

PROJECT DATA
PORTLAND STREETCAR PROJECT

PROJECT DATA

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Project Name PORTLAND STREETCAR Location PORTLAND, OR

Owner CITY OF PORTLAND

Project Use(s) PROVIDES TRANSIT SERVICE TO HIGH DENSITY, INNER CITY POPULATION.

Project Size 4.8 MILE STREETCAR LINE Total Development Cost \$56.9 MILLION

Annual Operating Budget (if appropriate) \$2.9 MILLION

Date Initiated 1991 Percent Completed by December 1, 2002 100%

Project Completion Date (if appropriate) JULY 20, 2001

Attach, if you wish, a list of relevant project dates SEE ATTACHMENT

Application submitted by:

Name JOHN CARROLL Title CHAIR

Organization PORTLAND STREETCAR, INC.

Address 520 SW SIXTH AVENUE, SUITE 400 City/State/Zip PORTLAND, OR 97204

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Key Participants (Attach an additional sheet if needed)


Organization	Key Participant	Telephone/e-mail
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Community Group	PORTLAND STREETCAR INC.	JOHN CARROLL 503-228-7276/ JCARROLL@CARROLLINVESTMENTS.COM
	STREETCAR CITIZENS ADVISORY COMMITTEE	CHRIS SMITH 503-223-3688/ CHRISM@EASYSTREET.COM
	POWELL'S BOOKS	MICHAEL POWELL 503-228-0540/ MICHAEL.POWELL@POWELLS.COM

Other _____

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

- Direct Mailing
 Magazine Advertisement
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 Professional
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 Previous Selection Committee member
 Organization
 Magazine Calendar
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ABSTRACT
PORTLAND STREETCAR PROJECT

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Project Name **PORTLAND STREETCAR**

Owner CITY OF PORTLAND

City/State/ZIP PORTLAND, OR 97204

I. Give a brief overview of the project, including major project goals.

The Portland Streetcar Project is at the heart of a new approach to shaping cities that promotes investment at the City's core, provides homes for people of diverse income groups and supports the urban amenities that make great cities great. The Project was started by the City of Portland to connect 70 acres of abandoned rail yards and a contaminated brownfield site just north of Downtown (the River District) with another 128 acres of largely underused or vacant industrial land requiring environmental remediation at the opposite end of Downtown (the South Waterfront). With oversight provided by a non-profit organization made up of citizens and public agency representatives, the project is a critical part of a strategy to create a high-density environment near the downtown. Phase I of the Streetcar, completed in 2001, travels 2.4 miles from Legacy Good Samaritan Hospital and Medical Center in northwest Portland, through the river district to Portland State University. A southern extension is funded and under construction.

Over the 14-year evolution of the Streetcar Project, the goals have been reviewed and refined in response to public input but have remained essentially consistent:

- Use a commitment to a high quality transit service as an incentive for high density mixed used development within the Central City. Link neighborhoods with a convenient and attractive transportation alternative and attract new transit ridership.
- Connect major attractions in the Central City with high quality transit including Legacy Good Samaritan Hospital, the Pearl District (an historic warehouse district), the Cultural District, Portland State University, RiverPlace and South Waterfront.
- Develop rail transit that operates in mixed traffic and on existing right-of-way at lower cost than light rail transit. Fit the scale and traffic patterns of existing neighborhoods.
- Reduce short inner-city auto trips, parking demand, traffic congestion and air pollution

2. Why does the project merit the Rudy Bruner Award for Urban Excellence? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.)

The Portland Streetcar Project is an innovative public/private development partnership which has been immensely successful in improving livability and expanding the market for high quality mixed use and high-density living at the heart of the City. The \$56.9 million first phase was financed with local funds, requiring the mutual investment commitment from the public and private sectors to be successful. The result has been over \$1.4 billion in private and institutional development. This supports the region's Growth Management Plan which encourages high density development where it can be most efficiently and sustainably supported, reducing the pressure to develop property at the outskirts of the region. The consumers are responding---8,000 new residents have moved into the 5,300 new condominiums and apartments built within two blocks of the Streetcar line since 1997.

The Streetcar has been critical in supporting the successful development and sale of 5,298 new housing units within two blocks of the alignment while connecting these residences to major destinations. Of these new residents, about 30% are designated for either students or as "affordable housing" which is reserved for income-qualified individuals. With the public sector's commitment to fund and build the Streetcar, developers agreed to build mixed use housing projects at a much higher density than allowed by the base zoning.

Demonstrating a successful streetcar project, both in terms of construction and operation, has helped spur over 80 US cities to conduct feasibility studies for incorporating the Portland Streetcar Project approach in their communities. Through WMATA, Washington D.C. recently ordered the same streetcar from the Czech Republic as Portland. Seattle, Washington is preparing a local assessment district for a similar Central City streetcar that is expected to open in 2007. Other cities efforts are described in the Supplemental Pages of this application.

We are proud of the fact that this locally-funded, citizen-based process has succeeded in linking the Streetcar with a broader public/private investment strategy that supports affordable housing, public open spaces, brownfield redevelopment, high quality urban design, public open spaces and public art.

PROJECT DESCRIPTION
PORTLAND STREETCAR PROJECT

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1. How has the project impacted the local community?

The project has had enormous impact on the community. Since 1997 when the streetcar was announced, a total of \$1.448 billion in development investment has occurred within two blocks of the Phase I Streetcar line. The next phase of Streetcar construction has begun to connect with the South Waterfront—a 130-acre vacant industrial area with significant areas of contaminated soil. The South Waterfront development agreement includes an additional \$1 billion in new investment including 1.5 million square feet of Oregon Health and Science University academic, research and clinical facilities and 2,700 housing units. Specific impacts include:

- Over the past year, 2 million people rode the Streetcar
- Since 1997 5,298 new housing units and 3.6 million square feet of commercial and institutional space have been constructed
- The streetcar, limited parking and excellent pedestrian amenities have combined to create a new urban living option in Portland
- 30% of the new residential units are reserved for either students or individuals from income levels at or below 30% to 80% median family income (MFI)
- The most significant building renovation occurred with the development of the historic and abandoned Blitz Weinhard Brewery which is part of a five-block development on the Streetcar line that has resulted in the largest single development project in Portland with commercial, residential and retail all included.
- Where once there was contaminated soil in the River District, a new neighborhood has emerged. New grocery stores, restaurants, galleries, shops and banks now line the streets. Portland Streetcar goes through the heart of this area, stopping every two blocks and providing high quality transit access for businesses and residents.
- The success of the first phase has led to the support for more Streetcar including an extension to South Waterfront which is projected to open in 2006, concurrent with the opening of the initial development projects in the District. At full build-out in 10 years, South Waterfront development will bring a minimum of 3,000 housing units and 10,000 jobs into the Central City along with a major river greenway, educational facilities and supporting retail goods and services.

