The Portland City Council will hold a public hearing regarding the proposed code amendments. *Check the agenda on the day of the hearing to make sure this item is still scheduled.* You can also watch the hearing live online: [http://www.portlandoregon.gov/28258](http://www.portlandoregon.gov/28258)

You may testify in person, email, or written testimony to the Council Clerk at CCTestimony@portlandoregon.gov or send testimony to:
1221 SW Fourth Avenue, Room 130, Portland, Oregon 97204

*Written testimony must be received by the time of the hearing and must include your name and address.*

A digital copy of this report and additional project background information can be found on the project website at: [http://www.portlandoregon.gov/bps/68136](http://www.portlandoregon.gov/bps/68136)

For more information or questions about the Northwest Parking Update Project please contact Joan Frederiksen at 503-823-3111 or joan.frederiksen@portlandoregon.gov.

The Bureau of Planning and Sustainability is committed to providing equal access to information and hearings. If you need special accommodation, please call 503-823-7700, the City's TTY at 503-823-6868, or the Oregon Relay Service at 1-800-735-2900.
March 29, 2016

Mayor Charles Hales and Members of Portland City Council
Portland City Hall
1221 SW Fourth Ave
Portland, OR 97204

Subject: Northwest Parking Update Project

Dear Mayor Hales and City Commissioners:

On March 8, 2016, the Planning and Sustainability Commission (PSC) held a public hearing on the Northwest Parking Update Project (NWPU). This project proposed changes to two parking related regulations in the Northwest Plan District. The two changes under consideration were 1) to add minimum parking standards for new multi-dwelling development with more than 30 units and 2) to liberalize existing provisions that allow accessory parking to be used as commercial parking in the Residential and Central Employment zones.

We heard testimony on both elements of the proposal, both in favor and in opposition of the proposed minimum parking provisions. Those in favor of the proposed minimums based their support on current development demands and future growth potential of the area coupled with a constrained on-street parking environment. Those testifying in opposition to the parking minimums articulated concerns about the potential impact of minimums on overall affordability of new units as well the effect on supply of new units. They also saw on-street parking management and appropriate market pricing as the best tools to help balance parking needs and demand in the area.

During the discussion, we acknowledged the importance of considering any impacts to housing affordability, whether directly via building costs or indirectly by reduced supply. Commission members also considered the on-street parking context in the NW Plan District, comparing it with other areas of the city where no on-street parking management is in place today but where parking minimums were added in 2013. As a result, the commission was concerned about implementing minimum parking standards without further study of the impact of parking on affordable housing and the success of the area’s on-street parking management plan.

The Commission also noted that even though some buildings were being constructed with no off-street parking, overall the market was producing substantially more off-street parking in multi family buildings than would be required under the proposed minimums, and that the proposed commercial parking system could provide a mechanism to make this total pool of parking available to more residents.
Testimony was generally positive about allowing accessory parking to be used as commercial parking, focusing largely on administrative clarifications. However, there was concern that the program could expire with the dissolution of the HV Parking Management Plan Stakeholder Advisory Committee (SAC). A request was made to ensure that the program continue to be administered by the city (PBOT) even without this committee. During the discussion, PSC members also acknowledged the importance of creating a streamlined application process for the program and assuring that the application review by the SAC be underscored as advisory only.

Based upon the testimony and discussion, we recognize that there needs to be a larger conversation on the relationship between housing affordability and parking requirements, which could lead to future incentives for including affordable housing as one way to reduce parking required. However, this conversation was outside the scope of the staff proposal.

The Commission voted 5-2 to recommend forwarding the zoning code amendments for the shared parking portion of the proposal, with applicable staff amendments to that section included; and to add language that the City (PBOT) continue to administer the shared parking program if the HV/PMP SAC ceases to exist. Our recommendation does not include support for new minimum parking standards in the HV Plan District.

Recommendations
The Portland Planning and Sustainability Commission recommends that City Council take the following actions:

1. Adopt the HM Parking Update Project: Recommended Draft, dated April 2016; and
2. Amend the Zoning Code (Title 33) as shown in HM Parking Update Project: Recommended Draft.

Thank you for the opportunity to participate in the review of this project and for considering our recommendations.

