

Central City 2035

Advisory Group Meeting 12

May 17, 2011, 4:00 – 7:00 PM

Bureau of Planning & Sustainability: 1900 SW 4th Avenue, Room 2500A



Agenda

- 1. Welcome & Introductions** 4:00 PM
 - Introductions C. Orloff & M. Rudd
 - Agenda review
 - Approval of minutes

- 2. Mobility Conceptual Policy Directions** 4:10 PM
 - Introduction/background S. Iwata
 - Summary of Mobility symposiums M. Leclerc
 - Overview of draft conceptual policy framework
 - Brief comments by symposium participants
 - Discussion
 - Follow up/next steps for the Mobility policy

- 3. Economic Vitality Conceptual Policy Directions** 5:20 PM
 - Introduction/background S. Kountz
 - Summary of Economic Vitality symposiums J. Zehnder
 - Overview of draft conceptual policy framework
 - Brief comments by symposium participants
 - Discussion
 - Follow up/next steps for the Economic Vitality policy

- 4. Steps to Project Completion** 6:30 PM
 - Project Schedule June - October T. Doss

- 5. Public Input** 6:45 PM



Central City 2035 Advisory Group Meeting Minutes – April 19, 2011 1900 SW 4th Avenue, Room 2500 A

Facilitator: Doug Zenn

Advisory Group members and Willamette River Symposium participants in attendance: Chet Orloff, Michelle Rudd, Nancy Stueber, Andre Baugh, Linda Nettekoven, Scott Langley, Lloyd Lindley, Stuart Smith

Advisory Group members not in attendance: Ed Blackburn, Amy Lewin, Tad Savinar, Mike McCulloch, Craig Sweitzer, Brad Malsin, Ethan Seltzer, Tom Shimota, Nancy Davis, Carl Talton, Andrew Frazier, Phil Wu, Mike Houck, Rick Williams

Staff in attendance: Troy Doss, Elisa Hamblin, Diane Hale, Sallie Edmunds, Marisol Caron, Shannon Buono, Kevin Kilduff, Ann Beier, Steve Iwata, Mark Raggett

Public in attendance: Wendy Rahm, Dick Springer

1. Welcome and Introductions

- Doug Zenn welcomed the group and overviewed the topic of the meeting.
- Chet Orloff also welcomed the group and complimented the staff on the work that had been done to draft the Willamette River Framework.

2. Willamette River Conceptual Policy Directions

- Sallie Edmunds introduced the River Team and gave background information on the River Plan process.
- She also summarized the two River Symposiums. The first symposium covered what had changed and discussed the river concept. The second symposium covered more details and specific sites along the river.
- Shannon Buono introduced the Draft Policy Framework for the Willamette River. She read the draft goal and outlined the remaining parts of the framework. She emphasized the need to not make every goal fit every part of the river, but rather find a balance.
- Linda Nettekoven commented that as part of trail feasibility there should be a recognition of access through industrial areas for multi-use paths.
- Chet Orloff asked whether that should also be included as part of the quadrant planning efforts.
- Michelle Rudd asked whether there was discussion about river mobility.
- Shannon Buono commented that it has mostly had to do with industrial access and that river ferries weren't really mentioned.

- Michelle felt mobility should be included. She also wanted to see a matrix of strategies and objectives.
- Lloyd Lindley commented that there should be something about coordination with upstream jurisdictions because of the effect on water quality.
- Chet Orloff asked a clarifying question about the language.
- Nancy Stueber felt the framework was a good reflection of the symposium discussions, but that mobility should be included.
- Linda Nettekoven asked for clarification about who will be responsible for each objective and future actions.
- Andre Baugh asked if there was a base that would be achieved everywhere, or if there was a varying base.
- Sallie stated the group talked about different areas having only access, or only habitat. The symposium group really felt it be a diverse waterfront.
- Andre continued that maybe some things do belong at all locations, such as habitat.
- Shannon Buono felt that was consistent with the discussion and nature being woven into the city.
- Chet stated there are some areas with no access.
- Lloyd felt guidelines might help with decisions about river diversity.
- Nancy asked for clarification.
- Lloyd stated that like in the CCP guidelines, you can communicate the value of the rivers edge, maybe something like fundamental design guidelines.
- Troy Doss felt this might be too specific, especially as thinking changes with science. The intent, however, will remain the same. The methods to achieve the goals can change substantially over time.
- Sallie felt there were possibilities for design guidance drawings, which could change over time.
- Troy felt that showing a range of projects could work, but sometimes one image can cause replication over and over again.
- Chet asked for differentiation between implementing a framework and the application at a place. How do we move forward with this and get around the issue of guidelines?
- Troy continued with an example from South Waterfront.
- Scott Langley felt that based on recent work he has done, putting exact points for this long of a time frame might be in vain. He also stated that mobility should definitely be included.
- Doug Zenn asked all people in the room for comments