2. Describe the underlying values of the project. What, if any, significant trade-offs were required to implement the project?

Improving Livability. The underlying values of the citizen-based project are to support improved livability for high density environments that will support the public goals of urban containment, sustainable living and reduced dependence on an automobile. But higher density development does not always mean a more “livable” community. In the case of development near Streetcar, however, the package includes parallel public and private efforts to ensure that affordable housing, public open spaces, brownfield redevelopment, high quality urban design and public art. There is something for everyone along the Streetcar alignment.

Economical Construction and Operation. A second value is to develop a rail project that is less expensive than the light rail technology. The underlying ethic of the project design is that the system must be economical to build and economical to operate. Consequently, there were four critical design principles: 1) use available rights-of-way; 2) limit the investment in facilities to essentials, 3) to the extent possible, use off-the-shelf equipment, and 4) operate the system on a safe, no-frills basis. The project was designed to avoid costly expenses associated with relocating utilities and stops were developed similar to bus stops to reduce system cost.

Fit In to the Urban Environment. Design tradeoffs were made to better fit the Portland Streetcar into the scale and traffic patterns of the neighborhoods through which it travels. Streetcar vehicles, manufactured in the Czech Republic, are 8 feet wide and 66 feet long. This is about 10 inches narrower and 1/3 the length of a MAX (regional light rail system) double-car train. They run in mixed traffic and, except at stops, accommodate existing curbside parking and loading. Streetcar stops occur every few blocks and shelters are smaller to fit within the neighborhood's architecture.

Minimize Disruption to Businesses and Residents. Project design and construction methods were oriented to build the Streetcar quickly and efficiently to minimize construction impacts on adjacent businesses and residents. In addition, design decisions were made with implications for the ultimate Streetcar operations by preserving on-street parking, keeping construction within the existing right-of-way and sharing the streetcar lane with autos. The project also placed a very high priority on responsiveness to complaints received from adjacent property owners throughout the construction process.

Partnerships Matter. The City of Portland owns the Streetcar while Portland Streetcar Inc (PSI), a nonprofit corporation is responsible for designing, managing construction and operating the system. The PSI Board is made up of individuals representing the perspectives of citizens, city agencies and property owners along the Streetcar alignment. The trade-offs made in this type of decision-making body have continued to make the Portland Streetcar a better project by serving the needs of a diverse community.

PROJECT DESCRIPTION (CONT'D)

3. Describe the key elements of the development process, including community participation where appropriate.

In 1990, the City of Portland initiated a feasibility study for the Streetcar, hired a project manager, established a Citizen Advisory Committee (CAC) and began hosting a series of public meetings with a plan emerging at the end of that year. The plan called for lines on both sides of the Willamette River, including major north/south alignments east and west of the Willamette and several significant east/west routes. Developers, land owners, neighborhood leaders and downtown residents were included in the process that continues today.

In 1992, the City of Portland successfully applied for a \$900,000 federal Housing and Urban Development (HUD) grant, which together with a matching financial commitment from the City of Portland, greatly intensified the project planning. By late 1992, the community had come to a consensus on the form of the project. The first section of the line would be built on the west side, connecting downtown to established residential and retailing in Northwest Portland. An extension to the south of downtown would be next. The community agreed to the purchase of modern streetcar vehicles, similar to those used in Europe.

In 1995, the City issued a request for proposals to design, build, operate and maintain a streetcar system. Portland Streetcar, Inc., a local non-profit corporation, was selected to provide these functions. The members of the PSI Board of Directors consist of property owners, community leaders, neighborhood leaders and public officials. A list of the CAC and PSI Board members is included in the Supplemental Pages section of this application.

In May of 1999, construction began on the 2.4 mile first phase of the Streetcar with service starting in 2001 from Legacy Good Samaritan Hospital in northwest Portland, through the River District to Portland State University. The second phase, currently under construction and scheduled for a March 11, 2005 opening, extends the line .6 miles southward to RiverPlace. A third phase to the South Waterfront development area is funded and scheduled for revenue service in 2006. Conceptual planning is underway to extend the line across the Willamette River to the Lloyd and Central Eastside Districts.

4. Describe the financing of the project. Please include all funding sources and square foot costs were applicable.

The Streetcar is a unique transportation project in that the \$56.9 million first phase was locally funded from the following sources:

- \$ 28.5 million in bonds backed by revenues from City-owned parking garages after a \$.20/hour rate raise for short-term parking.
- \$ 9.6 million contributed by property owners through a local assessment district (LID) on non-owner occupied residential units(?)
- \$ 7.5 million in tax increment financing from the Portland Development Commission, the City's urban renewal agency
- \$ 5.5 million in reallocated transit funds from TriMet
- \$ 5.8 million in City funds

The total Phase I project cost was under \$25 million per alignment mile. Phase 2, currently under construction, is \$15.8 million for the .6 mile extension which includes a new roadway on a retained structure to provide access to properties along the riverfront in preparation for an extension to South Waterfront. The annual budget for operations and maintenance of the Streetcar for FY 2006 is \$3.1 million. On-going operations and maintenance funding is coming from TriMet, the City of Portland, fare revenues and Streetcar sponsorships from local businesses and property owners.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings?

On July 20, 2001, the Portland Streetcar opened and became the first modern streetcar system in North America. It is part of a unique public/private strategy to link investment in high quality transit service with major redevelopment.

Like many other cities, Portland is growing in population and is proactively looking for ways to promote economic development while managing growth. Keeping Downtown Portland healthy is critical to the region's economic stability. New residents need housing and jobs – and they need transportation to get them back and forth. Keeping Portland a livable city requires getting a handle on traffic congestion. One of the best ways to do that is to make transit so convenient that people will choose to ride rather than drive. Another way is to plan new communities around transit, the way Portland neighborhoods were originally designed. The streetcar provides a safe, convenient and accessible link through the Central City and the region with connections to buses and light rail. The more people in one small area, the more support there will be for a transit system.

The benefits of the streetcar are frequency of service, certainty of service (there's no question where the streetcar will go), ease of entry and exit. And there's the intangible – people like riding trains. An investment in a high quality transit system where it can serve the most people makes good sense. Northwest Portland is one of the most densely populated areas on the West Coast. The River District and South Waterfront also house a lot of people in a compact area. Portland State University has an established record of high transit ridership and has been able to limit new investment in parking structures thanks to the Streetcar.

A streetcar is uniquely suited for neighborhoods. Streetcars are smaller, they fit in with the size and scale of neighborhood streets and architecture, they don't require a separate travel lane, they are less disruptive to build – and they cost less than light rail systems.