Sincerely,

Katherine Schultz
Chair
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Draft Bureau of Transportation Administrative Rule
I. Introduction and Background

Project Summary

The Northwest Parking Update Project proposes to amend one section of the City’s Zoning Code under the Northwest Plan District (NWPD) in order to:

*Allow more flexibility for shared use of existing parking spaces*

Changes to Zoning Code Section 33.562.290 - Use of Accessory Parking for Commercial Parking – are proposed in order to expand the allowed users and parameters under which the provisions can be utilized.

The NWPD reflects early thinking and innovation around best use of scarce parking resources. The NWPD zoning code includes provisions that allow accessory parking facilities to be used as commercial parking in limited circumstances. In other words, it allows facilities with excess off-hour parking spaces to rent them to or share them with other users in the area.

This proposal has considered the recent and ongoing work associated with the *Citywide Parking Strategy* and the *Mixed Use Zones Project*.

The Proposed Draft of the NW Parking Update Project also contained amendments that would have added minimum parking requirements for new multi-dwelling development with over 30 units in the NW Plan District. The Planning and Sustainability Commission did not recommend adoption of minimum parking standards for the NW Plan District area. This report does not discuss or include those amendments.

Background

In 2003 the Northwest Plan District (NWPD) was adopted for a large close-in section of NW Portland – see map opposite page. Policies and zoning code language from that Plan District recognized the need for creating additional options beyond what the base zone allowed for commercial parking. Among the regulatory tools acknowledging this need were provisions allowing commercial use of accessory parking lots, including those in the High Density Residential and Central Employment zones, where commercial parking was prohibited or required a land use review under normal circumstances.

The limited amount of parking – both on and off-street – in this area is a longstanding issue. It stems largely from the history of development in the area as many early 20th century apartment buildings and other development were developed without off-street (on-site) parking.

As one of the most vibrant areas of the city, the Northwest Plan District (NWPD) area is experiencing significant development activity. It was also one of the few areas of the city that saw continued development during the recent recession.
Parking demand has not waned in the years since the NWPD was adopted in 2003, even as the growth of nearby commercial services, expansion of bike facilities and shared vehicle programs have made it easier to get around without using or owning a car in the district. Stakeholders and community members have worked on the issue for many years and more recently with the Portland Bureau of Transportation (PBOT) to develop a Northwest Parking Management Plan (NWPMP), adopted in 2013, to address on-street parking management. As part of the NWPMP, new parking meters and an expanded permit parking program were implemented in 2015.

What we heard leading up to this project

- **Parking supply in the Northwest Plan District area has been very tight for many years.** The rate of development in the NWPD area has been fairly high and consistent over the past 5 years. New development has brought a mix of businesses that support a vibrant urban neighborhood. In addition, the evolution of car share opportunities and bike lanes has continued to bring new opportunities for living car-free in the area. However, a number of factors have sustained a dynamic where residents continue to own cars, and some customers and employees continue to access the district by private vehicle. This has led to requests from business owners and residents to consider minimum parking standards for the district.

- **Citywide update to residential parking minimums in 2013 left out plan districts.** The citywide zoning code amendments adopted to address community concerns regarding impact of new multi-dwelling buildings without parking did not delve into individual plan districts, making the new standards not applicable to plan districts like NWPD. The Neighborhood and Business associations in the NWPD area ask for consideration of similar code provisions for their area.

- **Pressure on existing parking lots caused by illegal parking due to new on-street parking restrictions.** The NW Parking Management Plan created new restrictions for on-street parking spaces in the form of an expanded Area Permit Parking program and metered parking area, including new hours of operation. Owners of existing parking lots expressed concern about potential impacts to their parking operations. They requested more flexibility be added to the existing zoning code provisions that allow accessory parking lots in the residential and central employment zones to be used for commercial parking. This would provide income that could in turn be used to pay attendants to monitor and control the parking lots.

What we heard from the Planning and Sustainability Commission hearing

- The code amendments for allowing accessory parking to be used as commercial parking in the NW Plan District were well received.

- The commissioners, echoing issues raised in testimony, noted concern about the possibility of the provisions going unused should the NW Parking Management Plan Stakeholder Advisory Committee (NWPMP-SAC) be dissolved. This led the commission to ask for amendments to the proposed code language that would ensure that the Bureau of Transportation would carry on implementing these commercial parking provisions even if the NWPMP-SAC were to be dissolved.