- Ann Beier from the Office of Healthy Working Rivers commented that at their recent forum, river mobility was a major point. Also, flexibility with what happens where is very important.
- Andre Baugh stated that with future conversations about the freeway, there might be a way to include that, especially with redevelopment potentials.
- Chet asked if everything included in the framework could apply if the freeway was there and if the freeway was gone.
- Troy stated that all redevelopment sites should be looked at to see if they work.
- Stuart Smith commented that he would like to see some form of ferry service on the river to facilitate residential and commercial development.
- Sallie commented that there has been a lot of work done and that they could summarize information for the group.
- Troy stated with future development it might be feasible, but that with today's conditions it wouldn't really be feasible without public subsidy.
- Chet asked Dick if everything from watershed management is included.
- Dick commented
- Doug Zenn asked for further comment or issues.
- Kevin Kilduff commented on the bullet regarding acquisition of land for habitat and asked if there were needs for larger recreational and green areas.
- Troy spoke about current work and negotiations in South Waterfront and conditions of Tom McCall Waterfront Park.
- Kevin commented that there is a need to discuss water quality and brownfields as a significant regional concern.
- Ann Beier felt that this policy statement might not be the place for this concern, but should be a wider community effort.
- Lloyd Lindley
- Chet Orloff asked about process for refining the policy language.
- Troy stated that input would be incorporated into a new draft, which would be brought back to the group and then set aside until the larger concept plan was brought together.
- Stuart Smith asked if Ross Island was included.
- Sallie clarified how information would be dispersed to the group.

3. Next Steps and Public Input

- The previous meeting minutes were approved by the group.
- Troy Doss outlined next steps for the group. He also overviewed the upcoming symposiums.
- There was no public comment and the meeting adjourned at 5:05 p.m.



Central City 2035 Advisory Group

Upcoming Events

Dates as of 5/16/11. Please check website for updated information closer to each event.
www.portlandonline.com/bps/cc2035

		Su	M	T	W	Th	F	Sa
May	<p>Tuesday, May 17 – Advisory Group Meeting <i>Discussion: Economic Vitality, Mobility</i> 4:00 – 7:00 p.m. 1900 SW 4th Avenue, Room 2500A</p> <p>Friday, May 20 – Historic Resources Symposium 9:00 – 11:30 a.m. 1900 SW 4th Avenue, Room 2500A</p>	1	2	3	4	5	6	7
		8	9	10	11	12	13	14
		15	16	17	18	19	20	21
		22	23	24	25	26	27	28
		29	30	31				
June	<p>Tuesday, June 7 – Advisory Group Meeting <i>Discussion (tentative): Civic and Cultural Life, Public Safety</i> 4:00 – 6:00 p.m. 1900 SW 4th Avenue, Room 7A</p> <p>Friday, June 17 – Historic Resources Symposium 9:00 – 11:30 a.m. 1900 SW 4th Avenue, Room 2500A</p> <p>Tuesday, June 21 – Advisory Group Meeting <i>Discussion (tentative): Urban Ecosystems</i> 4:00 – 6:00 p.m. 1900 SW 4th Avenue, Room 7A</p>				1	2	3	4
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July	<p>Tuesday, July 19 – Advisory Group Meeting <i>Discussion: Policy Framework Wrap-up</i> 4:00 – 6:00 p.m. 1900 SW 4th Avenue, Room 7A</p> <p>Enjoy your summer, see you in the fall!</p>						1	2
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Mobility Framework

Draft Goal

Improve the competitive advantage, economic development potential and livability of the Central City by increasing the accessibility of people and goods via a world class, safe, affordable, equitable, health-promoting and energy efficient transportation system.

