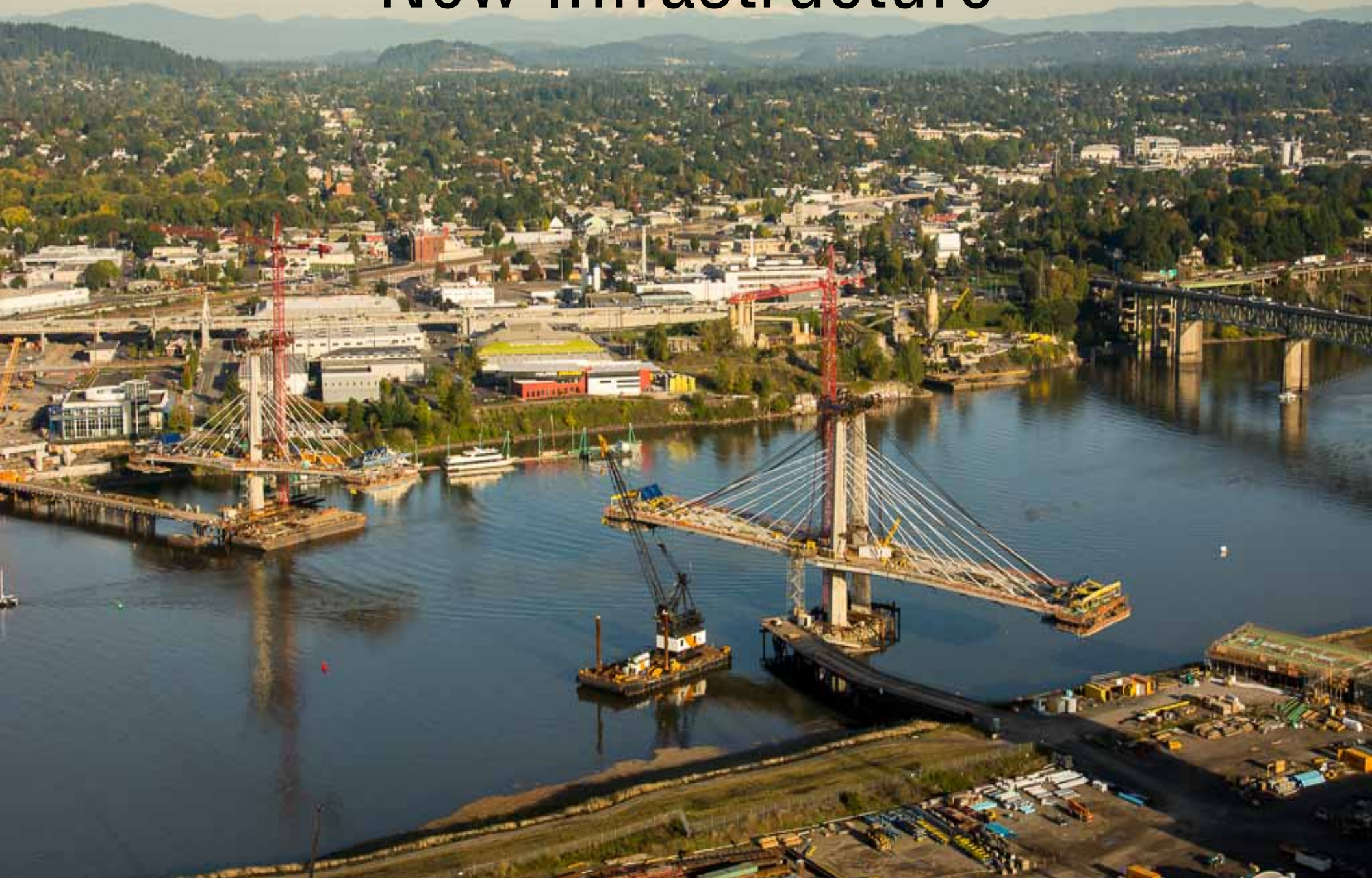
# Assets & Opportunities



# Assets & Opportunities

- Accessible, central location to CBD and region
- Eclectic mix of new and old manufacturing, production, creative businesses
- A place to nurture local businesses
- Irregular grid in Southern Triangle allows for larger building floorplates
- Workforce access in adjacent residential neighborhoods and new transit connections
- Potentially catalytic development sites
- Implementation partners (e.g., CEIC, OMSI, PCC)