- The commissioners also expressed interest in the implementation of the regulations. They requested amendments that would clarify that the role of the NWPMP-SAC was solely advisory. They also requested that the application process for use of the provisions be as streamlined as possible so as to encourage use of the new allowances.
• Testimony on and deliberation by the commissioners also covered the initially proposed minimum parking for the NW Plan District. PSC noted concerns about impacts on housing affordability - whether directly via building costs or indirectly by reduced supply as reasons for not supporting the proposed parking minimums in the NW Plan District. They also noted that the on-street parking management tools should be given time to show their efficacy before supporting parking minimums here.

Public Involvement

Who will be affected by this proposal?

The proposal amends zoning code provisions to allow accessory parking lots and spaces to be used as commercial parking in the Northwest Plan District. Parking lot property owners in the RH and EX zones may have the ability to operate limited commercial parking on their sites. The additional flexibility proposed will create more efficient use of parking resources therein providing more parking options to those seeking parking – residents, customers and employees - in an area of high on-street parking demand.

Opportunities for Involvement

NW Parking Management Plan – Stakeholder Advisory Committee – The Northwest Parking Management Plan - Stakeholder Advisory Committee (NWPMP-SAC) was formed in 2014 to advise and help the city carry out the Parking Management Plan, starting in 2015. The SAC meets monthly to review Management Plan matters and discuss other parking related issues or concerns. The SAC is composed of representatives of the Nob Hill Business Association, the Northwest District Association (neighborhood), and at large community members. The meetings are open to the public. Staff has attended numerous SAC meetings throughout 2015 to discuss and get input on the proposed zoning code changes.

Public Open House – March 2, 2016
Staff advertised and hosted Open House in the NWPD area to provide information and answer questions on the proposal.

Planning and Sustainability Commission (PSC) Public Hearing – March 8, 2016
The PSC held a public hearing on the staff proposal on March 8, 2016. The public was invited to attend the hearing and submit testimony. At the conclusion of the hearing, the PSC made a recommendation on the proposal to the Portland City Council.

Notification of the PSC hearing was sent to all property owners in the NW Plan District as well as the city’s legislative list of individuals and organizations that request notices.

City Council Public Hearing (July 2016)
Portland City Council will hold a public hearing on the Planning and Sustainability Commission’s recommendations before making a final decision. The notice of this hearing will be mailed to those who testified to the PSC and to over 570 individuals and organizations who request general notification of all hearings. Information about the hearing is provided on the inside cover of this report and is posted on the Bureau of Planning and Sustainability’s website at: http://www.portlandoregon.gov/bps/68136
II. AMENDMENTS TO THE ZONING CODE

The language of the amendments of the Zoning Code is in this section of the report.

- Commentary that explains the code language is on the left-hand pages
- Code language is shown on the right-hand pages. Code language to be added is underlined. Code language to be deleted is shown in strikethrough.
Commentary

The current NWPD code includes provisions that allow accessory parking facilities in the Residential (R) - typically multi-dwelling buildings - and Central Employment (EX) zones to be used as commercial parking in limited circumstances. In other words, it allows parking facilities with excess off-hour parking spaces to rent them to or share them with other users in the area. This type of arrangement is also sometimes called "shared parking."

In creating the current provisions the vision of the NWPD was to strategically make the best use of scarce parking resources in the area. However, since the implementation of the NWPD in 2003 few sites have taken advantage of these provisions.

After 2003 the conversation about parking solutions for the district continued under a number of efforts. In 2012 those efforts led to the adoption of a NW Parking Management Plan (NWPMP). The NWPMP expands and updates the Area Permit Parking program in the area as well as institutes new and updated metered parking areas and hours. The 2012 NWPMP also created a permanent Stakeholder Advisory Committee to help guide parking related decisions in the district.

The limited use of existing provisions, along with the new on-street parking program changes, brought to the fore a need to update the zoning regulations for commercial use of accessory parking in the district. The changes provide additional flexibility by expanding the allowed users and simplifying the parameters under which the provision can be used. At the same time, the Bureau of Transportation will also adopt a set of Administrative Rules to guide the application, evaluation and monitoring aspects of proposals seeking to use these provisions. Draft Administrative Rules are included in this report as an Appendix. The Administrative Rules will be administered by PBOT in consultation with the NWPMP Stakeholder Advisory Committee - which is comprised of neighborhood association, business association and at-large community representatives.