In addition, the Portland Streetcar's success has made it a model for other communities across the country. People come to Portland to tour the Streetcar at a pace of two groups each week. New streetcar projects are underway in Little Rock, Arkansas, Seattle, Washington, and Washington, DC. These communities share a common goal for addressing significant urban issues and are adapting the Portland Streetcar Project to their own urban settings. Over 80 cities have come together as part of the National Streetcar Coalition with the primary goal to create projects that use streetcar as a model for sound urban investment that, in turn, make their cities more livable.

RELEVANT PROJECT DATES

Portland Streetcar Project – Key Milestones

- 1990 City initiates Streetcar Feasibility Study and establishes the Streetcar Citizens Advisory Committee
- 1992 City of Portland receives \$900,000 federal HUD grant and matches with local funds
- 1995 City issues RFP to design, build, operate and maintain Streetcar. The non-profit corporation, Portland Streetcar Inc., is selected
- 1999 May, Construction begins from Legacy Good Samaritan Hospital to Portland State University
- 1999 September, Notice to Proceed for Skoda to begin construction of Streetcar vehicles
- 2001 January, project Substantial Completion
- 2001 April, Skoda vehicles begin arriving
- 2001 July, Begin passenger service
- 2005 March, Streetcar service to RiverPlace to begin
- 2006 Streetcar service to South Waterfront to begin

PERSPECTIVES SHEETS
PORTLAND STREETCAR PROJECT

COMMUNITY REPRESENTATIVES

JOHN CARROLL
PORTLAND STREETCAR, INC.

CHRIS SMITH
PORTLAND STREETCAR CITIZENS ADVISORY COMMITTEE

MICHAEL POWELL
POWELL'S BOOKS

COMMUNITY REPRESENTATIVE PERSPECTIVE

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This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.


Name JOHN CARROLL Title Chair

Organization Portland Streetcar Inc. Telephone (503) 228-7276

Address 520 SW Sixth, Suite 400 City/State/ZIP Portland, Oregon 97204

Fax (503) 299-6769 E-mail jcarroll@carrollinvestments.com

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Signature 

1. How did you, or the organization you represent, become involved in this project? What role did you play?

I have had an ongoing role in the evolution of the Streetcar Project since 1990 originally as the Chair of the Citizens Advisory Committee and then Chair of the Portland Streetcar Inc Board of Directors since it was conceived.

PSI is a single-purpose nonprofit corporation formed to design, manage construction and operate the Streetcar to benefit the livability and economic vitality of Portland and its central city. PSI consists of a group of interested citizens and property owners along the alignment. The list of PSI and CAC members is contained in the Supplemental Pages portion of this application.

In addition, I am a private developer and have been involved in five projects adjacent to Streetcar, four in the River District and one project in the West End. These projects involve over \$170 million in private investment including 741 condominiums and 117,000 square feet of ground floor retail space.

2. From the community's point of view, what were the major issues concerning this project?

Working with the Citizens Advisory Committee, the Streetcar project was able to integrate the community's major concerns including the Streetcar design, construction and now its operation including:

- Minimizing impacts on existing businesses, both during construction and after the system was in operation.
- Integrating the rail system design into the surrounding urban neighborhood.
- Streetcar route.

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

Project Financing-- As part of PSI's effort to form the local improvement district (LID), there were quite a few businesses that had difficulty understanding the benefit that Streetcar would bring to them given the assessment on their property. The majority of owners, however, did see value in connecting Streetcar service to the property owners, businesses and residents along the corridor—creating a sense of ownership by the adjacent property owners. As a result, property owners were willing to tax themselves as investors in the project (through the LID) and have subsequently stepped forward as sponsors of the operation contributing \$250,000 per year or 8% of the current operating budget. The five-block brewery has since been sold and redeveloped into a \$300,000,000 mixed use development.

Low-cost Rail Option--To stretch the public and private dollars as far as possible while getting a high quality product in return, the project team established a design and construction methodology that substantially reduced costs for rail construction while providing the "modern" transportation system desired by the neighborhood association. This approach involved four key aspects: 1) minimizing the depth of the track bed to avoid expensive utility relocations, 2) keeping the grade of the track way to match the existing street to the greatest extent possible, 3) using "off the shelf" parts and 4) operate the system on an efficient and safe, no-frills basis.

Business Impacts--Minimizing project impacts on adjacent businesses was of critical concern to PSI and issues were addressed at both the construction mitigation and project design levels. The project was designed and built to assure that construction could be completed on a single block for at most three to four weeks and station platforms constructed to minimize loss of on-street parking.

Fitting Into the Surroundings--A design priority was that it not affect the design integrity of the neighborhoods through which it passes. As a result, it fits the scale and traffic patterns with: small shelters that fit within the neighborhood architecture; sharing most of the route with other traffic; stops every two blocks, low platform curb extensions; selecting a rail vehicle that uses the same technology as light rail but is smaller to fit into an urban landscape, and; maintaining on-street parking and curbside loading except at station platforms.

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

The Portland Streetcar forms the spine connecting new and dynamic downtown neighborhoods. Over \$1.4 billion in investment has occurred near the alignment, transforming the Pearl District and supporting the recent surge in development activity and the emergence of a clearly established Cultural District in the West End. As construction begins on buildings in the South Waterfront, the Streetcar is 85% complete on its .6 mile extension to the south. Planning is underway for Streetcar expansion to the Central Eastside. This activity is an indicator of how Streetcar has been accepted by those who live, work and play in Portland's Central City.

Higher density development does not always mean a more "livable" community. In the case of the development near Streetcar, however, the population that comes with the higher density also attracted a greater number of support services. Since 1997, 5,295 new housing units have been built along the alignment with 30% of those units reserved for income-qualified tenants ("affordable housing") or dedicated to students. Over 740,000 square feet of new retail space has been constructed along the alignment including two major grocery stores, several restaurants, REI, Powells Books (expansion) and multiple national retail vendors. In addition, major public institutions have expanded their size by over 900,000 square feet including the Portland Art Museum, Oregon History Center, Western Culinary Institute and Portland State University. Finally, an additional 105,000 square feet of social service agencies have renovated or expanded their facilities.

The mobility provided by the Streetcar provides a convenient, high quality alternative to driving a car because it is safe, convenient and it goes where people want to go. Residents have real transportation options which means they can choose whether or not to drive or even own a car. In addition to the Streetcar, public and private investments in open space, public art and other public amenities create an urban environment that is livable and humane.