# New Infrastructure

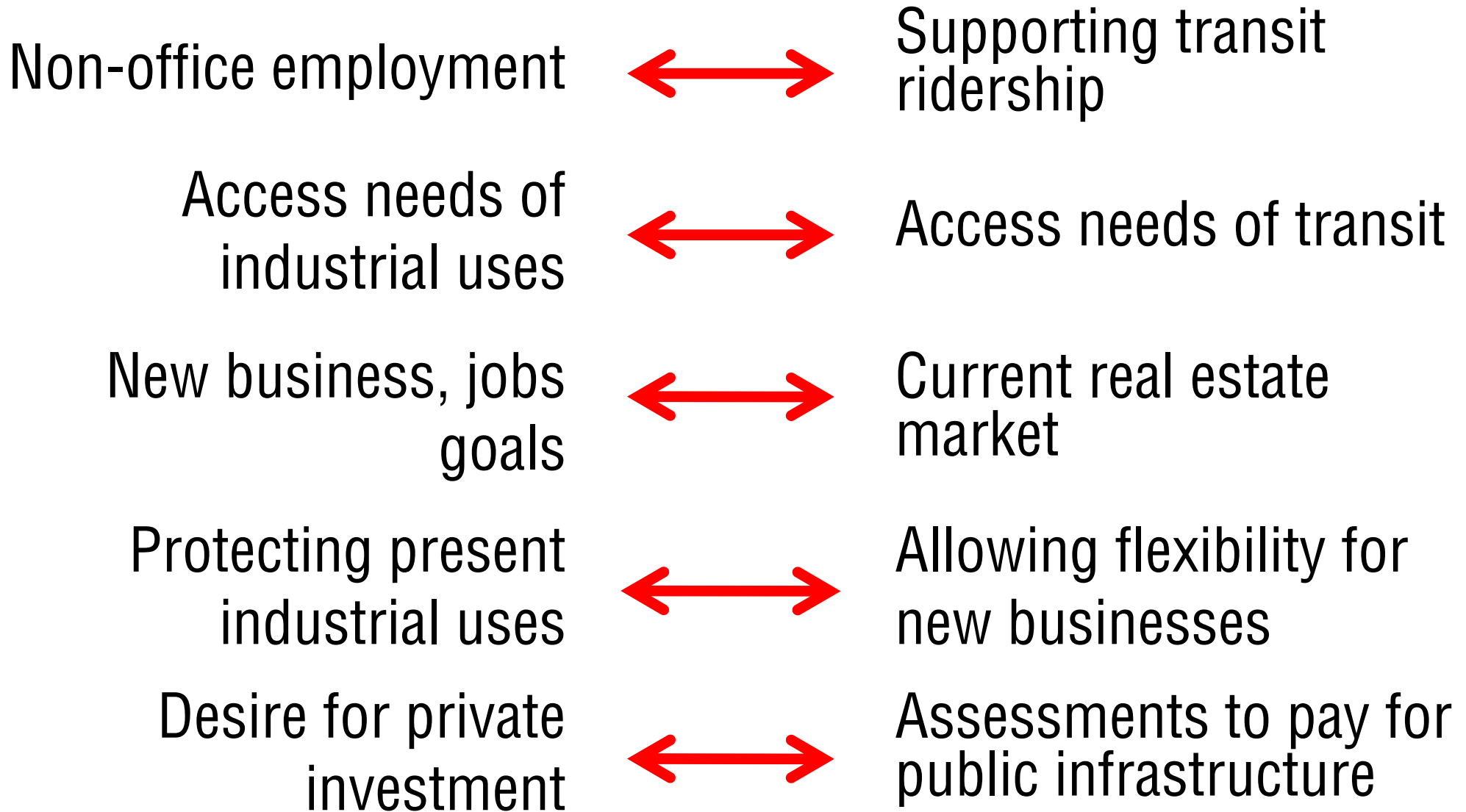




# New Infrastructure

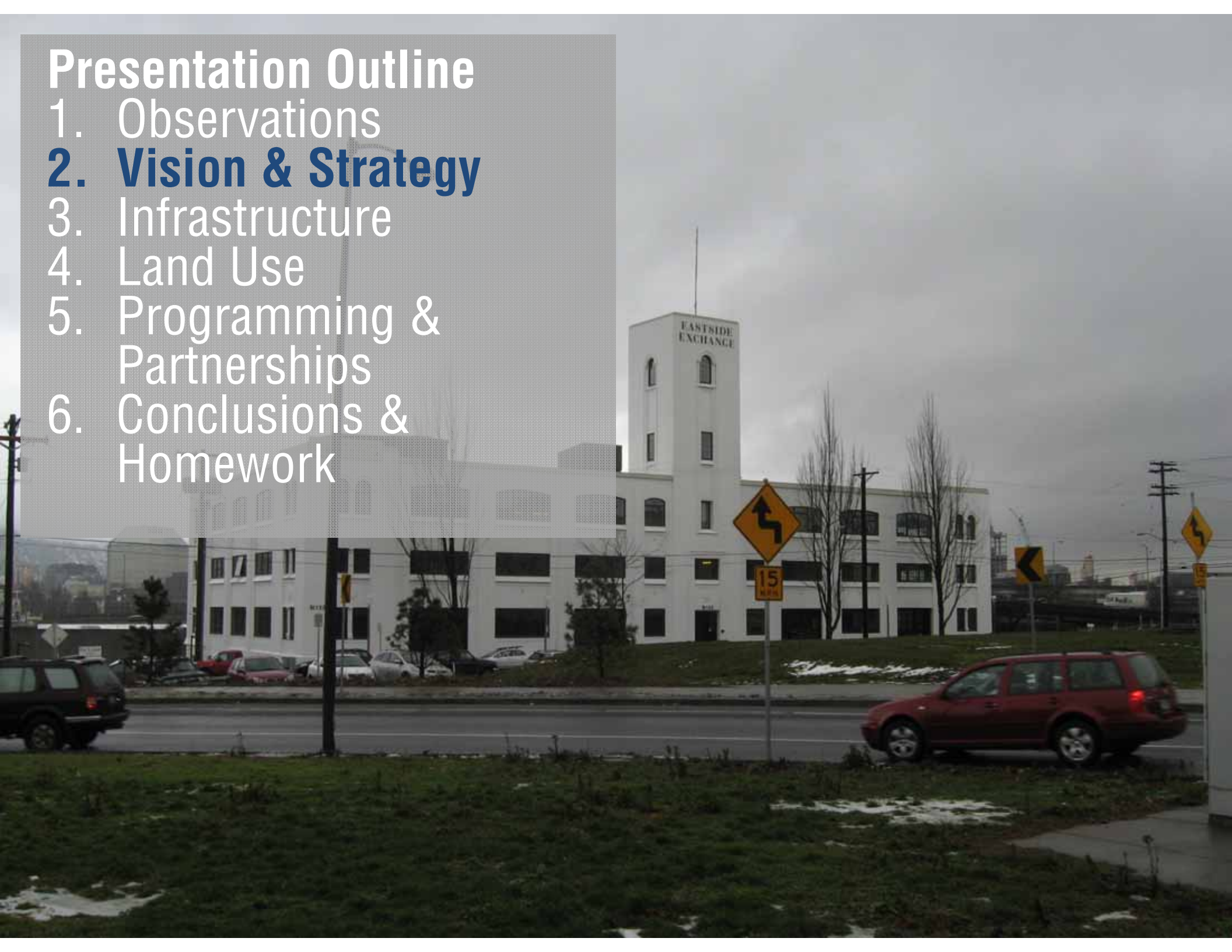
- Public investments will improve access
  - Transit/bike/ped bridge connection to South Waterfront
  - Completing streetcar loop connection to downtown
  - New light rail line connects Clackamas County to jobs in the Southern Triangle

# Conflicts & Tensions



# Presentation Outline

1. Observations
- 2. Vision & Strategy**
3. Infrastructure
4. Land Use
5. Programming & Partnerships
6. Conclusions & Homework



Foster the Central Eastside to become a  
21st Century employment center



# Portland Values

Core community values are the compass that guide policies and actions, and drive the preservation and promotion of employment

- Authenticity
- Self reliance
- Local industries-sense of place and origin
- Sustainability
- Small Scale-uniqueness and care
- Entrepreneurship-a culture of makers & doers
- Active lifestyle



# Synthesizing a Vision

A connected, urban place  
where makers and doers thrive

*“What attracts people to the district is the fabric”*

*“Make an attractive district to do business ...  
growth and density follow”*

# Necessary Ingredients

- Culture of possibility
- Flexible and adaptable environment for new and emerging production methods
- Haven for makers and doers
- Focus on production
- Cohesive and connected district
- One district with identity of place
- Contributes to economic vitality
- Creative urban industrial community



# Redefining Industrial Sanctuary



# Redefining Industrial Sanctuary

- Redefine the range of activities driving 21<sup>st</sup> century industrial jobs
- Re-tool the district to better serve diverse needs
- Transition 20<sup>th</sup> century industrial district to 21<sup>st</sup> century community of makers & doers:
  - Warehousing & distribution → now “logistics”
  - Industrial services
  - Manufacturing → now “makers”
  - Technical & creative design
  - Research & development

# Employment Strategy Not Just Regulatory Strategy

- Keep land values affordable for new and existing businesses
- Lead with human capital:
  - Cultivate a sense of collaboration and partnership
  - Address gaps in employers' workforce needs
  - Preserve and grow middle-class jobs
- Southern Triangle is the key new opportunity area