Draft Objectives

- a. *Continue to recognize the fundamental role of the Central City as the region's transportation hub.*
- b. *Support the Central City as an active and vibrant place for a diversity of people to work, live, shop, learn and play by providing for affordable transportation access throughout the day and evening hours on weekdays and weekends.*
- c. *Invest in transportation facilities that promote economic development, livability, retail, tourism, recreation, equity, and compact urban form.*
- d. *Support transportation strategies and public-private partnerships to bring more people and commerce while reducing the reliance on single-occupancy vehicles (SOV), greenhouse gas emissions and managing limited right-of-way capacity.*
- e. *Increase access to the Central City by providing for a transportation system that supports more trips destined to the Central City and prioritizes them over auto trips not destined to the Central City.*
- f. *Coordinate transportation with land use to reduce individuals' travel distance and prioritize short trips taken by foot, bicycle, and transit.*
- g. *Recognize parking as an important element of the transportation system to maintain economic vitality and reduce reliance on SOVs.*

Draft Strategies

I. System Management

- **System Demand Management.** Support the Central City's high density, economic and land use goals by increasing the people carrying capacity and efficient and balanced use of all transportation modes: pedestrians, buses, light rail, streetcar, tram, automobiles, bicycles, freight and passenger rail, and trucks.
- **Central City Transportation Portals-**Manage the entry points (portals) into the Central City to ensure efficient and safe movement and access for all transportation modes.

- Provide for a balanced transportation system to support a wide variety of Central City activities, including SOV trips that have economic utility to the Central City, leading to an overall increase in non SOV trips.
- Prioritize available Central City roadway capacity for trips in, out and within the Central City over auto trips not destined to the Central City.
- Street Hierarchy System. Provide for a clear street hierarchy that integrates land use with the transportation modes to ensure efficient Central City access and circulation, support land use activities and provide for safe movement for people and goods.
 - Multi-modal access. Establish a street system that provides for a balance between auto and freight access with increasing needs for transit and bicycle facilities.
 - Pedestrian realm. Ensure that the highest priority for the public realm is a safe and pleasant pedestrian experience in all parts of the Central City.

II. System Investments

- Invest in resolving key transportation bottlenecks that limit access to and through the Central City, including the I-5/405 Freeway Loop and barriers for safe and efficient access for all transportation modes.
- Invest in non-SOV transportation measures to increase the people carrying capacity of the transportation system.
- Leverage transportation improvements to stimulate economic development and private investment in support of the CC2035 land use and economic development goals.
- Invest in transportation improvements that enhance the quality and livability of urban places.
 - Improve safety
 - Provide amenities that enhance the pedestrian experience
 - Improve the retail experience.

III. Mode Split. Establish mode split, vehicle miles traveled (VMT) and greenhouse gas emissions (GHG) targets to foster continued public-private partnerships to support high density economic development in the Central City and align with regional, citywide and Central City goals.

- High density development in the Central City will address regional and citywide goals to reduce vehicle miles travel and greenhouse gas emissions; and mode split targets will provide benchmarks to monitor these goals.
- Key strategies to increase mode splits for alternative transportation modes include job-housing balance, maximizing development potential, investment in alternative transportation modes, and parking and demand management.

IV. Parking. Manage the supply of off- and on-street parking to support economic development, improve mobility, promote non-SOV modes and minimize impacts to adjacent neighborhoods.

- Explore strategies for more flexible parking management for on- and off-street parking to better utilize the parking supply.
- Continue to discourage undedicated surface parking.

Equity Statement

The Central City 2035 planning effort strives to develop policies and actions that ensure a balanced multimodal transportation system that is accessible to all Portlanders who live, work, learn, visit, shop and recreate in the Central City.

DRAFT

CC2035 Transportation Plan

Note: CC2035 Transportation Plan will replace the Central City Transportation Management Plan (CCTMP) and be an amendment to the Portland Transportation System Plan (TSP).