The link between development and the Streetcar is clear. The Eliot Tower is a direct product of the Streetcar and its impact on the further development of the central city. It has also impacted the planning and development of Portland's "next" new neighborhood—the South Waterfront. Streetcar is projected to open to this area in 2006, concurrent with the opening of the initial development projects in the district. The first project, the 30-story Meriwether, is scheduled to open in May 2006 with over 60% of the units reserved as of November 15, 2004. The first Oregon Health & Science University building, located immediately adjacent to a planned streetcar station, is under construction and scheduled to open in the summer of 2006. The overall plan for the South Waterfront calls for mixed use high rise buildings adding a minimum of 3,000 housing units and 10,000 jobs in the Central City.

5. Would you change anything about this project or the development process you went through?

As mentioned earlier, the next phase of Streetcar is currently under construction towards South Waterfront. We are also in the planning phase of an extension across the river to the Central Eastside and Lloyd District. The product, the Streetcar, sells itself every day. For many, it is a destination in and of itself.

PSI has also established an outstanding track record with the community. The Streetcar is seen as a well-managed, cost-effective urban amenity that shapes the character of our urban environment. It reflects the environmental values of Portlanders while providing a valued service to the community.

The lessons learned from development agreements in the River District have been successfully transferred to South Waterfront where the same development tied to infrastructure investment model is being followed.

We are working to change one critical aspect of the project which is to enhance access to federal funding for smaller projects such as the Streetcar. As part of the National Streetcar Coalition, PSI is working with Congressman Blumenauer to establish a new source of federal funds that allows projects like Streetcar to be in a more competitive position for federal transportation funds.

COMMUNITY REPRESENTATIVE PERSPECTIVE

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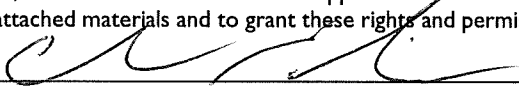
Name Christopher Smith Title Chair

Organization Portland Streetcar Citizens Advisory Committee Telephone (503) 223-3688

Address 2343 NW Pettygrove St., Portland, OR City/State/ZIP 97210

Fax (503) 213-5925 E-mail chris@chrissmith.us

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1. How did you, or the organization you represent, become involved in this project? What role did you play?

I currently chair the Portland Streetcar Citizens Advisory Committee (CAC). Prior to assuming the role of chair in 2003, I represented the Northwest District Association on the CAC. The CAC is appointed by the Commissioner-in-charge of Transportation (a member of the City Council) to represent the interests of the community with regard to the Portland Streetcar system. It includes representatives of neighborhood associations, business associations and major institutions and property holders.

The Northwest District is the first inner-ring neighborhood immediately outside the Portland downtown, and is the densest residential neighborhood in the State of Oregon. It is a vibrant mixed use neighborhood with a mixture of single family and multifamily homes largely constructed from 1890-1930 (and originally served by several streetcar lines). There are two commercial main streets in the district as well as industrial uses around the periphery of the district and a medical center and many medical offices centrally located in the district.

The neighborhood association for the district (NWDA) has provided continuing leadership for the Streetcar project for more than a decade. It has been my privilege to represent NWDA on the CAC since 1998. Since 1996 I have served as chair or co-chair of the NWDA's Transportation Committee.

2. From the communities point of view, what were the major issues concerning this project?

- 1) That the system be a true transportation system designed to move people, not a 'vintage system' designed more for ambiance and tourism. Sufficient operating frequency was a key part of this concern.
- 2) As an established, built-out neighborhood, the Northwest District was concerned that the alignment serve appropriate destinations in the neighborhood with existing intense uses, but also provide opportunities for redevelopment where the neighborhood was seeking redevelopment.

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

From the outset there were three major issues. First was to establish an alignment and operation that supported the existing neighborhoods. The five neighborhoods in and adjacent to downtown are vibrant and active but none were complete neighborhoods. Thus they viewed the Streetcar as an opportunity to create a "linear neighborhood" along its alignment.

The second was to create an alignment that would be most conducive to redevelopment of the neighborhoods and downtown Portland. That meant taking a risk in placing the alignment in relatively undeveloped areas rather than established transportation and development corridors. There were also traffic operation and street design issues in designing the alignment. In Northwest, this involved taking a one-way couplet and returning it to two-way operation (calming traffic for the neighborhood and creating a better operating environment for the streetcar). In the Pearl District this included demolition of an old viaduct and replacing it with surface streets.

The third issue is the operation of the streetcar. The communities all agreed that the streetcar would be a local connector rather than a commuter link. Therefore service needed to be frequent and stops need to be logical and close together. The result was a system that is accessible and understandable to all users (neighbors, shoppers, employees and visitors).

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

Others will tell the story of how the Streetcar enabled the creation of an entire new neighborhood, and the benefits this has created for the whole city and region in helping avoid sprawl. I will focus instead on the benefits to existing communities along the alignment:

1) Streetcar has increased the vibrancy and intensity of activity of the areas along the alignment. Streetcar stops are hubs of pedestrian activity.

2) Streetcar has created strong connections between neighborhoods. Downtown destinations like the Central Library, Performing Arts Center and Farmers Market are now part of my 'linear neighborhood', with ready access via a combination of walking and Streetcar. The existence of Streetcar as a 'circulator' makes it easy for residents or workers in one neighborhood to go to lunch, shop, or seek entertainment in any of the other neighborhoods.

3) Streetcar has brought new patrons to transit. Streetcar is a very visible advertisement for transit, and has attracted riders through this alone. But there are also undeniably some neighbors who will not ride buses, but are happy and enthusiastic about riding the Streetcar.

4) Streetcar has extended the pedestrian realm. Because the rail provides a visual pathway, pedestrians can strike out on foot, and switch to Streetcar when convenient. The transition between walking and riding is smooth and convenient. This transition is made even easier by the Nextbus system which informs riders of when the next vehicle arrives. This makes it particularly easy to walk until a train catches up with you (I personally hate standing at stops).

5. Would you change anything about this project or the development process you went through?

Streetcar has been a tremendous success, but in an ideal world with more resources, we could have made it even better:

- 1) Additional capital funds would have allowed us to design and construct stop platforms with more of a sense of being special places.
- 2) More operating funding would have allowed us to achieve the planned 10-minute headways. The system opened with 15 minute frequency, which we have been able to reduce to 14 minutes with operational improvements. City Council has provisionally allocated funds to help get headways down to 12 minutes, but the 10 minute goal (which we believe will drive a significant increase in ridership) is not yet within reach.