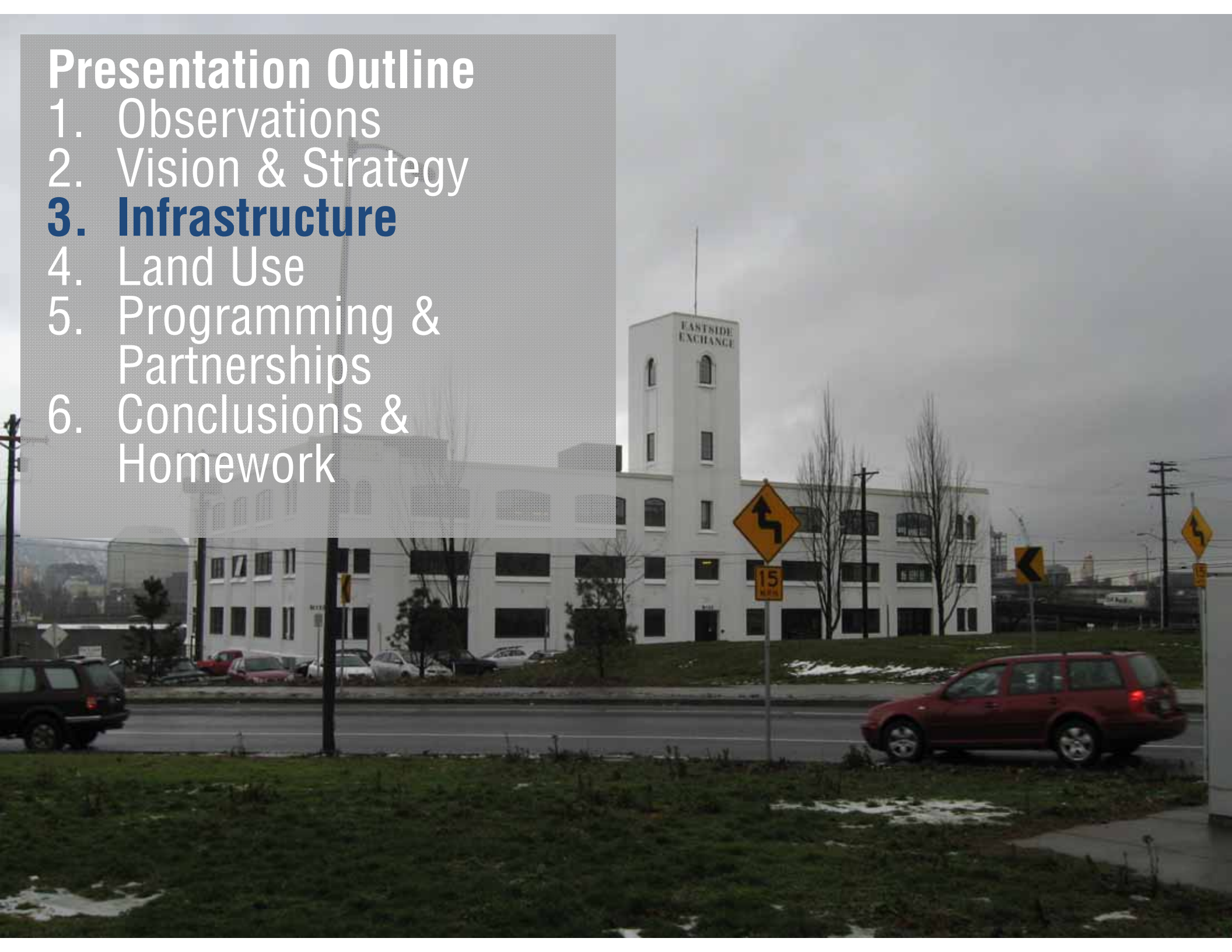
# Three-Pronged Employment Strategy

- Infrastructure & Access Improvements
- Land Use Flexibility
- Programming & Partnerships



# Presentation Outline

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# Infrastructure



- Streetscape improvements and placemaking
- Freight circulation and access
- Parking

# Streetscape & Placemaking



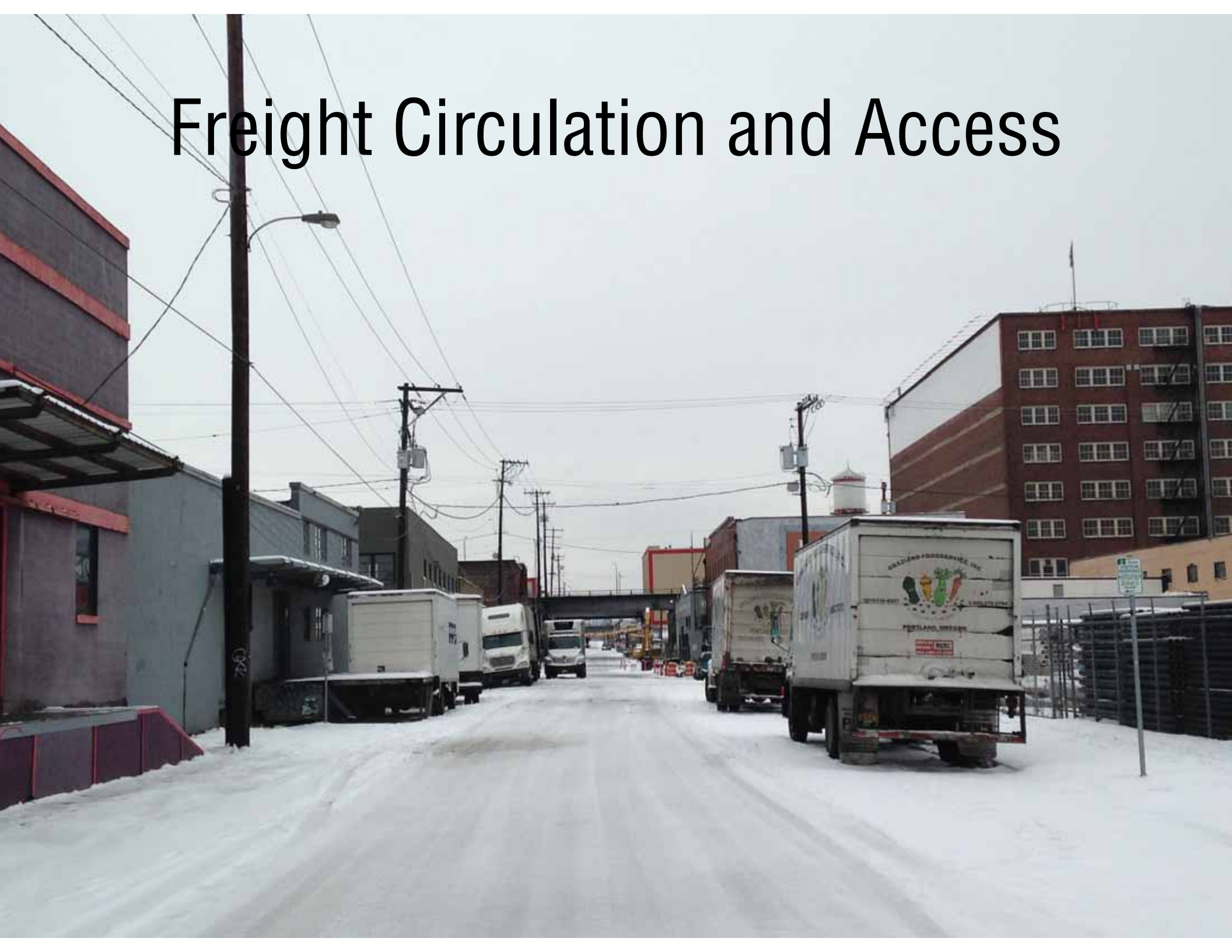
# Streetscape & Placemaking

- Enhance safety and activate area in evening
- Create walkable blocks surrounding the transit stops (streetcar and light rail) and to key locations
  - Lighting
  - Street furniture
  - Trees and green infrastructure
    - But only designs that don't conflict with truck access

## **Southern Triangle**

- Improve connections between Brooklyn and Ladd's Addition to the new bridge
- Enhance bike/ped movement around light rails stops
- New investments will depend on future development

# Freight Circulation and Access





# Freight Circulation and Access

- Develop traffic plan that balances freight access with multi-modal needs
- Work with businesses to create a freight street hierarchy (like for peds, bikes and cars)
- Phase in investments over time (e.g., mountable curbs, bike facilities)

## **Southern Triangle**

- New development on large blocks could have new alleys or rear access that sets aside space for loading and unloading and prevents future conflicts