No changes are proposed to the purpose or where these regulations apply section.
33.562.290 Use of Accessory Parking for Commercial Parking

A. **Purpose.** This section encourages efficient use of accessory parking by allowing greater flexibility for use during times when accessory parking is typically underutilized. This section includes limitations to minimize negative impacts on nearby residents.

B. **Where these regulations apply.** These regulations apply to accessory parking in the Northwest plan district as follows:

1. On sites in an R or EX zone, the regulations of this section apply to the entire site;
2. On sites that are in both an R or EX zone and a commercial zone, if any of the accessory parking is in the R or EX zone, the regulations of this section apply to the entire site;
3. On sites that are in both an R or EX zone and a CS zone, if all of the accessory parking is in the CS zone, and none is in the R or EX zone, the regulations of this section do not apply to the site. The parking is subject to the regulations of the base zone;
4. On sites that are in the CS zone, the regulations of this section do not apply. The parking is subject to the regulations of the base zone.
Commentary

See also commentary on page 7.

The existing code provisions adopted in 2003 anticipated the creation of a Transportation Management Association, which was never created, to oversee the provisions of this code section. Reference to a Transportation Management Association is removed. In its place, the Bureau of Transportation (PBOT) will be the decision maker in implementing these provisions. The NWMP Stakeholder Advisory Committee will have an advisory role in the review of applications seeking to use the provisions. These roles are reflected in the new language. Flexibility is also added for any future changes where there might be another PBOT recognized body in a related advisory role.

The changes also clarify that if the NWMP SAC is dissolved PBOT would continue to implement these commercial parking provisions.

Updated language replaces C.1 and C.2 that references code provisions applicable between 2003 and 2005. The reference to map 562-8 which applied in that timeframe, is also eliminated.

A minimum number of five (5) eligible parking spaces is established for parking lots to be eligible to use these provisions. This number of spaces is intended to help manage the volume of permits, and prevent having to review and monitor very small parking areas. It was also considered as a way to curtail motivation to rent out parking associated with single family or small multi-dwelling residences (sometimes added ad-hoc to sites and difficult to monitor) which could have a greater impact on adjacent or nearby residents.

The language limiting the type of rental arrangements is removed, while clarifying that short term and monthly rental arrangements are allowed.

The recommended code reflects language and clarifications per the direction of the Planning and Sustainability Commission at the March 8, 2016 hearing.
C. Regulations.

1. Between December 20, 2003 and December 20, 2005, accessory parking on the sites shown on Map 562-8 may be operated as Commercial Parking. Parking on these sites must comply with Paragraph C.3, below, but is exempt from the requirements of Paragraphs C.2 and C.4. Commercial Parking allowed under this provision does not establish a nonconforming use. After December 20, 2005, Paragraphs C.2 through C.4 must be met on all sites that continue to operate accessory parking as Commercial Parking.

21. After December 20, 2005, Required or non-required accessory parking may be operated as Commercial Parking when licensed permitted and monitored by a local transportation management association—the Portland Bureau of Transportation (PBOT) in consultation with the Northwest Parking Management Plan Stakeholder Advisory Committee (NWPMP-SAC), or an advisory body recognized by PBOT, as provided in administrative rules adopted by the Director of PBOT. If this advisory body is no longer active or able to fulfill this role, then PBOT will be the sole permitting and monitoring body. The commercial parking must comply with the requirements of Paragraphs C.3 2 and C.43, below.

32. When accessory parking is operated as Commercial Parking, Commercial parking on sites with at least 5 eligible parking spaces is allowed, including short term and monthly rental arrangements. Long-term daily (four or more hours) and short-term parking is prohibited; and parking is limited to monthly arrangements for the following:

a. Parking by residents of the Northwest plan district;

b. Parking by employees of businesses in the Northwest plan district; or

c. Valet parking for businesses or institutions in the Northwest plan district.
Commentary

See also commentary on page 7.

The revisions to this section simplify the information that needs to be documented for the Bureau of Development Services as part of the PBOT permitting process for use of these provisions.