Draft Transportation Objectives

- a. *Strive for effective design and management techniques that allow for maximum human and freight mobility, access, safety and comfort.*
- b. *Encourage the use of transit, walking and bicycling to, from and within the Central City by increasing their safety, convenience and attractiveness.*
- c. *Improve the movement of goods to, from and within the Central City to ensure that reliable freight access can support economic vitality.*
- d. *Manage parking resources efficiently to support growth and economic development while managing limited roadway capacity. Continue to discourage undedicated surface parking lots.*
- e. *Recognize that as a regional destination, some trips to/from the Central City will start/end in areas with inadequate infrastructure for the use of non-auto modes and strategies are needed to accommodate access to/from these areas.*

Draft Transportation Strategies

I. 2035 Performance Targets

- a. Trip Activity. Target a 50% increase in trips as a result of increased economic activity and number of jobs and residents expected by 2035.
- b. Commute mode split.
 - Central City land use and transportation strategies should aspire to achieve a target of 25 percent drive alone (SOV) trips in and out of the Central City; and 75 percent by other modes*.
 - Subdistrict targets for commute auto person trips (including carpool) to be no more than:

Downtown:	30%
River District:	30%
Goose Hollow:	40%
South Waterfront:	40%
Lloyd:	45%
Central Eastside:	65%
Lower Albina:	75%

- c. VMT Per capita. Establish a VMT per capita reduction target for Central City trips of 40 percent from today's levels.
- d. GHG Emissions. Establish a target of keeping GHG emissions from automobiles and trucks constant from today's levels, thus making the growth of the Central City "carbon free" and supported primarily by non auto modes.

* Approximate breakdown by modes: transit at about 40 percent, bicycling at about 15 percent, and walking and carpooling each at about 10 percent.

- e. Traffic and Congestion. Target total traffic in and out of the Central City to be approximately constant from today's levels to avoid worsening of congestion.

II. Implementation Strategies

- a. Travel Demand Management. Provide innovative programs[†] that increase the use of non-SOV modes of transportation.
- b. Parking and Loading. Provide for flexible parking management strategies, and public-private partnerships to promote economic development as the use of non-SOV transportation modes increases.
 - Develop strategies to maximize the use of existing parking.
 - Increase availability and visibility of short-term, visitor parking where possible and encourage more efficient use.
 - Manage and expand the supply of Smart Parking for short-term visitor parking needs in the Central City.
 - Manage the off-street parking supply to maximize its use and to support retail and other land uses and economic development in general.
 - Manage loading zones to support nearby business activity.
 - Provide parking wayfinding for on and off street stalls.
 - Develop strategies to encourage parking as an incentive for economic development, providing for flexible parking management to support parking needs during weekday, evenings, and weekends.
 - Provide additional bicycle parking to meet demand.
 - Simplify the parking section of the zoning code.
 - Provide for greater flexibility in current parking regulations as the use of non-SOV modes increases.
 - Develop strategies to incent housing development in the Central City to increase the use of alternative transportation modes.
 - Encourage shared parking management strategies to support existing residential development without parking.
 - Monitor the impacts of residential development on neighborhood on-street parking.
- c. Pedestrian, Trails and Flexible Streets
 - Continue to give priority to pedestrians in the Central City, particularly by providing adequate sidewalks, curb ramps and safe and convenient street crossings.
 - Address safety barriers at the portals into the Central City, especially on the freeway overpasses and bridge ramps.
 - Create additional opportunities for flexible street designs and use that would enhance the pedestrian realm and facilitate street closures for special occasions.
 - Update the *Pedestrian Master Plan*.
 - Complete the Willamette Greenway Trail on both sides of the River and improved connections to it.

[†] Such as a Transportation Management Association, or the City's SmartTrips program.

d. Transit

- Improve transit access to the Central City to its full development potential for trips into, between and within districts.
- Improve the speed, reliability, accessibility and visibility of transit in the Central City.
- Provide transit preferential treatments at congested locations and segments.
- Integrate the region's *High Capacity Transit System Plan*'s recommendations and the City's *Streetcar System Concept Plan* with the Central City's transit system.

e. Auto, Freight and Highway Portal Bottleneck Improvements:

- Address key congestion bottlenecks to improve access to the Central City at:
 - I-5/I-84
 - I-405/Ross Island Bridge/South Portland
 - South Waterfront-South Portal.
- Explore regional pricing mechanisms to more efficiently manage auto demand.
- Invest in Intelligent Transportation System technologies to manage the transportation system.
- Integrate the recommendations of the Freight Master Plan into the Central City's transportation system.

f. Bicycle

- Integrate the recommendations of the *Bicycle Plan for 2030* with the Central City's transportation network and infrastructure to create safe and comfortable conditions for bicyclists.
- Explore creating a bike sharing program for the Central City.

g. Telecommunications. Invest in technology to improve access, efficient use of parking resources, and communication in the Central City.