**2** HOUR  
**VISITOR  
PARKING**  
7AM-6PM MON-FRI  
**EXCEPT BY  
ZONE G  
PERMIT**  
←

25

Parking

# Parking

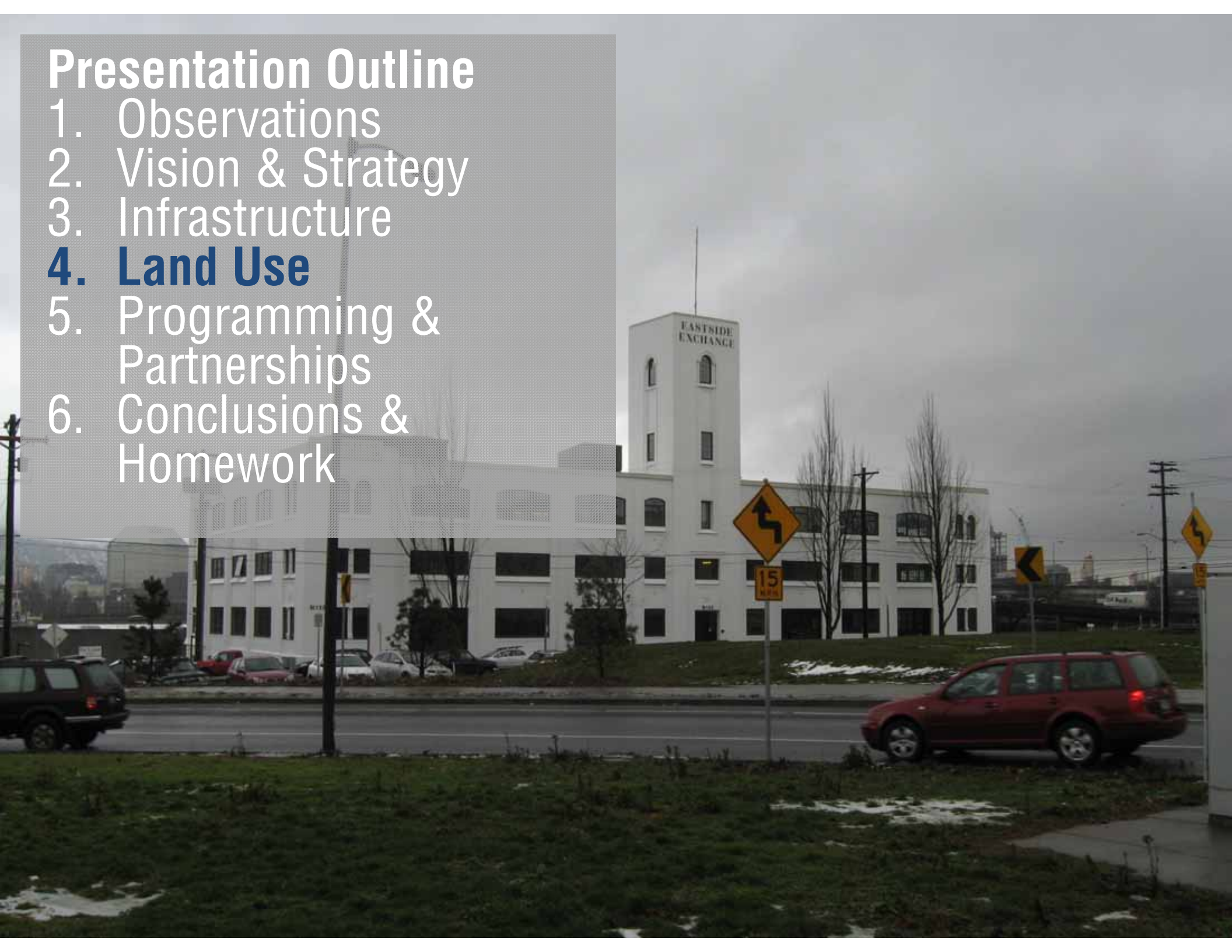
- Assess how parking management association is currently working
- Consider additional district-wide strategies
  - Centralized and/ or shared facilities
  - Parking minimums designed for shared access
  - Manage customer and employee parking needs differently

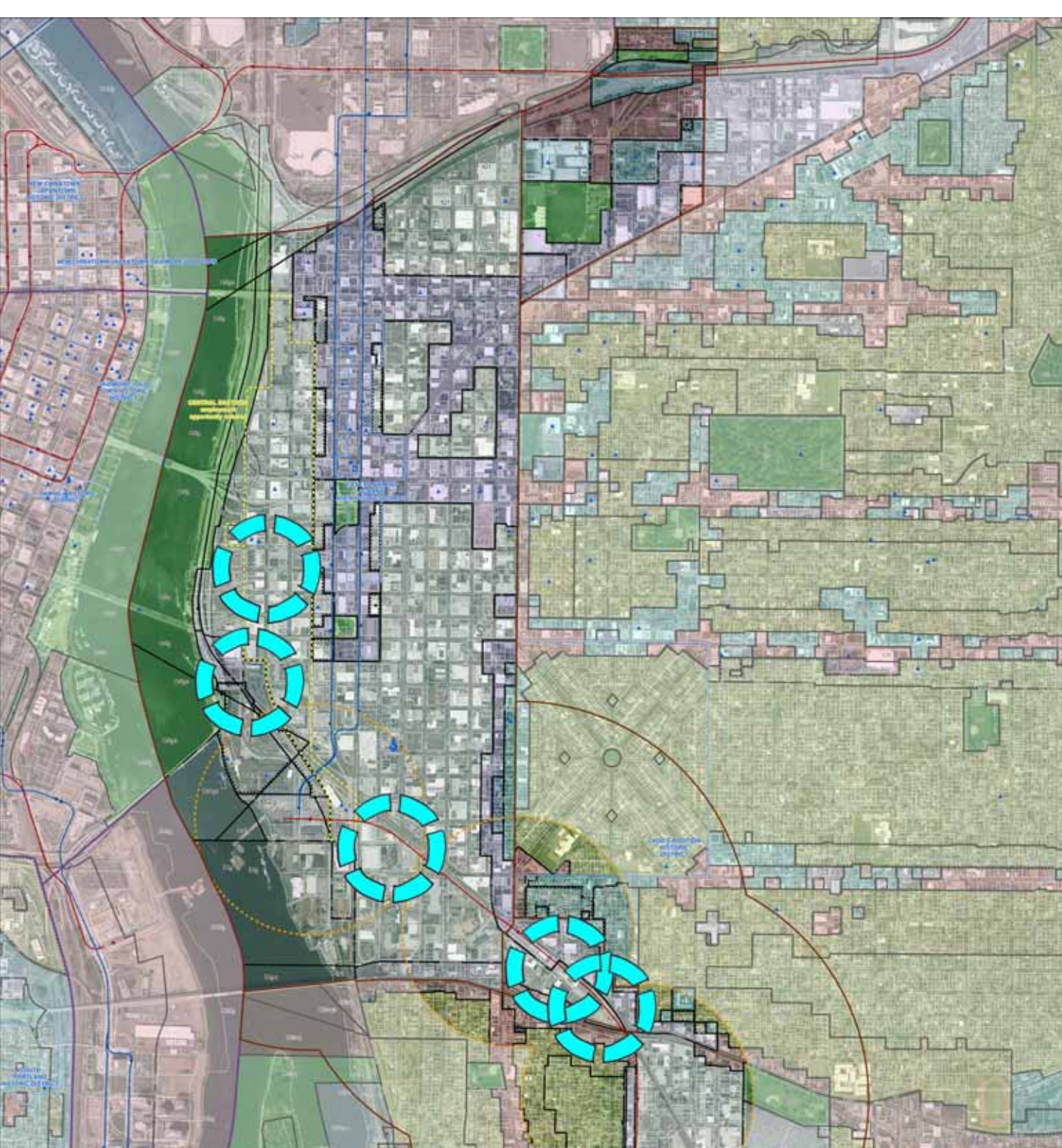
## **Southern Triangle:**

- Structured parking located near new dense development
  - Light rail stops at OMSI and Clinton stations

