

Meeting Minutes



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Meeting: Foster-Lents Integration Partnership
Discovery Meeting

Project No.: 14288A

Meeting Date: June 17, 2011

Meeting Time: 1:00 p.m. to 5:00 p.m.

Location: PDC Green Room

Attendees: PDC: Kevin A. Cronin, Amy Miller Dowell
PoSI: Naomi Cole
Foster Green: Tony Defalco
BES: Maggie Skenderian
PBOT: Patrick Sweeney
BPS: Chris Scarzello
PPR: Sarah Coates Huggins
Otak: Dave Siegel, Leslie McClain, Tom Litster,
Kevin Timmins
Communitas: Deb Meihoff
Mithun: Erin Christensen
ECONorthwest: Lorelei Juntunen

Minutes By: Leslie McClain

1. Purpose of Meeting

- Discuss desired outcomes as expressed by FLIP representatives.
- Establish clear expectations and clear roles.
- Understand key directions from previous studies.
- Preliminary SWOT (Strengths, Weaknesses, Obstacles, Threats) analysis.
- Discuss stakeholders and focus groups for pre-scoping interviews.

2. Purpose of Project

- To create an investment strategy that works within the EcoDistrict framework and builds upon findings coming out of the Assessment process to identify projects, funding sources, partnerships, and actions to encourage investment and development in the project area.

3. In response to the question “What are the Key Outcomes we’d like to see come out of the Foster Corridor Investment Strategy project”, participants responded as follows:

- Amy Miller, PDC: PDC is changing our focus from only implementing catalyst projects to a combination of catalyst projects and helping existing businesses grow and prosper. PDC just produced a neighborhood economic development plan. We are particularly interested in the current economy and how to improve businesses in commercial districts. There are some catalyst sites in the project area and Lents Town Center that will link the two areas.
- Kevin Cronin, PDC outlined three desired key outcomes:
 - Three shovel-ready neighborhood tenant sites within two years.
 - Foster Road access improvement and flood hazard reduction.
 - Identify new anchor/cluster tenant for Freeway Lands site, maybe advanced manufacturing (i.e. Precision Cast Parts, Oregon Iron Works, etc.) or trade sector businesses.

Overall desired project outcome is a long term binding compact between agency partners on an action plan that achieves the FLIP Strategy. An MOU may be a precursor to a compact, which would be binding. The FLIP Strategy must have an immediate action plan as well as long term strategies in order to be successful. Without immediate projects to keep the momentum going, it will lose its steam as various leaders/directors/politicians change.

- Chris Scarzello, BPS: The strategy should include a “to do” list that identifies who is doing what. Get these agencies and stakeholders to buy-in on the action plan. We need community buy-in. In order to be successful, the plan has to come from the bottom up not just the top down.
- Maggie Skenderian, BES: Establish very clear goals, objectives, actions and timelines to create a comprehensive, livable, and vibrant community. A stepwise path to resolve issues, like regulatory policy, governance, partnership/coalition, community, and funding. Want to see verdant flood plains, robust salmon runs, and civic pride. Build on successes we already have out there, like Zenger Farms. Also build on previous successes in the area such as the work BES has already done on floodplain mitigation, etc. We need to successfully leverage what we already have done well.
- Patrick Sweeney, PBOT: Major objective is to increase safety for users in the right-of-way. Also, it is essential that we manage expectations with the public—if we don’t, it will kill the project. Need clarity on the Foster Road Streetscape especially with the introduction of streetcar and separated bike facility. Need an implementation plan of how those

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transportation elements come on-line. Need to get clarity on Johnson Creek Floodplain and its impacts on Johnson Creek Road. Need to leverage and build partnerships. Need clarity on industrial employment so its impacts on the network can be analyzed. Need clarity on potential improvements to the broader transit network. There is potential that transit could be reconfigured to be much more efficient.