- Provide wireless internet access in the Central City and transit system.
- Provide parking wayfinding and explore dynamic pricing

h. Intercity Passenger Rail. Support Oregon and Washington efforts to improve intercity passenger rail service in the Cascadia Corridor, including higher speed passenger train.

- Reinforce the role of the Union Station area as a hub for multi-modal transportation services, including intercity passenger trains, intercity buses, light rail, streetcar, TriMet buses, taxis, shuttle buses, and bicycles.

III. Plan Integration

a. Street Hierarchy System

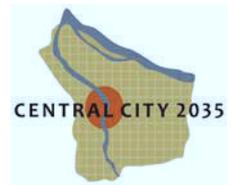
- Integrate Central City land use and urban design concepts with a street hierarchy system and TSP Street Classification.
- Integrate with *Freight Master Plan*, *Bicycle Plan for 2030*, *Streetcar System Concept Plan*, and *Pedestrian Master Plan*.
- Integrate with the *Regional Transportation Plan* and *High Capacity Transit Plan*.

- b. Update land use review, system planning, comprehensive plan amendments and capital project performance standards to better reflect the Central City's unique role and characteristics.
 - Review and update level-of-service standards and diversion policy for the Central City.

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Central City Report Card

Summary of major transportation accomplishments since 1995



Projects	Auto	Freight	Transit	Ped.	Bike
Pearl District street improvements, including NW 13 th Ave, reconstruction of NW Lovejoy (2006)	√		√	√	√
South Waterfront, Moody-Bond Street Couplet Project (2007)	√	√	√	√	√
Naito Parkway reconstruction (2007)	√	√			√
Broadway-Weidler improvements	√	√	√	√	√
Lloyd Boulevard Ring Road Project (1997)	√	√			
NE Multnomah Blvd projects	√	√	√	√	√
Hawthorne Bridge rehabilitation (2001)	√	√	√	√	√
NW Naito Main Street Improvement (Steel Bridge to Broadway Bridge)	√	√		√	√
East Burnside Couch Couplet (2010)	√	√	√	√	√
MLK Viaduct Replacement Project (under construction)	√	√			
Gibbs Pedestrian Bridge (under construction)				√	√
Festival Streets in Old Town / Chinatown (NW Davis and NW Flanders completed 2007), and by new Director Park (completed 2010)				√	√
Street improvements along NW 3 rd and 4 th Avenues (2007)	√			√	√
Lower Albina Overcrossing (N. Tillamook) completed (2003)	√	√		√	
Russell Street improvements in Lower Albina (2003)	√	√	√	√	√
Moody Streetcar Reconstruction Project (2008)			√	√	√

Transit

- Construction of Max Blue Line to Hillsboro (1998), Red Line to PDX (2001), Yellow Line to Expo Center (2004), Green Line Clackamas to PSU (2009), with construction on the Milwaukie Line starting in 2011
- Portland Streetcar Good Sam to PSU (2001), River Place Extension (2005), South Waterfront Extension (2006-7)
- Extension and reconstruction of the Transit Mall (2009)
- Portland Aerial Tram completed (2006)

Bicycle

- Almost 26 new miles of bicycle infrastructure, including 21 miles of new bicycle lanes and 4 miles of off-street paths

Parking

- 22,500 parking spaces built, or an average of about 1,500 stalls per year.
 - 10,430 residential spaces built (62% of allowed maximum in subdistricts with maximum ratios)
 - 6,500 commercial spaces built (86% of allowed maximum ratios)
 - 2,000 “preservation” spaces built for older office buildings
 - 3,600 short-term spaces built for visitor use
- Approximately 60% of all parking stalls did not require parking review, and 80% of the residential parking did not require parking review. Prior to the CCTMP, all development applications with a parking component required parking review.