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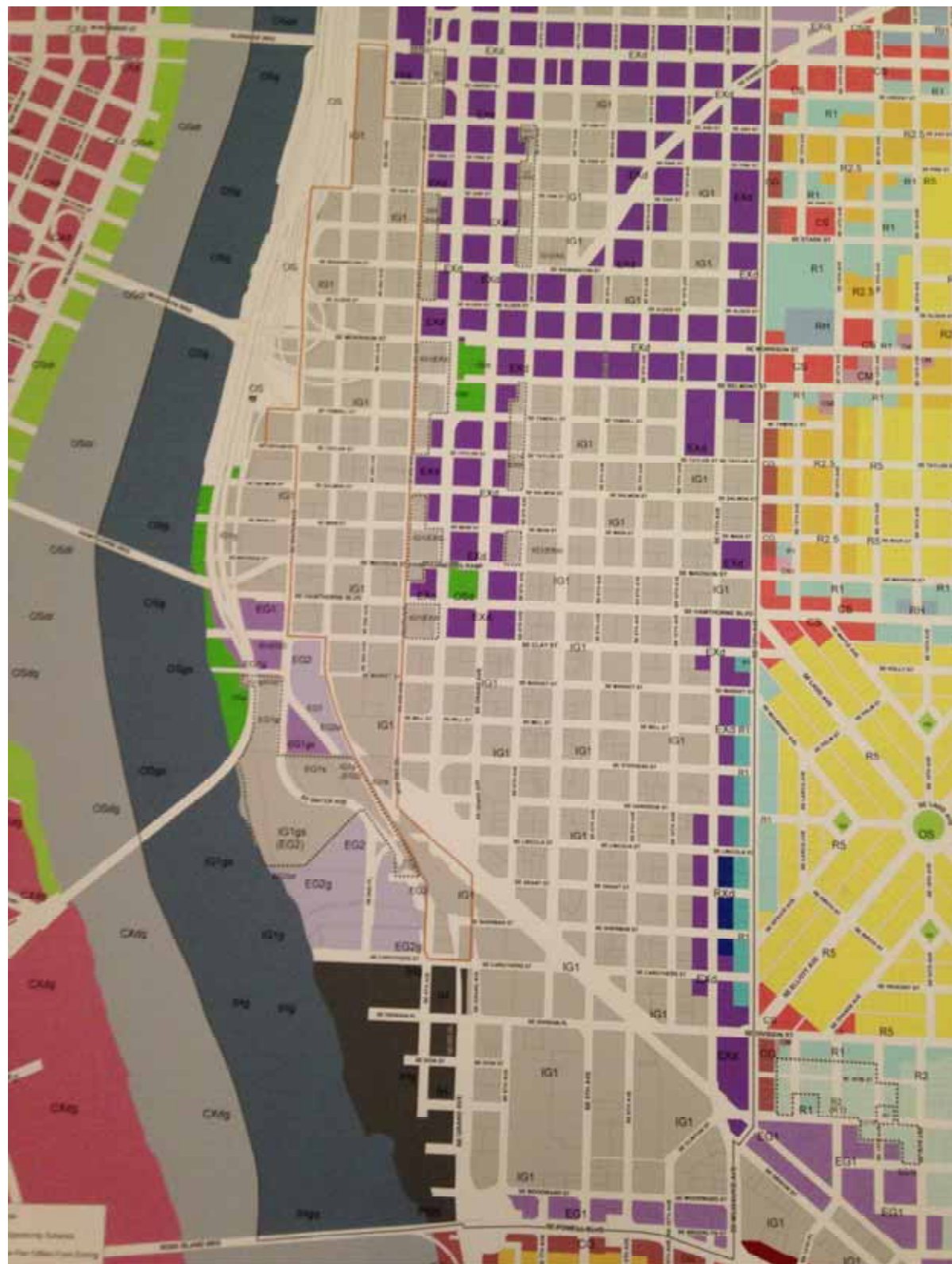


# Land Use

- Zoning
- Catalytic development sites
- Transit stations
- Riverfront activation

# Current Zoning

- The three predominant zoning districts (IG1, EOS, EXd) do not seem to adequately anticipate desired future land uses
- Need more flexibility in EOS and IG1
- Southern Triangle has distinct needs from Central Blocks



# Southern Triangle Is Opportunity Area



# Southern Triangle Is Opportunity Area

- Create more flexibility
  - Existing zoning for larger lots limit the potential of future development
  - New zoning should complement existing character
- Limit non-industrial uses like residential and retail
- Division Street should allow retail that serves denser employment
- Use zoning to help keep land values affordable



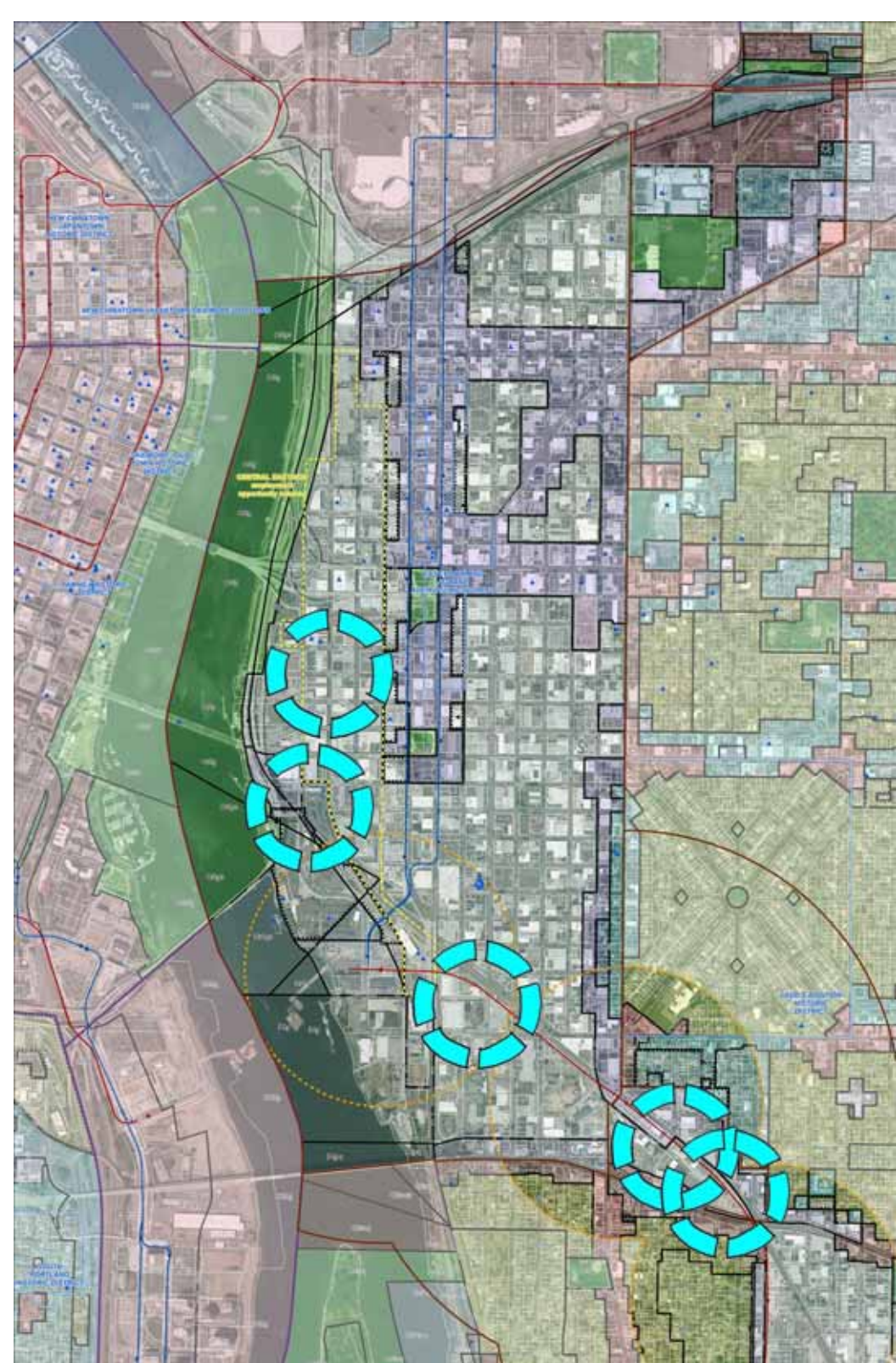
# Catalytic Development Sites

Pursue major employment  
uses at:

- OMSI
- ODOT

Pursue other employment  
users at:

- Fire Bureau Property
- Stacy and Witbeck
- TriMet (Keller and Roberti)