COMMUNITY REPRESENTATIVE PERSPECTIVE

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This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name MICHAEL POWELL

Title President, Vice Chair

Organization Powell's Books, PSI Board of Directors

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Address 7 NW 9th Avenue

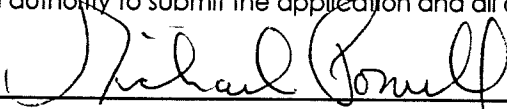
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Signature



1. How did you, or the organization you represent, become involved in this project? What role did you play?

I got involved when I discovered that the plan for the Streetcar route ran on both sides of my store and realized that it was in my self interest to find out what was going on. After getting involved with the process and finding out more, I became more active and have since become a champion of the Streetcar. I see the project's value not only for what it does for my business but for what it does for the community. I have been on the Portland Streetcar Inc Board of Directors almost since the beginning (1997) serving as Secretary and now as Vice Chair. I chaired the Streetcar committee that laid out the first route for the South Waterfront extension. I now chair the Local Improvement District Committee that is reviewing the planned expansion of the Portland Streetcar to Portland's east side.

2. From the community's point of view, what were the major issues concerning this project?

I would consider the top issue being construction and operating impacts of the Streetcar on the businesses along the route. Both positive and negative. A critical piece of this was how to limit the amount of time streets were shut down for construction so that access to businesses would be maintained. We worked with a brilliant construction company that was committed to making everyone along the way happy. We received few complaints because they did a thorough job preparing those businesses facing project, and they knew exactly what would happen. Any problems were fixed quickly, we only lost half a street for 3 weeks at the most—you could go to the beach for a week and when you come back you will have a streetcar in front of your business.

Balancing the Streetcar operations was also an important piece given the fact that the Streetcar runs in the same lane as the auto traffic. The key was how to provide frequent service without overly congesting circulation and access.

Of course finding money for a project like this is always an issue. We accomplished this by working with TriMet and the City to find sources both for both capital and operating. It is relatively easy to get capital funding which can be financed over several years, but the early operating costs were a much bigger challenge as bills need to be paid on an annual basis. We were able to work with the City to identify revenue sources from parking meters and, equally important, providing them the political support to be able to do that. The Streetcar Board is made up of people who are well-respected in the community and are known for being able to work with others. This group was able to put together a strong groundswell of support so that the city politicians and staff felt that this was a project worthy of support that they could get behind and had a lot of upside potential. They could see that people wanted this project to happen and very few didn't want it to happen. The Streetcar advocates did the work to get broad-based community support—made it easy for civic leaders to see a win/win situation.

I am happy to say that there have been no major issues since Streetcar opened.

3. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

I feel like we got everything we wanted. Sure there were differences of opinion along the way, but the process took the time it needed to become what it is today. I don't see any of those decisions as "trade-offs" or "compromises". For example, the final alignment was not what it started out to be – it was changed in response to neighborhood concerns. I don't see this as a compromise as there was no quality lost--this was an enhancement. It has been a give and take process but not a "trade off". The Streetcar reflects a collective solution as it was built from the ground up in terms of budget and service. During construction we received few complaints because we were working with a brilliant construction company that anticipated problems in advance, knew exactly what would happen and moved quickly to resolve problems. They were clearly committed to making everyone along the way happy. For budget reasons, Streetcar service has been restricted to 10-minute operating headways and we continue to work on it as part of the South Waterfront extension.

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

4. Has this project made the community a better place to live or work? If so, how?

Definitely. The Streetcar provides accessibility to many destinations within the Central City by providing a convenient alternative. This allows retailers and developers to reduce their need for parking spaces. If they don't have to spend their resources on expensive parking solutions, they can invest that same money in producing a higher quality urban environment.

Two million people a year ride it—that's cars off the streets, people getting to/from education, service, retail opportunities, more conveniently. Clearly been not just a modest improvement but virtually a revolutionary improvement to community.

Two million is an astonishing number for people traveling between a university and a hospital. While both of these endpoints of the current line are active places, they are not the types of destinations that would logically generate this level of ridership. This indicates that there is an enormous appetite for this type of transportation as these are the first pieces of a much larger project and drives us to complete what we've started.

5. Would you change anything about this project or the development process you went through?

No. I actually love the process and the project. It worked out very very well. You can't rush something like this and keep the stakeholders and community on the train (so to speak). I just wish it was easier to get money.

Any time you can mitigate the parking problem by having people find an alternative route to your store, you've accomplished a great deal. We have been able to reduce our dependency on expensive parking lots. The Streetcar is also a very joyful thing to do and riding it becomes a thing in and of itself. This gives our business even more exposure by having people go by the building that might not otherwise be in the area.

Just prior to Streetcar opening, we expanded our store and opened a second entrance to the building. At the time, we weren't thinking about the fact that the new door would orient to the train. Now both of our doors, which are located on opposite corners of the building, open onto Streetcar stops. This has worked out extremely well for us.

PUBLIC AGENCIES

BRANT WILLIAMS
CITY OF PORTLAND
OFFICE OF TRANSPORTATION

BRUCE ALLEN
PORTLAND DEVELOPMENT COMMISSION

FRED HANSEN
TRIMET

PUBLIC AGENCY PERSPECTIVE

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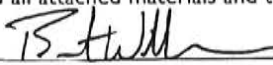
Name BRANT WILLIAMS Title DIRECTOR

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Signature 

*Perspectives
Public
Agency
2 pages*

1. **What role did your agency play in the development of this project? Describe by your agency (e.g., zoning, public participation, public benefits, impact statement)**

The City of Portland owns and operates Portland Streetcar and the Portland Office of Transportation (PDOT) is the lead agency for project design, construction and operation. PDOT issued a Request for Proposals (RFP) in January 1995 for a firm or firms to help design, fund, construct and operate Portland Streetcar. Portland Streetcar, Inc. was selected and contracted with the City for preliminary engineering. The PSI contract has since been modified and amended as funds were secured for final design, construction and operations. PSI, in turn, subcontracts with professional firms to provide the service required by the City.

PDOT provides a full time project manager, who manages the budget and all contractual relationships and is a member of the design and construction team. Other PDOT personnel provide services to the projects for signal and street light design, traffic control and other review services.

The City issued \$28.5 million in bonds backed by an increase in short term parking rates. The bond proceeds were used for the construction of Portland Streetcar. In addition, the City raised meter rates from \$.75/hour to \$1.00 hour in order to provide funds for the on-going operations and maintenance of the streetcar.

A new section was created within PDOT to manage the overall operation of streetcar. Four full-time City employees manage 14 streetcar operators, 3 maintenance technicians and 3 superintendents, all supplied to the City under a contractual arrangement with TriMet, our regional transit agency.

2. **How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?**

- Linking transportation and development investments promotes multiple city goals of:
- Preserving air quality by providing a transportation alternative to automobiles with convenient and direct access to major destinations.
 - Reducing vehicle miles traveled by supporting development investment at the core rather than the fringes of the region
 - Alleviating parking pressures in neighborhoods surrounding the Central City by providing a new transportation choice for residents, customers and visitors.
 - Encouraging the development of affordable housing near the central business district with access to high quality transit service
 - Promoting a high density urban environment that is designed to accommodate transit, bicycling, walking while assuring good access for autos and service vehicles.