Mode Split

- Overall commuting trip mode split increased for non-drive alone travel modes (specifically transit, walking, bicycling, and carpooling), with Lloyd District at 36% and River District / Downtown at 64%
- Over five-fold increase in bicycle riders across Willamette Bridges
- PSU increased non-drive alone trips significantly over the last decade, decreasing drive-alone trips from 41% in 2000 to 22-25% in 2010
- Lloyd Transportation Management Association (TMA, established in 1997) is among the most successful TMA organizations in the United States. In 2009, transit mode split for members was 39% (up from 10% in 1994) and bicycle mode split was 6% (up from 1% in 1994)

Air Quality

- No carbon monoxide violations since 1983

Symposium 1

Facilitator: David Knowles

Panelists in attendance: Susan Anderson (Portland Bureau of Planning and Sustainability), Gwenn Baldwin (Baldwin Consulting), Mia Birk (Alta Planning and Design), Bernie Bottomly (Portland Business Alliance), Bob Buchanan (Pioneer Place), Rob Burchfield (Portland Bureau of Transportation), Chris Kopca (Downtown Development Group), Alan Lehto (TriMet), Amy Lewin (Central City 2035 Advisory Group), James McDermott (Web Trends), William Palmer (Brooks Brothers), Carly Riter (Portland Business Alliance), Michelle Rudd (Central City 2035 Advisory Group), Rob Sadowsky (Bicycle Transportation Alliance), Phil Selinger (Willamette Pedestrian Coalition), Bill Scott (Zipcar), Chris Smith (Planning and Sustainability Commission), Peter Stark (Central Eastside Industrial Council), Craig Sweitzer (Central City 2035 Advisory Group), Dan Zalkow (Portland State University)

Staff in attendance:

Portland Bureau of Transportation: Dan Bower, Mauricio Leclerc, Kate McQuillan, Grant Morehead, Sara Schooley; *Portland Bureau of Planning and Sustainability:* Shannon Buono, John Cole, Troy Doss, Elisa Hamblin, Steve Iwata, Karl Lisle, Turhan Sonmez

Public in attendance: Mariah Acton, Roger Averbeck, Carly Danley, Lisa Frishner, James McGrath, Chet Orloff, Cora Potter

Symposium 2

Facilitator: David Knowles

Panelists in attendance: Roger Averbeck (Bicycle Transportation Alliance), Gwenn Baldwin (Baldwin Consulting), Bob Buchanan (Pioneer Place), Rob Burchfield (Portland Bureau of Transportation), Andy Cotugno (Metro), Chris Kopca (Downtown Development Group), Alan Lehto (TriMet), Jessica Roberts (Alta Planning and Design), Michelle Rudd (Central City 2035 Advisory Group), Phil Selinger (Willamette Pedestrian Coalition), Bill Scott (Zipcar), Chris Smith (Planning and Sustainability Commission), Peter Stark (Central Eastside Industrial Council), Craig Sweitzer (Central City 2035 Advisory Group), Dan Zalkow (Portland State University)

Staff in attendance:

Portland Bureau of Transportation: Mauricio Leclerc, Grant Morehead, Sara Schooley; *Portland Bureau of Planning and Sustainability:* Elisa Hamblin, Steve Iwata, Steve Kountz, Mark Raggett, Michelle Van Tijen, Joe Zehnder
Portland Bureau of Environmental Services: Amy Chomowicz

Public in attendance: Peter Lion

Working Group Members (attended most or all meetings)

Rob Burchfield, Troy Doss, Peter Englander, Roger Geller, Steve Iwata, David Knowles, Todd Juhasz, Chris Kopca, Mauricio Leclerc, Alan Lehto, Grant Morehead, Carly Riter, Bill Scott, Chris Smith

Central City 2035:

Economic Vitality

Draft Goal:

Prioritize the economic competitiveness and growth potential of the Central City as a West Coast employment center and the Portland metropolitan area's commercial center. The Central City shall be the vibrant, high-density employment core that is key to the region's prosperity, supports urban innovation, and improves regional livability and efficient use of capital and resources.

Draft Strategy:

1. **Stimulate demand** - Implement business development and sector initiatives to increase demand by business sectors in which the Central City has competitive advantages.
 - Target industry assistance and initiatives for traded sector job growth
 - Partnerships to expand other Central City specializations
 - Expansion and commercialization of university research
 - Central City marketing
2. **Provide competitive location** – Provide a competitive business environment and real estate development market in the Central City to meet a diversifying business demand.
 - Targeted incentives to increase regional share of Class B/C office development
 - Tailor actions to distinctive demand of the Crescent and Edge areas
 - Regulatory improvement to attract private investment and opportune building types
 - Prioritize infrastructure investments tied closely to job growth
 - Place and retail management for vibrant and livable destinations