A new section acknowledges the creation of related administrative rules by the Director of the Bureau of Transportation.
43. Commercial parking approval. The applicant must submit a NW Plan District Commercial Parking Approval Letter to the Director of the Bureau of Development Services from PBOT the transportation management association that includes the following information:

   a. Identification of the site;

   b. A statement that the transportation management association has approved the site for participation in the Accessory Parking Used As Commercial Parking Program;

   eb. The number of spaces that have been PBOT approved by the transportation management association for use under the program;

   d. The type of use that will be served by the parking that has been approved under the program;

   ec. The hours of the day that the accessory parking will be used as Commercial Parking;

   fd. Any conditions PBOT imposed as part of the NW Plan District Commercial Parking Approval Letter by the transportation management association; and

   ge. A statement that the owner or owners of the site have agreed to manage the parking approved under the program so that adequate parking for the primary use as served by the accessory parking is maintained.

4. Administrative Rules. The Director of PBOT shall adopt administrative rules to implement the process for permitting and monitoring accessory parking for commercial parking as allowed by this Section.
Commentary

Eliminate Map 562-8 in conjunction with elimination of code language that references it in 33.562.290.
Northwest Plan District
Sites where Accessory Parking may be operated as Commercial Parking

Bureau of Planning • City of Portland, Oregon
APPENDIX

TRN X.XX – Northwest Plan District Commercial Use of Accessory Parking

Administrative Rule Adopted by Bureau of Transportation Pursuant to Rule-Making Authority

SECTION 1 - PURPOSE
As authorized by City Code Section 33.562.290, commercial use of accessory parking facilities is allowed within the Northwest Plan District. The purpose of 33.562.290 is to encourage efficient use of accessory parking by allowing greater flexibility for use during times when accessory parking is typically underutilized while considering potential negative impacts on nearby residents. The purpose of this Administrative Rule is to outline the application process, the minimum requirements needed to obtain a permit, and enforcement and compliance associated with these requirements.

SECTION 2 - DEFINITIONS
Accessory Parking: a parking facility that provides parking for a specific use or uses. The facility may be located on or off the site of the use or uses to which it is accessory. A fee may or may not be charged. An accessory parking facility need not be in the same ownership as the specific uses to which it is accessory.

PBOT: The City of Portland Bureau of Transportation.

Commercial Parking: parking that is not accessory to a specific use. A fee may or may not be charged. A facility that provides both accessory parking for a specific use and regular fee parking for people not connected to the use is also classified as a Commercial Parking facility.

NW Parking Management Plan – Stakeholder Advisory Committee (NWPMP-SAC): The stakeholder advisory committee for the NW District has a mission to advise the City on transportation and parking issues in NW District and support a full range of transportation options within the context of neighborhood livability and economic vitality with the goal of efficiently managing parking and reducing reliance on the single-occupancy automobile.

SECTION 3 - ROLES & RESPONSIBILITIES
The Portland Bureau of Transportation
PBOT Parking Operations staff shall:
• Act as the first point of contact for applicants interested in applying for a commercial use of accessory parking permit and provide application materials to interested parties.
• Review submitted applications for completeness and relay the application to the NWPMP-SAC for recommendation.
• Oversee final review of application and issue official permit.

PBOT Parking Services Group Manager shall:
• Approve and issue official permit.

PBOT Bureau Director, or the PBOT Bureau Director designee, shall:
• Oversee application appeals.
The Bureau of Developmental Services shall:

- Act in their capacity as administrator of Title 33, including any enforcement actions, as related to provisions for commercial use of accessory parking in the Northwest Plan District.

The NW Parking Management Plan Stakeholder Advisory Committee shall:

- Review all applications and provide a recommendation to the Bureau Parking Services Group Manager.
- Act as the initial point of contact for any permit violations or complaints that occur, and work with operators of parking facilities to address concerns.

The Facility Owner shall:

- Provide all information in their application as correct and truthful to the best of their knowledge.
- Notify PBOT and the NWPMP-SAC of any major changes that occur in their operation of their accessory parking and commercial parking that may impact their ability to adhere to the requirements of their permit.

SECTION 4 - APPLICATION SUBMISSION

The applicant must submit a completed application to the PBOT Parking Operations. PBOT will provide an online application for all applicants to complete. Information required on the application will include:

1. Name and contact information for applicant
2. Name/location of property and parking facility
3. Name and contact information of the parking facility manager/coordinator/monitor
4. Primary use(s) of property
5. Number of total parking spaces in facility
6. Number of parking spaces occupied by primary users
7. Number of parking spaces proposed for commercial use of accessory parking and details of the proposed hours and days of operation, including whether offered monthly or hourly.
8. Agreement to the terms and limitations of the permit that (1) monthly parking will only be provided to residents and employees of the NW District, and (2) adequate parking for the primary use as served by the accessory parking is maintained.