As the City's lead agency on the design and construction of the Project, PDOT implemented the River District Right-of-Way Design Standards so that there would be a continuity of design and street amenities to support all of the new development. Special River District Design Guidelines were approved by the City and provide guidance for residential and commercial buildings. No zoning changes were needed. Relationships between the City and developers are subject to the Development Agreement agreed to by the City and Hoyt Street Properties.

As the lead agency, PDOT was directly involved with all design issues that were put into place including trade-offs that were required to fit the streetcar into the existing built environment and operate the streetcar in mixed traffic while preserving, to the greatest extent, on-street parking.

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the Project's impact on your community. Please be as specific as possible.

In its first year of operation, Streetcar ridership was 1.366 million rising to nearly 2 million by 2004. This translates to an average weekday ridership of 6,900.

Over \$1.4 billion in private investment has occurred within the Streetcar Local Improvement District since 1997, which was when the City Council adopted the preliminary design, engineering and finance plans and initiated final engineering. With the streetcar capital budget of \$56.9 million, the development to transit ratio is ____:1.

Since 1997, approximately 1600 new units of affordable housing has been constructed near the Streetcar line. Given the success of the first phase of Streetcar, community and political support is in place for completing the streetcar network. In November of 2003, the City Council unanimously voted to extend the project to RiverPlace with service scheduled to begin in March 2005. An additional .6 mile extension further into the South Waterfront area is scheduled to begin in 2005 with service planned to begin in 2006.

In anticipation of Streetcar opening in the South Waterfront area by 2006, developers have received approval from the city and have broken ground on the first two buildings of a planned \$ 1 billion of new development over the next 10 years.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

Portland Streetcar Inc. The formation of the non-profit Portland Streetcar Inc. (PSI) was an innovative public/private partnership decision-making approach. After a competitive process conducted in 1995, the City of Portland entered into a contract with PSI for professional services related to the design, engineering, funding, construction and operation of the streetcar system. The unique aspect of PSI is that its' Board of Directors are drawn from private property owners, institutions and developers along the line. This structure brings public and private stakeholders together in one decision-making body which doesn't exist in either a predominately public or a predominately private organization. PSI makes recommendations to the Portland City Council which has given its unanimous approval on all 172 actions recommended to it by PSI since it was formed.

Innovative Contracting. Oregon Statutes allow publicly-funded projects to seek an exemption from the standard competitive bidding requirements, which award contracts to the low bidder. Portland Streetcar received authority from the City Council to use this exemption process for general construction and for Streetcar procurement. Findings were defended in several different areas, including public benefits, special expertise required, public safety and the technical complexities of the project. The alternative competitive process we used to award contracts included the following evaluation criteria for the general contractor: experience and qualifications in performing similar work; personnel and organizational structure to support the project; management plan to meet budget and schedule to provide for public access and circulation and to secure subcontractor bids; M/W/ESB history and participation, and; fee proposal. The City entered into a contract with Stacy and Witbeck, Inc. (SWI) as General Contractor who became involved at about the 70% design level. This allowed SWI to influence the final design based on their experience with constructing urban rail projects. This relationship has been highly successful and rewarding. We received no claims and the change orders against the \$33,345,000 contract resulted in a net change of \$400,000 (1.2%).

Successful Anticipation of Construction Issues. Disruption during construction is always of great concern to the community on public works projects. By demonstrating that a project of this size could be designed so it could be built with very short-term partial street closures and attention to property owners concerns during the construction process, additional streetcar extensions have been strongly supported by the community.

5. What do you consider to be the most and least successful aspects of this project?

People love to ride the Streetcar. Since opening, Streetcar ridership has exceeded all expectations. Coupled with easy access to other modes of travel (walking, bicycling, car sharing, other transit), people live along the alignment and do not need to own a car.

The community's design priorities were met. The design required carefully knitting train-related street improvements into a very intense, pedestrian-oriented urban environment. With cost control as a basic project design ethic, the project designers worked with neighbors, businesses and property owners to design the trackway, stations and vehicles so that there was minimal street closures while saving the project millions of dollars. As a result, construction disruption was limited to a maximum of 3 to 4 weeks in front of any one property, pedestrian and ADA access was enhanced and on-street parking was maintained to the satisfaction of adjoining property owners and businesses. All this within the \$56.9 million dollar budget.

Developers see the Streetcar as a valuable asset. With over \$1.4 billion in high density, mixed use urban developments, there is a new option for people to live and work in the Portland region. Attracting this type of development to the heart of our city focuses growth where it can be economically served.

Streetcar is serving as a national model. People come to Portland to learn about the Streetcar on a weekly basis. The lessons they take away are transforming communities across the country in places like Madison, Wisconsin, Charlottesville, North Carolina, Atlanta and Dallas, Texas. Cities are re-thinking their transportation investments, developers are re-evaluating their development approaches and rail designers are coming up with new ways to integrate their public improvement projects into the urban landscape.

PUBLIC AGENCY PERSPECTIVE

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Name BRUCE ALLEN Title SENIOR DEVELOPMENT MANAGER

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1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

The Portland Development Commission (PDC) serves as the city's urban renewal, housing and economic development agency. Our Development Department staff focuses on revitalization projects and redevelopment of underused or deteriorating areas, bringing together the public/private partners and financial resources needed to accomplish housing, retail, office and other projects. The streetcar connects three urban renewal areas: the River District, the South Park Blocks and the North Macadam Urban Renewal Districts. In coordinating urban renewal activities with the Streetcar, PDC's role has been to:

- Provide \$ 5.5 million in tax increment funding for the Streetcar extension into RiverPlace and South Waterfront.
- Negotiate development agreements with major property owners that outline public and private responsibilities for development and infrastructure investments including Streetcar construction.
- Facilitate and manage urban renewal and development planning for the areas surrounding the Streetcar including: the River District, South Park Blocks and North Macadam Urban Renewal Plans; River District Vision Plan; Pearl District Development Plan, and South Waterfront Plan as well as several site-specific development strategies within the streetcar corridor.

In addition, PDC is responsible for implementing the City's housing directives to assure high density, new residential development in the areas along the Streetcar line are available to people with a mix of household income levels that match that of the City as a whole. To achieve this purpose, the City has adopted housing strategies which set targets by five income levels which are described in the "River District Development Agreement Summary" contained in the Optional Supplementary Pages section of this application.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

Until the early 1990's, the River District, located on the northern edge of downtown Portland, was made up of abandoned and contaminated railroad property along with various industrial/distribution uses. The area's transformation began to take form in 1992 with the River District Vision Plan, developed by a citizen steering committee, which drew on long-standing city goals to attract housing to the central city, provide a variety of transportation options and expand recreation and open space opportunities. The River District alone provided an opportunity to build more than 5,500 new housing units and accommodate up to 15,000 residents while creating a new economic vitality and vibrant urban neighborhood through construction of the streetcar and other public infrastructure investments.