In response to a question on what clarification PBOT will be looking for regarding the integration of streetcar and separated bike facilities, Patrick offered the following:

- None of the existing transportation plans accommodate either the bike plan or streetcar plan. As these plans are implemented, one should not preclude the other. For example, if bicycle facilities come online before the streetcar, we don't want to preclude a streetcar coming later by not planning ahead for it. The pedestrian coordinator and pedestrian advisory committee are sensitive to making changes to the transit plan without due process. The project should make an addendum of recommendations for the pedestrian coordinator to run the public process later.
- Note that the "Foster Road Transportation and Streetscape Plan" only applies to a portion of Foster Road. This process should produce recommendations for the plan update.
- Maggie Skenderian, BES noted that it will be a challenge to make our work and process clear to the public since we will be touching on so many existing plans. Dave Siegel suggested that through the scoping process, we chart out all the different plans we will be touching on.
- Tom Litster, Otak asked if PBOT was looking for ideas for improvements to service, different modes, station area plan improvements, etc.?
- Patrick Sweeney, PBOT responded it would be good to identify how PBOT and TriMet could work closer. PBOT has a methodology of how to evaluate transit efficiency and could do this in-house, but is wondering if there are operational efficiencies that could be made such as, some routing changes that save money while moving people.
- Tom Litster, Otak suggested coming up with an active transportation plan which is more of a behavior management plan, a low cost investment. PBOT may be headed towards an active transportation unit that combines bike/ped/ transit.
- Kevin Timmins, Otak suggested that cross bureau/cross disciplinary strategies should be part of our approach. For example, stormwater planters and sidewalks are tied together— why not combine those plans.
- Sarah Huggins, PPR: The overall PPR objective is a recreational investment strategy. Identify where there is potential to integrate developed parks, natural areas operations, and trails. How could these various components fit together? Connectivity is also important, and there's a need for good, safe connections between each of the recreational components.

Work with other bureaus to see if properties can serve multiple purposes to help leverage their development (example would be co-location of park and flood mitigation improvements, etc.).

- Naomi Cole PoSI: Top 3 goals are as follows
 - Coordinate EcoDistrict strategy where public and neighborhood stakeholders have clear responsibilities. Needs to be an investment strategy with clear implementation.
 - Achieve more community ownership over project and processes—make sure the community feels like they own the project and process. Look at the neighborhood as the client
 - Replicability is important; think of this project as a model. See how the EcoDistrict approach can be replicated in other cities/regions

Also, it is important to be clear to the public that this is not just another planning process; it's the next step towards implementation. Need to make sure our messaging and language shows this is the next step of investment strategy and integration, not just another study.

4. What are the mandates (requirements for success) for this project?

- Managing public expectations (and expectations of top people) is critical to success.
- Be sensitive to the political environment.
- Be sensitive to economy and effects/limitations of it.
- Communicate the project approach to the public clearly. Explain how we are thinking about this project—all sides all directions, top down, bottom up. How do we empower people? A success so far is that the folks on the Foster Green Steering Committee feel they can set the agenda. Folks will be happy to hear they have a strong voice.
 - Note that there are real divergent interests between the different communities of the study area and certain groups are more responsive than others. Some example community stakeholders include the commercial stakeholders, Latino and Asian Pacific populations, environmental interests, and older/historic Lents residents who want to honor the past. Gentrification and displacement are a real concern. These are very diverse neighborhoods. Need to make sure we articulate our awareness of this. If this project gets sidetracked on gentrification we will lose community support; we have to manage that threat.
 - The whole concept of gentrification needs discussion. Any time we raise the level of public facilities (parks, transit, etc.), we need to make sure we bring the current residents “up with the improvement” and don't segregate who can enjoy the benefits.

- Jobs are really important. There is an expectation that an EcoDistrict will provide opportunities for job training and jobs generation. Need to stabilize and expand opportunities for the existing communities rather than focusing on attracting new people to move here. This will be a hard balance as the desire to attract business and a vital center will require creation of higher densities and more people.