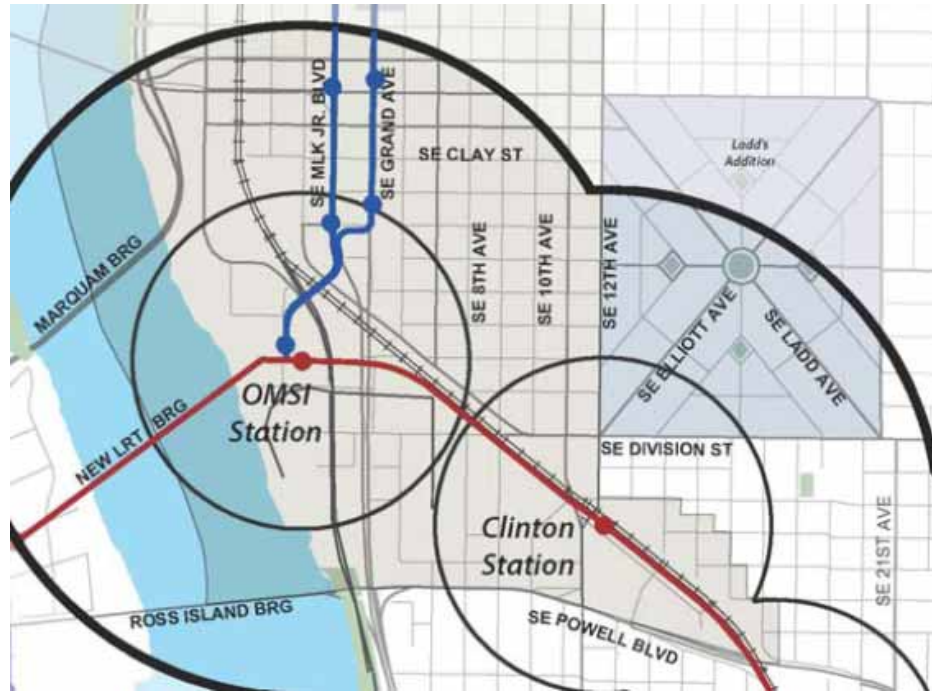
# Tools to Consider

- Offer SDC credit or exception for:
  - High-density job creating uses
  - Below-market rent for employment tenant
  - Incubator space
- Extend and expand URA to assist redevelopment, fund programs



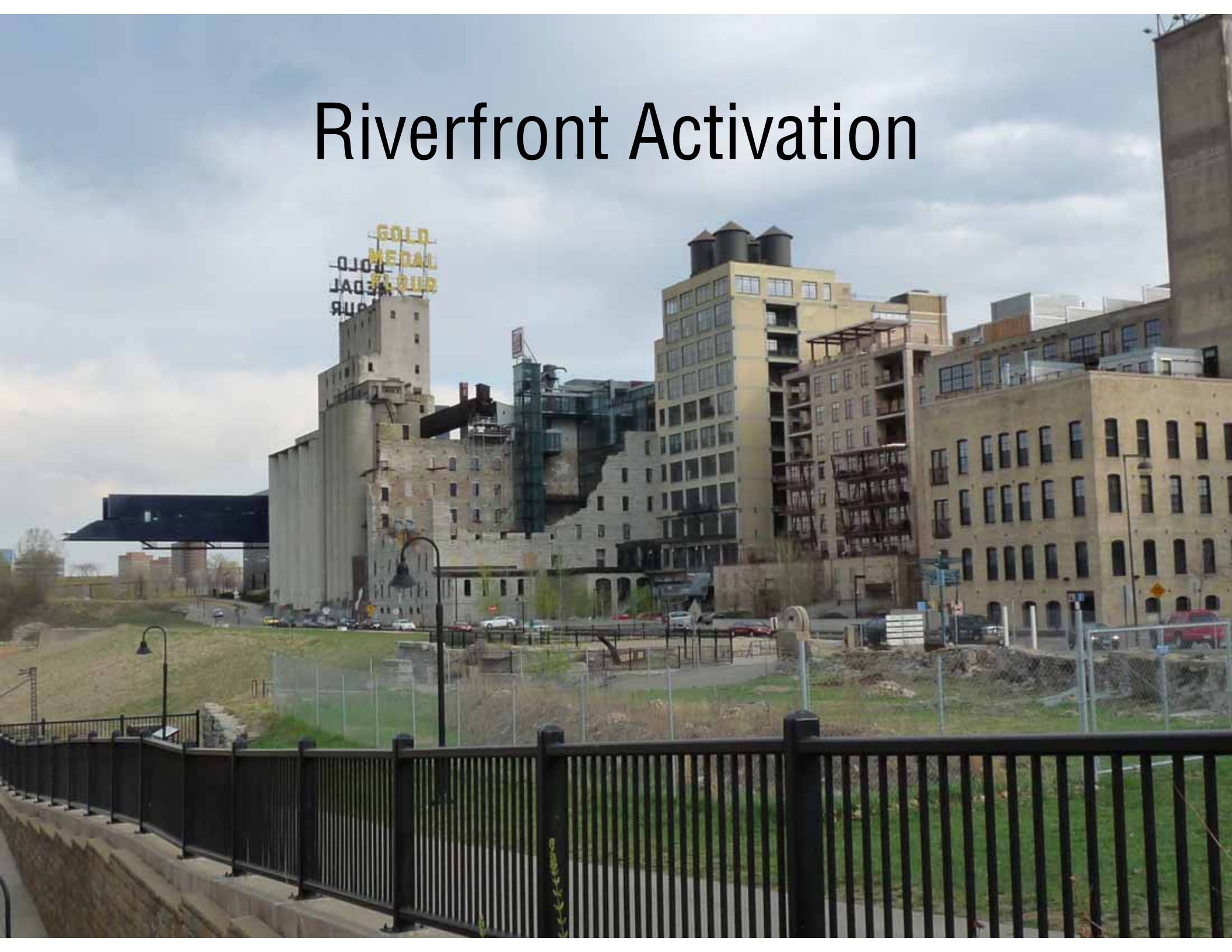
Incubator space in Washington, DC

# Light Rail Stations



- Flexible zoning for additional intensity right around stops
- Station area development would depend on coordination with large catalytic sites (previous slide)
- Include retail and ground floor uses that complement the current character
- EXd doesn't work because need to limit 24-hour retail and housing, which will disrupt long-term employment uses
- Clinton and OMSI station areas need different land use solutions