To accomplish this vision, PDC negotiated a Master Development Agreement between the City of Portland and Hoyt Street Properties, owners of a 40-acre brownfield in the heart of the River District. The Agreement tied development densities to public improvements with the minimum required housing density increased from 15 to 87 units per acre when the Lovejoy Viaduct was deconstructed, to 109 units/acre when streetcar construction commenced and 131 units/acre when the first neighborhood park was built. Since 1997, over 3,500 new housing units have been built in the River District Urban Renewal Area. Almost half of those units have had some level of affordability included with them through PDC's low income housing finance programs and tax abatement.

Similarly, the streetcar extension currently underway to the South Waterfront District of the North Macadam Urban Renewal Area will serve over \$1 billion in new development including a minimum of 3,000 dwelling units and commercial development supporting 10,000 jobs in this 130-acre former industrial area. PDC has entered into a Development Agreement with the Oregon Health & Science University and private developer partners for initial development in the 31-acre Central District that also ties densities to the construction of publicly-funded infrastructure improvements, including the Streetcar.

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the Project's impact on your community. Please be as specific as possible.

The Portland Streetcar has had an enormous impact on the accessibility and livability of the newly-developing neighborhoods in Portland's Central City with over \$1.4 billion of construction occurring along the existing alignment since 1997 including over 5,200 housing units and 3.6 million square feet of new and renovated commercial and institutional space. A specific list of these developments, "Development Within the Portland Streetcar Local Improvement District", is included in the Optional Supplementary Pages section of this application.

The Streetcar is a critical component of supporting new high density urban neighborhoods in locations that provide real alternatives to autos, specifically:

- Streetcar ridership averaging more than 5,000 riders per day, 2,000,000 annually.
- An integrated transit, parking, bicycle and pedestrian system that will result in an 18% reduction of auto-based commuting trips by 2010
- A 128% increase of assessed property values within the River District Urban Renewal Area (from \$359 million to \$819 million) in its first four years
- Developers constructing residential buildings with significantly lower parking ratios than anywhere else in the region
- Over 740,000 square feet of new ground floor retail uses built along the existing Streetcar alignment with the majority of businesses dependant upon use of existing on-street parking.
- Conversion of over 35 acres, half of the 70 contaminated River District railyards, to productive use with an additional 130 acres to be redeveloped in the next 10 years within South Waterfront
- Unique multi-modal hub linking an aerial tram connection to the Marquam Hill Oregon Health & Science University campus with Streetcar and bus transit connections to and from downtown Portland in the South Waterfront district. Serves 5,000 near-term South Waterfront jobs created in conjunction with OHSU expansion and new residential and service uses in the 31-acre South Waterfront Central District.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

Redevelopment of properties along the Streetcar was built on a model that is highly transferable. In the River District, the City engaged in an inclusive process over several years identifying the problem (industries leaving), defining the vision (a vibrant, mixed-use neighborhood), and creating the tools necessary to achieve the vision. The planning process drew on the expertise of many leading citizens, business groups and community advocates, and involved numerous City agencies.

The enormous success of linking transportation investments with development can be replicated in municipalities that have one or more large development sites with owners who are willing to work together to advance a common vision. The city's obligation was to provide a stable source of funding to build public improvements. The developer's obligation was to contribute to the infrastructure costs and to commit to build high-density, mixed-income housing meeting the City's housing targets. The agreement was a unique and essential piece of the public/private partnership that has catalyzed the conversation of this industrial district. The ability, from a political standpoint, to point to an agreement that contained joint obligations of the respective public and private partners, carried substantial clout and provided dependability and flexibility that both parties could rely upon, and continue to rely upon today.

5. What do you consider to be the most and least successful aspects of this project?

The wisdom of linking transportation and development investments is clear. When given convenient alternatives to the car, people will choose to walk, bike and take transit. Even more importantly, developers in Portland have seen that this is the case and have diverted funds from costly parking improvements into higher quality pedestrian improvements, orienting buildings so they enliven the street and financially participating in other public amenities that enhance the urban environment for those living, working and visiting along the Streetcar alignment.

The Streetcar has served not only those living and working along the alignment, it has brought new people into parts of the central city they may not have experienced before. It has served as an economic boost to businesses along the alignment while preserving much-needed auto access. It provides direct access to employment, educational facilities and health care for residents with a mix of incomes. The Streetcar has been seamlessly integrated into TriMet's regional transit system, further enhancing its effectiveness.

The citizen involvement process has worked extremely well, providing important support for the political decisions needed to advance a project of this magnitude. Additionally, a whole new interest group is emerging in the River District, composed of those devoted to high-density urban living—a perspective that Portland has never before had. These educated, engaged citizens are informed and understand the development process which gives them clout with both developers and the city.

Finally, the Streetcar is a success story that people can see for themselves. So successful, in fact, that there has been unanimous approvals for its extension into South Waterfront and support for planning its extension into the Central Eastside and Lloyd Districts.

PUBLIC AGENCY PERSPECTIVE

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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name **Fred Hansen** Title **General Manager**

Organization **TriMet** Telephone **(503) 962-4831**

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1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements).

TriMet provides public transportation for much of the three counties in the Portland metropolitan area. TriMet operates a comprehensive transit network including a 44-mile light rail system, 93 bus lines, service for seniors and people with disabilities and enhanced amenities and information. TriMet carries more people than any other US transit system its size, with about 300,000 average daily boardings in 2004.

In June of 1998, TriMet's Board of Directors approved funding for a portion of Portland Streetcar's operating costs and now contributes \$1.6 million or two thirds of the costs to operate the system.

Through an Intergovernmental Agreement with the City of Portland, TriMet also provides contract employees to the Portland Streetcar Inc. for operators, mechanics and superintendents.

In addition, TriMet provided professional assistance to develop a recognizable and customer-oriented signage system for Streetcar.

TriMet also contributed to the organization and execution of the Grand Opening event for Streetcar.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them?

The Portland Streetcar was initiated by the City of Portland as a parallel effort to TriMet's development of the regional rail system. The Streetcar's focus on connecting inner-city neighborhoods was intended to support the City's goal for 15,000 new housing units in the Central City. It connects major destinations and emerging urban neighborhoods with high quality, dependable service.