5. Existing Conditions Discussion

- Study Area Discussion:
 - The study area is quite large. Within that boundary we need to be specific about catalyst sites, etc. Perhaps the boundary should not be hard, but rather be flexible with the different levels of analysis. Don't focus on a boundary; focus on areas of opportunity and where the investment should go. Look for areas of opportunity. Different systems will have different needs—energy shed, water shed, food shed, etc.
 - Kevin Timmins, Otak responded that for some of our analysis there will need to be an established limit for purposes of modeling and analysis.
 - Amy Miller, PDC: One area we have said will be out of the study area is the Town Center; it will be included as contextual input but not a key part of the study. Also, we don't have to be comprehensive—we don't have to fix everything—there are specific things we focus on and make list of opportunities to work out later. Different boundaries can be established for different disciplines of the study.
- Existing Studies that are relevant to FLIP strategy (in addition to those listed on the “Chronology of Past Planning Efforts 1991-2010” sheet):

Environmental/Natural Resource studies

- Regarding the Natural Resource inventory – City has not updated the inventory and is out of compliance with Title 13.
- Johnson Creek Restoration Plan – very clear 2001 document we are currently implementing.
- Portland Watershed Management Plan – 2005, currently being updated.
- Eco System Services Work – by ECONorthwest.
- Recreation, Trails, and Interpretive Networks for Flood Management in Lents (Aug 2006 by PDC) – no public outreach, older plan, good background.

Transportation

- Foster Road Transportation and Streetscape Plan – pedestrian safety is the paramount objective; plan is 8 years old. Some of the focus areas may not be the same now but, pedestrian safety is. Where neighborhoods and transit interact is a key component.
- Streetcar System Concept Plan and separated bike plan.
- Preserving freight mobility will be a key issue. Local business owners identify freight as very important. There is a city-wide freight plan that was updated in 2010, also a freight mobility committee. Need to make sure we get them engaged with this project.

Bureau of Planning

- SE 122nd Avenue Rezoning Project will result in some zone change recommendations. The neighborhood has been asking for some additional commercial zoning. We have some money to look at impacts to I-205/Foster Road interchange.
- A SWOT analysis for economic development of outer southeast is being conducted by the Economic Development Sub-committee of East Portland as part of their East Portland Action Plan (EPAP). They are working with PDC to do this analysis on corridors in east Portland.
- City is also working on Comprehensive Plan Updates that should be done in early 2014. There are opportunities with the FLIP strategy to make some recommendations for zone changes in the comp plan. Would be good to have some strong findings we can site to make these changes. Timing of these two projects is great—the comp plan planners are aware of the FLIP project.
 - Cronin confirmed the FLIP strategy is not making zone changes as part of its process, but rather developing recommendations for the comp plan update.
- BPS is working on a list of recommendations as part of the 122nd Ave Rezoning Project that indicates needed changes to the comp plan.
- Cronin wants a list of recommended investments made as part of the 122nd study outcomes. We are not going to replan this, just be aware of the plan and map the future investments and assets already identified.
- Portland Plan – we can feed our recommendations into the Portland Plan. We should be aware of where it stands and what’s being done.

Parks and Recreation

- Working on implementing our 2020 Vision (completed in 2001). There are a series of East Portland recommendations. We need a more specific investment strategy to help us achieve our targets.
- Also looking at some immediate projects east of I-205. We have a lot of plans that will require huge funding; in the interim we want some discreet improvements to open park lands to the public and generate momentum, like small playgrounds, etc.
- East Portland In Motion – PBOT strategy for bike/ped improvements needs to be coordinated with the parks and trails. Parks and PBOT have worked on this to achieve synergies of improved bike/ped improvements and parks plan.
- 2020 Vision is a broad document; will welcome more specific action plans for this study.

Water Bureau

- We don't have water bureau on this team yet, but are working on it. The EcoDistrict Inter-bureau working group has all bureaus represented. On Powell Butte we are all paying for a reservoir. What does that mean in terms of an EcoDistrict, how can we involve them as a partner in this project.

Portland Housing Bureau (PHB)

- How engaged are they in this process? Not really at all. PHB has a new policy person who is constrained on time. How do we involve PHB and to what extent?