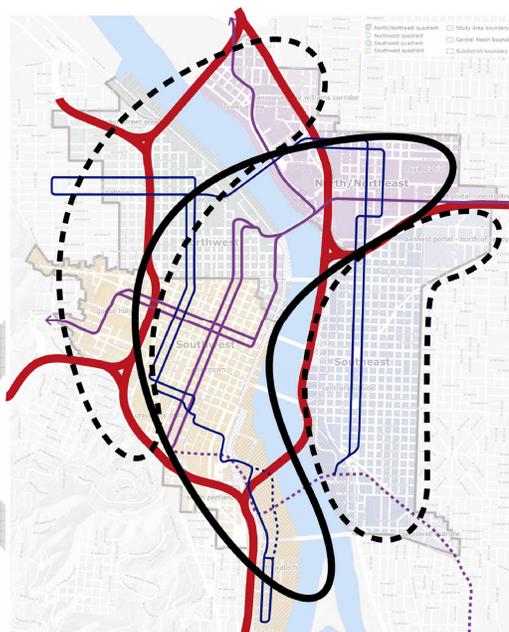
Draft Objectives:

Sector growth opportunities

1. Foster traded sector job growth, and focus business development resources in target clusters that drive regional prosperity, particularly in expanding small businesses and headquarters offices.
2. Foster a regionally competitive business environment to reinforce the Central City's role as the diverse, high-density center for professional, business, financial, government and information services.
3. Invest in Central City place-making and programming as the region's core destination for entertainment, culture, shopping and tourism.
4. Reinforce the Central City's growth potential as an urban industrial location and associated incubator for creative business startup activity.
5. Invest in higher education facilities and associated opportunities for commercialization of research and business development nearby.

Development opportunities and subdistricts

6. Overcome cost-competitiveness gaps to expand office development for cost-conscious and diversifying tenant demand, through business development incentives and enhancements in location value for business tenants and workers.
7. Maintain the Central City's low/medium-density Edge areas, and reinforce the broad range of land values, building types and development opportunities that characterize the Crescent and Edge areas.
8. Redirect and prioritize infrastructure investments to increase business productivity and job growth, including telecommunications, district energy, and freight corridors.
9. Synchronize infrastructure investments to match and leverage private sector development potential and job growth.
10. Expand mixed-use areas, student and workforce housing development to stimulate office demand, except in industrial zones.
11. Encourage a predominantly infill development pattern for efficient capacity utilization, while providing flexibility to meet catalyst demand and open large sites if needed.
12. Expand retail opportunities to reinforce the Downtown Retail Core as signature shopping district and support active ground-floor pedestrian vitality in all Central City Subdistricts.



Central City Crescent and Edge areas

Growth targets

13. Leverage private investment to generate at least 10% of 7-county regional job growth in the Central City. This growth share of the Metro forecast would add an estimated 60,000 new jobs from 2010 to 2035.
14. Provide land and infrastructure capacity to accommodate a robust growth scenario and 15% share of 7-county regional job growth. This growth share of the Metro forecast would add an estimated 90,000 new jobs from 2010 to 2035.

Equity Statement:

Develop policies and actions that support the Central City's potential to expand regional economic opportunities, lower unemployment, raise wage levels, and increase revenues for public services and the social safety net.

NOTE: This statement may be modified once the Portland Plan's directives regarding equity have been reviewed and finalized following public review.

Potential Actions:

- Diversify business and development assistance resources to implement economic vitality objectives and make up for expected reductions in tax increment financing.

- Prioritize direct business assistance to grow employment in traded sectors, including targeted public investment in emerging technologies and building types.
- Renew public-private marketing of the Central City as a preferred location for businesses and workers.
- Directly invest in the downtown retail core to favorably compete with regional town centers and maintain a downtown retail strategy.
- Evaluate and improve development regulations and fees to enhance regional cost competitiveness of office development in the Central City.
- Evaluate and align public and private roles to meet the Central City's job growth targets and expand partnerships.
- Continue development of central city eco-districts, green building and other sustainable technologies to drive down greenhouse gasses while increasing business development.
- Stimulate job and business growth by investing in higher education for substantially increased research, business development and superior workforce development.
- Invest in transit expansion to better link the Central City's innovation and employment hubs. Prioritize continuing employment growth in areas with significant potential such as Lloyd, South Waterfront, and Central Eastside.