SECTION 5 - APPLICATION REVIEW

After the application is submitted to PBOT, PBOT Parking Operations staff will check for general application completeness (see basic application information required in Section 4)

PBOT Parking Operations staff will review the application for the following minimum qualifying requirements:

1. The parking facility must have at least five (5) spaces available for commercial use beyond the primary use spaces needed.
2. The parking spaces proposed for commercial use are in a parking facility that was permitted when originally created or built.
3. Statement that any long-term parking agreements will be contracted only between the parking facility and either residents or employees of the NW Plan District.
4. Statement of non-displacement, stating that the owner(s) of the site have agreed to manage the parking approved under the permit so that adequate parking for the primary use as served by the accessory parking is maintained.

If the basic application information is present and the minimum qualifications are met, the application will be sent to the NW Parking Management Plan – Stakeholder Advisory Committee (NWPMP-SAC) for review. If basic application information is missing, or if minimum requirements are not met, PBOT Parking Operations staff will inform the applicant and work to obtain complete information.

The NWPMP-SAC will review the application and will provide PBOT with a recommendation on whether to approve, approve with conditions, or deny the application.

The PBOT Parking Services Group Manager will then, taking in consideration the SAC recommendation, make and issue a final decision on the permit application.

SECTION 6 - PERMIT ISSUANCE
Upon application approval from the Bureau Parking Services Group Manager, PBOT will issue a NW Plan District Commercial Parking Approval Letter, which will act as the official, revocable permit for the parking facility. A copy of the permit will be returned to the applicant to keep on site. An additional copy of the NW Plan District Commercial Parking Approval Letter will be sent to the Director of the Bureau of Developmental Services, or his/her designee. The permit application process should take no more than 60 days from time of application submission to final decision.

The first permit issued to allow commercial use of an accessory parking facility will be valid for one (1) year. Subsequent permits require a new application and will be valid for three (3) years. If the parking demand for the primary use changes, the shared commercial parking provided may need to be adjusted. If the parking facility is found to be in violation of any kind, PBOT has authority to revoke the permit. If a parking facility’s permit is revoked it may not apply for a new permit for a period of six (6) months following the revocation.

PBOT holds full authority to revoke any permit at any time.

SECTION 7 – APPEALS AND COMPLAINTS
For applications that were denied, or approved with conditions, the applicant will have the ability to appeal the final decision to PBOT Parking Operations staff. Appellants must submit a written letter to PBOT Parking Operations staff outlining why they are opposed to the decision and/or conditions. PBOT Parking Operations staff will review submitted appeals and the PBOT Bureau Director, or the Bureau Director’s designee, will make a final decision within thirty (30) business days.
If, after a parking facility has been permitted under this program, concerns or issues arise from surrounding properties, these issues will be brought to the attention of the NWPMP-SAC. The SAC will act as a mediator between parties to attempt to alleviate and address concerns. If concerns have not been or cannot be appropriately addressed, a formal appeal may be filed with PBOT within 30 (thirty) days of the NWPMP-SAC meeting. Appellants must submit a written letter to PBOT outlining issues or concerns related to uses allowed under the commercial parking permit. PBOT Parking Operations Staff will review submitted appeals and make a recommendation to the PBOT Bureau Director. The PBOT Bureau Director, or the Bureau Director’s designee, will make a final decision within thirty (30) business days. Appeals may be sent to the following address:

   ATTENTION: Parking Operations
   1120 SW 5th Ave, Suite 800
   Portland, OR 97204

SECTION 8 - REVISION OF APPLICATION PROCESS
The PBOT Bureau Director will have the ability to formally revise the administrative rules governing the issuance of a permit for commercial use of accessory parking facilities in the Northwest Plan District at any time after notifying and seeking comments from the NWPMP-SAC.
Acknowledgements

Portland City Council
Charlie Hales, Mayor
Nick Fish, Commissioner
Amanda Fritz, Commissioner
Steve Novick, Commissioner
Dan Saltzman, Commissioner

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