EcoDistrict Work

- Documents from EcoDistrict tool kit should be referenced. Finance tool kit has recommendations. Also have Performance Tool Kit and Policy Tool Kit.
- Planning effort – EcoDistrict Assessment – worked with Mithun in developing the EcoDistrict assessment method. The Foster Green project will be preceded by Assessment work being done for the Gateway EcoDistrict—what will come out of it is a performance base line, performance targets, and top 10 recommended project strategies that should move into feasibility stage. Idea is that data and project recommendations of that can feed into Phase 2 of FLIP. This data gathering project will be based upon the Assessment methodology Mithun and PSU worked on, and is also intended to test and improve upon it.
- o Naomi offered to give an overview of it in a future meeting. Urban Renewal Area Plan: Very important, has done annual reports for the last four years—available on the web,

need to review these as part of Existing Conditions. There is \$158 million remaining of the \$240 million debt. Can be spent on housing, revitalization, business, and industry economic development budget.

- We are currently updating a map to show all the new investments made in the areas over the past year. Also creating a “heat map”, to show where economic investments have been made. These are contextual maps to report what we’ve achieved/done in the URA.
- Keep in mind that the 122nd Avenue document is a contemporary plan. The URA plan is not. Not very many people have read the URA plan or are aware of it. This project is looking at a broader framework and URA plan falls short on doing that.

6. Public and Stakeholder Involvement

- Four options for advisory group/steering committee:
 - Traditional PDC Process: PDC puts together an advisory committee – goes to board, City Council, and results in produced plan.
 - Foster Green Governance/Steering Committee is created – existing Foster Green Steering Committee is the core, augmented with other participants providing a broader and regional perspective. Perhaps this can serve as this project’s advisory committee
 - Among the intentions of an EcoDistrict is to have a governance structure that will own parts of what comes out of FLIP. The city will have to provide utilities, but there are other pieces of infrastructure that will have to be funded, like financing SMAs (Sustainable Management Associations) – a governance structure for the community focused on sustainability.
 - A Steering Committee actually leads the implementation and engagement – thought of as the client.
 - No Steering Committee at all and just tap into existing committees. We don’t want to rely only on the Foster Green Committee alone but want to broaden our perspective, to look at regional impacts. We could identify a matrix that shows what groups should address what; if there are gaps that the committees don’t cover, then we find those people to fill them. Then take representatives from each group and meet with them twice a year (for example).
- Need to consider how much money is needed to achieve each option, who would participate and to what scale the steering committee is influenced by funding.
- Need to do additional outreach to make sure all communities are represented—capacity building for more participation.

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- Will this advisory committee have a different focus than the Foster Green Steering Committee? Is this changing their charge, do they have less ownership?
- Is the Foster Green Steering Committee representative of the community? It's not representative of all residents, mostly people who are interested in EcoDistricts. Only half are residents and not a lot of businesses represented. It is heavy on the environmental, housing, and social services representatives. Foster Area Business Association was just asked to be on the steering committee. Should do additional outreach to expand the steering committee representation.
- FLIP is new to the Foster Green steering committee.
- Are we looking for a PI (Public Involvement) strategy that differentiates between people coming to us or us taking the project to them? Which one of those will be easiest to manage expectations?
- What is our overall goal for a process? We definitely need to answer that question and then find out what the strategy is. Who are we looking for broad buy-in from; who needs to be on-board to make investment strategies happen? Check out the existing community groups. Need to make sure people don't feel like they weren't represented.
- However, the advisory committee ends up being structured, the roles need to be clearly defined. Also, we need clear and active engagement among the various stakeholders. There is a difference between a decision-making body and a recommendation-making body.
- We really need to make sure people feel like this isn't just another plan that goes nowhere—need to empower people and achieve action.
- Stakeholder Interviews:
 - Purpose is to inform the scoping effort. Some interviews can be performed by bureau staff while others by the consultant team.
 - What are the key goals to get out of stakeholder interviews? Make sure we include people to make sure they feel engaged even if they are tough stakeholders.
 - Want to inform scoping but in what way? Are there gaps in information that we need perspective from? For example, the owners of the wrecking yards? Ideas for potential stakeholders to involve in the project (in Phase 1, Phase 2, or both):
 - Freeway Land Company – Kevin Loft – needs to be talked to, Kevin Cronin will continue to talk to him as well.
 - Utilities – power station/PGE/NW Natural
 - Regulatory Streamline Committee – a regulatory agency that issues permits; all the various permit levels.