# Riverfront Activation

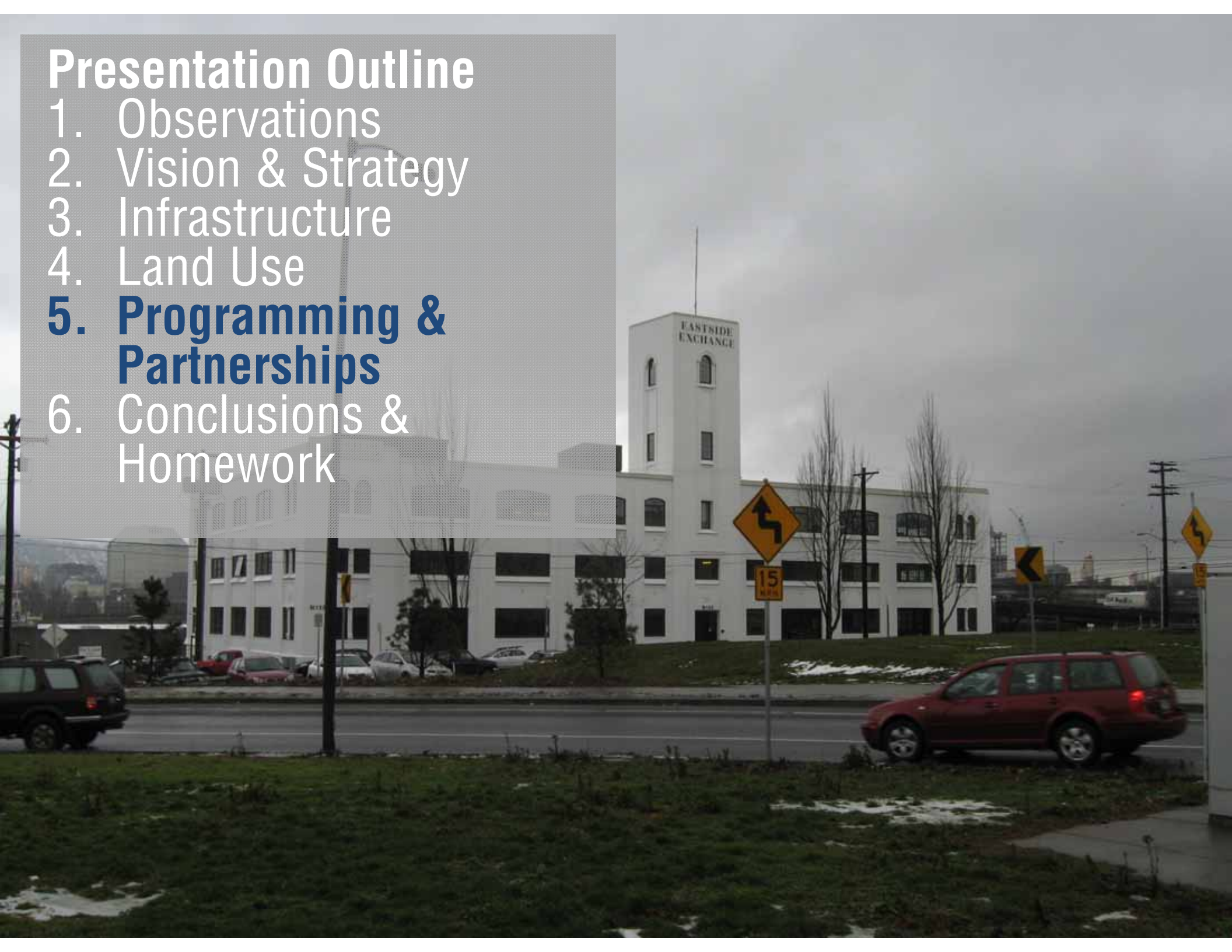


# Riverfront Activation

- Portland-Milwaukie Bridge should spill out onto a beautiful, accessible waterfront
- Riverfront Plan being developed as part of the SE Quadrant Plan
- Provide more flexibility to foster future uses of the waterfront in the Southern Triangle
- Activation should support OMSI station area
- Division Place should provide connection to river from neighborhood

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# Programming and Partnerships

- Focus on districtwide solutions for Central Eastside
- Foster a culture of possibility for entrepreneurs and encourage collaboration among institutions
- This will require cross-sector partnerships and programming that is flexible and adaptive

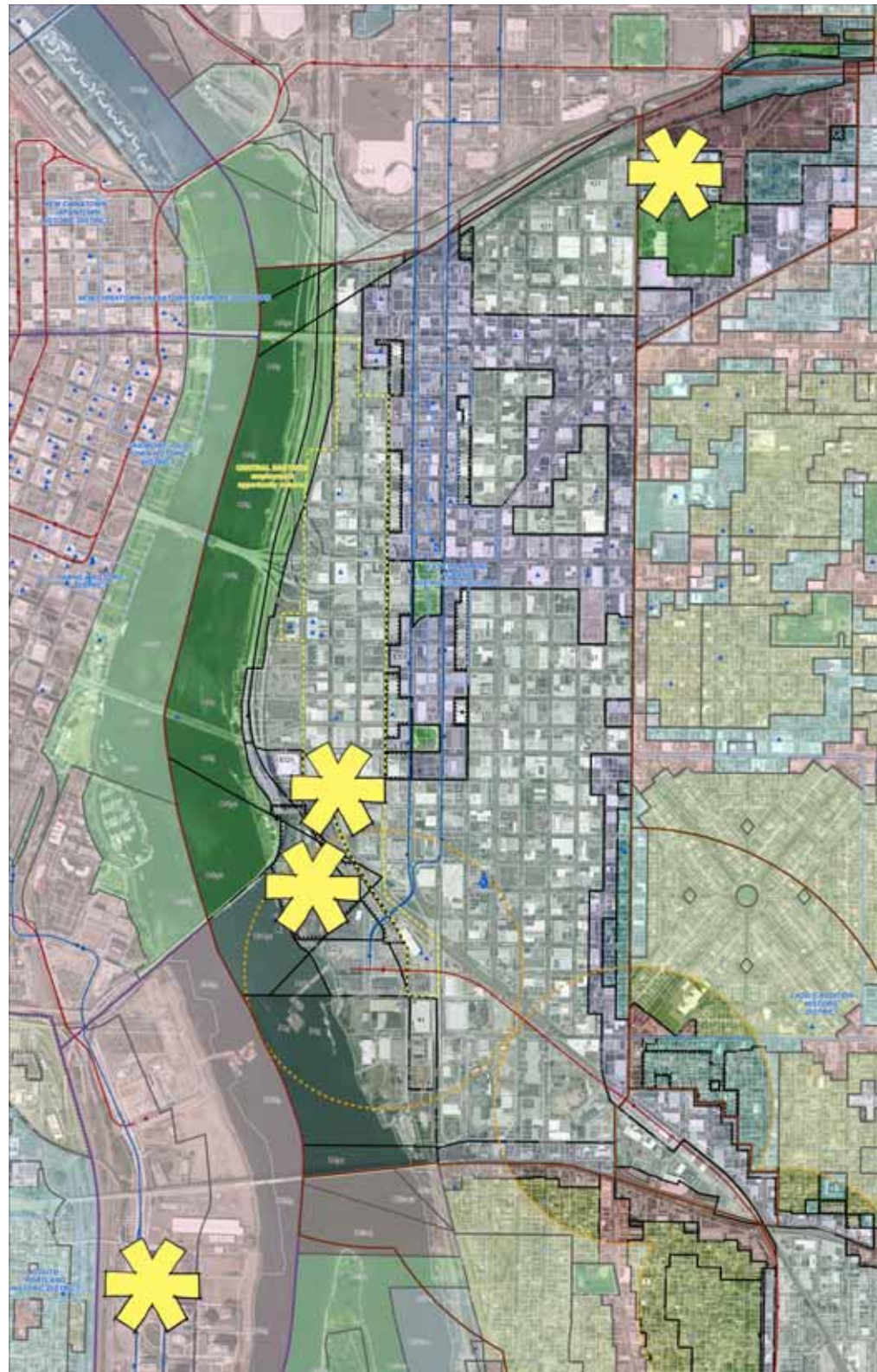
# Programming

- Workforce Training
- Business Development and Support
- Placemaking
- Transportation Demand Management



# Workforce Training

- Broker partnerships between Central Eastside firms and educational institutions



# Workforce Training Strategies

- Develop internships and youth employment programs
- Increase local labor supply for skills in emerging target industries (green tech, clean tech)
- Create formal links between OMSI, STEM education, and producer culture for next generation of workers

# Business Development Strategies

- Establish detailed industry criteria for attracting new businesses, including:
  - High-employment makers
  - Software
  - Renewable energy
  - Outdoor recreational products
  - Craft food and beverage
- Develop marketing and brokering strategy for targeted industries
- Create and manage flexible, co-working space

# Business Support Strategies

galvanize

CAPITAL

COMMUNITY

CURRICULUM

THE SPACE

EVENTS

TEAM

BLOG

CONTACT

## THE GALVANIZE COMMUNITY

Galvanize creates an “innovation ecosystem” designed to give entrepreneurs and innovators the best chance of success at the start of their next (or first) big thing. Through the three pillars of Capital, Community, and Curriculum, Galvanize builds a community greater than the sum of its parts to spark disruptive ideas and breakout companies.



### CAPITAL

We invest in visionary early-stage technology.

[Read More](#)



### COMMUNITY

We are a community of rockstar innovators and entrepreneurs.

[Read More](#)



### CURRICULUM

Become a code ninja at G School

[Read More](#)



### EVENTS

Get connected to our community at upcoming events.