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- Case Studies – Talk to people who have done district power strategies—active transportation, etc.
 - POSI – has been working on District Power Strategies – worked with Trent Barry out of Compass Research Institute. Biggest is the Lloyd Center EcoDistrict Power Strategy. Need to amend law to allow private utilities in city right-of-way.
 - Veolia – has done a district cooling element in Portland’s Pearl District.
- Veolia is a potential stakeholder, wrecking yard owners are a possible hamstring. Schnitzer Steel is who we need to talk to.
- Compass Resource Management (Trent Barry).
- East Portland Action Plan.
- Social service providers, schools, PCC, Mt Hood Community College. Portland Public Schools (Tony Magliano) and David Douglas School District (Don Roding) – include and keep involved although there may not be a lot of potential.
- Emergency service providers.
- Grocers have a separate process for landing in the town center.
- Mercy Corp. may be involved with renter equitability.
- Clean Energy Works Oregon – commercial retrofit program; get them on board early.
- CDC – community development corps.
- Recology – composting, waste management – MRF – permitted through metro; huge corporation with huge pockets. Composting at small scale and energy resource.
- Zenger Farm – staff can talk to.
- Mid way through project we should have a third party view of what we are doing right and wrong, need to set aside some funds to get him to look at our progress— Tom Osdoba, he has some interesting finance strategies.
- Health foundations – active living by design. Health partner working group. Oregon Public Health Institute.
- Equitable Development – ensuring any of our priorities fit this requirement – create local job, don’t displace people.
- Freight – tap into Bob Hillier – City freight coordinator. Kevin Loft will also have perspectives on this. Wrecking yard owners may also.

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- City of Gresham – Foster Road improvements planned? Implementing the Pleasant Valley Plan. Just need to have a good understanding of what the regional context is with plans.
- Metro, ODOT, Clackamas County – consider a jurisdictional coordination meeting that staff can run.
- Metro's Intertwine – is getting notice nationally.
- Municipal bond people – what do they look at in terms of bonding public infrastructure what is a good investment.
- Enterprise Cascadia – they are interested in breaking into East Portland market; takes care of banking piece.
- Who are top selling realtors and brokers and developers? How can we create a land parcel assembly strategy? Could help with catalyst sites and stormwater strategies.
- Get local perspective of what the big barriers to economic development are.
- Metro's community investment initiative – tap into that. Dealing with brownfields and encouraging reinvestment within the UGB. Metro stakeholder should be this coordinator. Kevin – there are a lot of folks of different specialties in metro that we need to engage with.
- o Might decide to push some of these stakeholder interviews to the second phase rather than now in the scoping part. Initial stakeholder interviews should be the people with money so they can buy in early: Freeway Land Co., Schnitzer Steel, Schools, Recology, Housing, Health Assessment rep.
 - Active/Living/Health Partners/Kaiser – staff to do interview.
 - Need to make sure we address housing issues. Someone from the Housing Bureau or Rose CDC. Affordable and general infill.
- o Johnson Creek Watershed Council – need to be included in the agency list of local groups – Leach Botanical, Zenger Farm.
- o Police and Crime related issues – Phase 2.
- o IRCO – to help engage with immigrants, APANO – for Asian Pacific Islanders. Tony DeFalco could be enough for the scoping phase.
- o When do we figure out what our public involvement strategy is? By August 4th.
- o Do a matrix of our approach for public involvement, committees, etc.; create a graphic that clearly explains it.

- PoSI will attend the next Lents Green Committee Meeting – will layout options for committee structure/public involvement and how we are hoping public involvement will inform this process.
- Broad based advisory committee that we would work with to inform FLIP. Public informs the committee and us—the consultant team.
- Do steering committees usually make a recommendation or react? Asking them to recommend something will be different from usual.

7. FLIP vs. Foster Green EcoDistrict

- The EcoDistrict is the broader neighborhood strategy and FLIP is the building and infrastructure investment part of it. EcoDistrict is an umbrella.
- EcoDistricts five steps: 1. Organization, 2. Assessment, 3. Feasibility, 4. Project Development, 5. Monitoring. The projects proposed from the EcoDistrict group will be given to us and we have to check what works.
- Is FLIP really all about implementing an EcoDistrict? Or does it have a broader scope.
 - We can't end up having a plan and/or recommendations that are in conflict with the EcoDistrict; therefore, FLIP needs to embrace the EcoDistrict
 - FLIP could be way bigger than the EcoDistrict. The EcoDistrict could be considered just one implementation of FLIP. There will be others.
 - Should the steering committee for the Foster Green EcoDistrict be considered a client for FLIP?

8. SWOT

- BPS: Strength is the neighborhoods and the people who live there. They are key to the success of the project, need to bring neighborhood along with the project. Neighborhood Associations such as Powell-Hurst, Gilbert, Lents, Foster-Powell, Mt Scott Arleto. Weakness would be a weak public involvement process and public lack of trust. There is already lack of trust. Opportunity is to understand what the minority population needs are; help achieve their goals. Talk to schools, IRCO and El Programa.
- PPR: Strength is Parks owns a lot of property in this area. Opportunity is how to create a very strong and cohesive multifaceted recreation area. The area is lacking the big developed entertainment area or community center (Delta Park of the East)—big focal piece. There are potential properties that could be very good for what we are looking at. Access is a weakness—how do we get people there. Social access as well. Recent experience with Lents

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people—they are active but not necessarily cohesive. Some people who are pro-change, others are not.

- PBOT: This whole area has tons of opportunities but there are so many mixed perceptions and they are overlooked by many. Strength because it's our opportunity to unlock it. Biggest threat is miscommunication—have to nail it. Biggest opportunity is messaging—key thing, branding and marketing this can change everyone's thinking. Messaging is the key to making this work.
- PDC: Strength is that we have some money to use. Opportunity is leveraging, we have funding but need to leverage it as much as possible. Need private investors to plug and play. Challenge is delivering results—Lents town center. Especially with the real estate cycle right now.
- PoSI – strength is the past plans to reinforce. Weakness is there is no critical mass of stakeholder interests, lots of small parcels, small interest groups. Opportunity – strategy is urban agriculture, food production, composting. Could be a big brand value of the area. Threat – is that nothing happens from FLIP.
- BES - strength is the potential for the recovery of native salmonids in Johnson Creek. Portland Parks own a lot of land. Work done to date is opportunity, weakness is complexity of this project and our ability to hone in on a clear message will be hard. Weakness is organizational structure of the city. Opportunity – stakeholder partnership list. Also, opportunity to convince FEMA that this may be a good place to invest their money on some pilot project of a new way of looking at flood plain mitigation. Funding, demonstration project, regulatory change. Threat – nervous in whether we will be able to develop the tools we will need to actually implement. Are we going to be able to create political will? Strength – Earl Blumenauer has good relationship with us and we have good leadership support to help us.
 - Cronin- what if FEMA requires us to do a 100-year floodplain map? Timmins – maybe a tool we recommend is a unique way to do the mapping.
- Tom Litster – Opportunity is the urban form, amorphous green area east of I-205. We may not want to make this into a new urban form but rather stay with it and make it more conscious, deliberate, and connected. Will be all about edges and how to move around in it comfortably. For this side of the freeway stick with this strategy and form rather than densifying.
- Other Thoughts:
 - What about leadership? We need some local elected leaders engaged—Sam Adams and Amanda Fritz both interested.
 - Goal should be to make this effort strong enough that it's not subject to the usual political changes.

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- What are the regional roles this area plays? Green corridor, flood plain, transportation, regional employment—all opportunities. The study area is infrastructure and transportation rich, has a diversity of people. Recreational strength with the existing Springwater Regional Trail. New recreational facility would be regionally serving.
- PoSI – wondering if anyone has the expertise to do some strategic messaging and branding. Is there going to be some messaging before the stakeholder interviews? Need to address this in Phase 2.

9. Next Steps

- Follow-up with stakeholder interview list next week.
- July 6th scoping meeting.
- Draft scope presentation at 4:00 p.m. on Aug 4, 2011 with the agency directors.
- Final scope completion is TBD; Labor Day hopeful. Need for final presentation is also TBD.

This information has been recorded in accordance with our applicable standard of professional care. If we do not receive any comments within five days of receipt, we will finalize these minutes as drafted for the project file.