[Read More](#)

# Business Support Strategies

- View Central Eastside not as business district but as an ecosystem of small, entrepreneurial “makers and doers”
- Today’s emerging entrepreneurs need combination of space, capital, support, advice, and connections
- Successful support models provide “Capital, curricula, and community” (e.g., Galvanize in Denver)
- Encourage renewable energy and related business creation

# Placemaking



# Placemaking

- Program spaces for makers and doers to meet people, share ideas, market CES businesses
- Support efforts of OMSI Mini Maker Faire and other existing events to showcase innovation
- Program communal events: farmers market, outdoor concerts, beer festivals, food trucks

# Transportation Demand Management

- Districtwide TDM coordinator encouraging: discount transit passes, carpooling/ car sharing/ bike sharing programs
- Explore innovative approaches to reduce trips among industrial users:
  - Off-peak carpools for shift workers
  - Bicycle facilities within industrial space
  - Bike station for district
  - Drones
  - Truck sharing
- Coordinate with new parking district



# Potential Implementation Partners

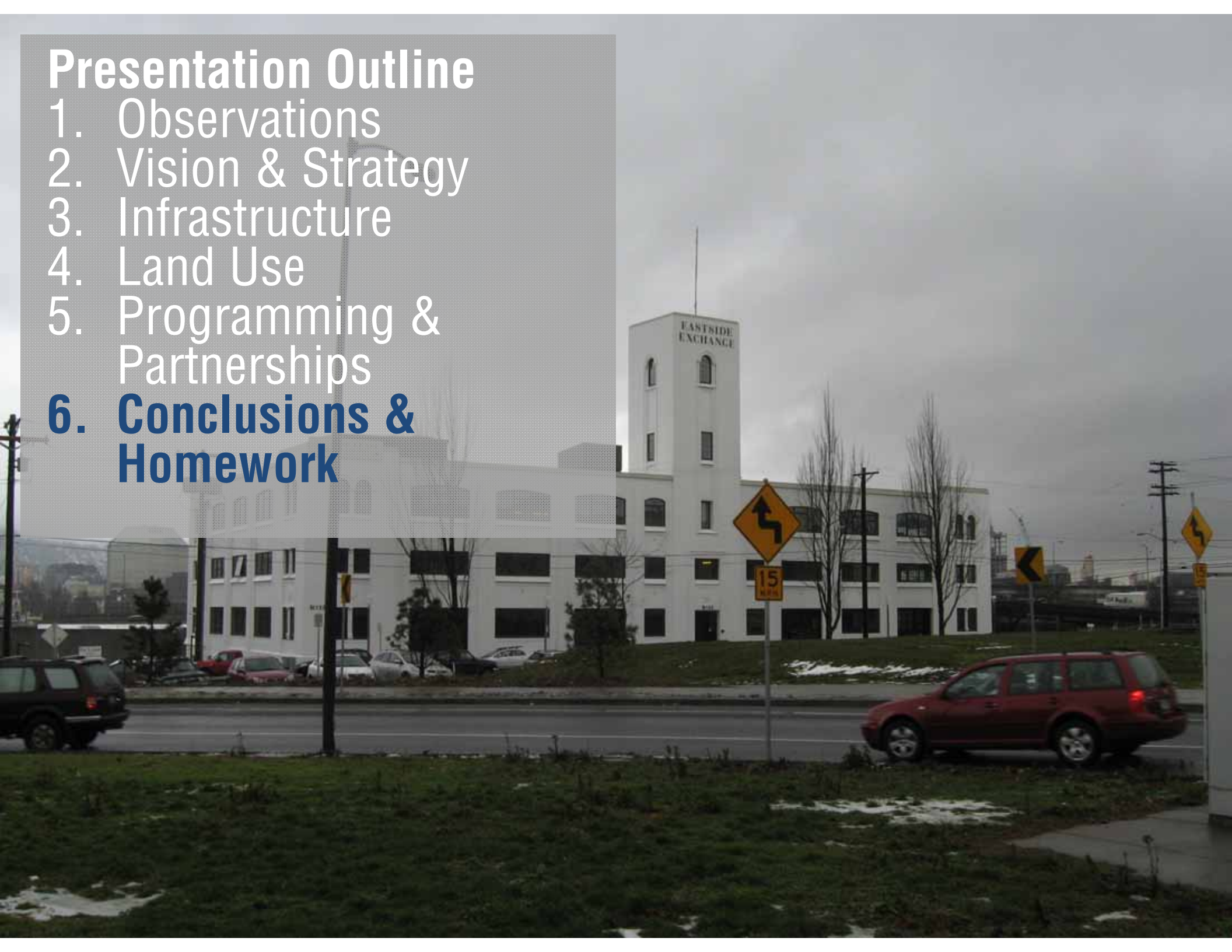


# Potential Implementation Partners

- Central Eastside Industrial Council
- Oregon Museum of Science and Industry
- Portland Community College
- Benson Polytechnic High School
- Oregon Health & Science University

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# Key Takeaways

- Transition this area from a 20th century industrial district to a 21st century community of makers & doers
- This transition will take time; intermediate uses may be appropriate in the short term
- Expand the definition of industrial uses and let it continue to change to reflect evolving economy
- Use an employment strategy--not just land use regulation--to create more jobs in the Central Eastside
- The city will need key implementation partners
- Portland's unique assets, culture and talent pool create the ability for you to succeed

# Homework

1. Convene advisory group of partners to link workforce development strategies to employment goals
2. Engage with OMSI and TriMet to collaboratively plan for future development on their sites
3. Get detailed understanding of local businesses' freight circulation and access needs
4. Assess the Transportation and Parking Management Association's progress and activities
5. Identify a menu of financing and zoning options for uses on catalytic sites (collaboratively with owners on sites not controlled by PDC)
6. Work with CEIC on support role for business support and attraction programs

**Next check-in:**

Rose Fellowship Retreat  
Vancouver, April 8, 2014

# Thank you to the following people; their assistance was essential to the panel's work:

Lisa Abuaf, Portland Development Commission | Stephanie Beckman, Portland Bureau of Planning and Sustainability | Kimberly Branam, Portland Development Commission | Tyler Bump, Portland Bureau of Planning and Sustainability | Paul Carlson, Oregon Museum of Science and Industry | Kevin Cavanaugh, Guerilla Development | Lucy Corbett, Kaiser Group, LLC | Derek Dauphine, Portland Bureau of Planning and Sustainability | Jillian Detweiler, TriMet | Ryan Duff, Intrinsic Ventures | Abe Farkas, ECONorthwest | Peter Finley Fry, Columbia Pacific Planning | Megan Gibb, Metro | Anyeley Hallová, Project^ Ecological Development | Bob Hanks, Portland Community College | Eric Hesse, TriMet | David Hyman, DECA Architecture | Jerry Johnson, Johnson Economics | Noel Johnson, Killian Pacific | Gil Kelley, Harsch Investment Properties | Wayne Kingsley, Portland Spirit | Debbie Kitchin, InterWorks, LLC and Central Eastside Industrial Council | Kathryn Krieger, TriMet | Rick Krochalis, Federal Transit Administration | Susan Lindsey, Buckman Community Association | Nolan Lienhart, ZGF | Dave Lorati, School Specialty Company | Juliana Lukasik, @ Large Films | Brad Malsin, Beam Development | Jonathan Malsin, Beam Development | Derek Metson, Greenbox Architecture, LLC | Bob Muravez, Umpqua Bank | Linda Nettekoven, Hosford-Abernethy Neighborhood Development | Kevin Pozzi, Congressman Earl Blumenauer's Office | Valeria Ramirez, Portland Opera | Michelle Rudd, Stoel Rives, LLP | Steve Russell, Kerns Neighborhood Association | Katherine Schultz, Portland Planning & Sustainability Commission | Howard Shapiro, Planning and Sustainability Commission | John Spencer, Stacy & Witbeck | Peter Stark, Stark Design | Meganne Steele, Metro | Nancy Stueber, Oregon Museum of Science and Industry | Jonas Sylvester, Unico Properties, LLC | Cheryl Twete, Metro | Steve Walti, Northwest Natural Gas | Wim Wiewel, Portland State University | Dan Yates, Portland Spirit | Joe Zehnder, Portland Bureau of Planning and Sustainability