TriMet has worked with Portland Streetcar Inc. to establish a seamless ticketing system. From a transit customer's viewpoint, the individual fare instruments for Streetcar, MAX light rail and bus systems are interchangeable. Tickets are good on all modes and can be purchased in locations throughout the region. In addition, TriMet provides customer service and 24-hour information for the Streetcar schedule.

Though seamless from a customer's point of view, the Portland Streetcar and MAX Light Rail have different functions and operating environments. The Portland Streetcar system was designed to fit into the urban scale and traffic patterns of the urban environment through which it passes. The unique features of the Streetcar include:

- Shelters are small and fit within the neighborhood's architecture.
- Most of the Streetcar's route is shared with other traffic and as a result the Streetcar and pre-empt traffic signals in only a few places. To the extent possible, the trackway conforms to existing street grades.
- Stops are placed every two or three blocks with a low platform extension from the street curb.
- Except at platforms, the Streetcar's alignment maintained existing curbside parking and loading.
- Streetcar's Skoda vehicles are smaller and are designed to fit into the high intensity mixed use environments
- Streetcar operates a separate car barn for storage and daily maintenance of the Skoda vehicles

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the Project's impact on your community. Please be as specific as possible.

Modern streetcars returned to North America after nearly a half-century with the Portland Streetcar project. The resounding success of Streetcar service in Portland is:

- Serving as a catalyst for \$1.5 billion in transit-oriented investment, it has helped revitalize Portland's urban core with over 5,200 new housing units and more than 3 million square feet of office, institutional, retail and hotel construction.
- Promoting the emergence of a new high density urban market population that sees transit as a valuable amenity
- Providing a convenient alternative to the automobile for downtown residents, employees and visitors, which in turn reduces negative impacts on the region's air quality.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities?

The non-profit Portland Streetcar Inc. is responsible for operating the Streetcar system. As the region's primary transit provider, TriMet has developed in-house expertise in operating rail systems. To build upon this expertise, TriMet and the City of Portland signed a unique Intergovernmental Agreement that provides contract workers to operate, maintain and supervise the operation of the Streetcar. These services are combined with City of Portland employees and managed by PSI.

Promoting transit-oriented development adjacent to high quality streetcar service improves the likelihood of people leaving their cars at home and helps keep our air clean. Streetcar has continued to attract riders and has become a catalyst for high density, mixed-use development that is oriented to pedestrians. This, in turn, helps to preserve the quality of our neighborhoods and the region's livability. Lessons learned from successful development along the Streetcar alignment will trickle through the region as more and more people see the value of linking development and transit investments.

TriMet is a member of the PSI Board of Directors which is described elsewhere in this application.

In exchange for TriMet's contribution of two thirds of Streetcar's operating costs, the City provided funds for improvements to improve bus efficiency along high frequency bus corridors that provide access to the central city.

Streetcar capital investment was used as part of TriMet's local match for federal funding on the Interstate Light Rail extension, just opened in 2004.

5. What do you consider to be the most and least successful aspects of this project?

TriMet's mission includes goals for promoting transit-oriented development throughout the region as a growth management tool. Streetcar has clearly demonstrated the positive benefit of linking transportation and development investment.

Streetcar provides local transportation service that TriMet would otherwise have had to provide in these areas.

Having Streetcar focus on providing local access so TriMet could allocate limited service hours elsewhere in the region.

DEVELOPERS

HOMER WILLIAMS

WILLIAMS & DAME DEVELOPMENT

DOUGLAS OBLETZ

SOCKEYE DEVELOPMENT, LLC

MARK EDLEN

GERDING EDLEN DEVELOPMENT

DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name HOMER WILLIAMS Title Chairman

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Signature 

1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

Hoyt Street Properties is the largest private land owner within the River District with 35 acres of what was originally an abandoned old rail yard. As Managing Partner for Hoyt Street Properties, I was responsible for negotiating the development agreement with the City that established density thresholds tied to infrastructure investments, including the Portland Streetcar. Hoyt Street Properties also participated in the Streetcar Local Improvement District.

Since 1997, Hoyt Street Properties has developed the following projects within two blocks of the Portland Streetcar in the River District:

- Streetcar Lofts (\$28,000,000 project hard cost), 139 condominiums with 9,000 square feet of ground floor retail
- RiverTec (\$10,000,000), 75,000 square feet of office renovation from industrial space
- Riverstone Condominiums (\$25,000,000), 121 condos with 10,000 square feet of ground floor retail
- The Pinnacle (\$51,000,000), 176 condos with 51,000 square feet of ground floor retail uses
- Park Place Condominiums (\$47,000,000), 131 condos with 15,000 square feet of ground floor retail uses
- Lexis Apartments (\$23,000,000), 139 apartments with 8,500 square feet of ground floor retail
- Kearney Plaza Apartments (\$18,000,000), 139 apartments with 7,500 square feet of retail
- Johnson Street Townhomes (\$7,000,000), 13 for-sale townhouses
- Bridgeport Condominiums (\$35,000,000), 123 condos with 8,000 square feet of retail

In 2003, as Managing Partner of North Macadam Investors LLC in the South Waterfront area, I signed a development agreement with the Portland Development Commission that was modeled on the successful River District agreement, which controls 34 acres of property adjacent to the future Portland Streetcar line in this area. Construction has begun in South Waterfront and is projected to be built out within the next 10 years to include 250,000 square feet of retail, a 1.5 million square foot medical facility, 5,000 new jobs and 2,800 housing units—all within an easy walk to the Streetcar.

2. What trade-offs or compromises were required during the development of the project?

When Hoyt Street Properties purchased the Burlington Northern Railyards in 1991, our projections showed that the maximum financial return on our investment would come from building townhouses on the entire 34-acre parcel at an average density of 15 housing units per acre. With the City's commitment to the Streetcar, we saw the opportunity to build a whole new type of residential neighborhood—one that was much more urban and that could support the shops and services that make the River District such a unique new place to live and work at the heart of the city. For this reason, we were willing to sign a development agreement with the City that linked public infrastructure improvements to the production of higher development densities. Without the Streetcar and the accessibility it provides, these densities would not have been possible.

3. How was the project financed? What, if any, innovative means of financing were used?

The first phase of Streetcar from Legacy Good Samaritan Hospital to Portland State University was \$56.9 million. The principal funding sources included revenues from City-owned parking facilities, a local improvement district and tax increment financing.

The \$9.3 million Streetcar Local Improvement District was an innovative approach that involved those property owners that would benefit the greatest financially from their proximity to the Streetcar. This, coupled with other public and private resources, helped fund both the Streetcar and the critical investments in the urban environment that complements the higher density vision for the area.

DEVELOPER PERSPECTIVE (CONT'D)

4. How did the economic impacts of this project on the community compare with or differ from other projects you have been involved in?

Economic investments along the Streetcar have been well-documented with \$1.4 billion invested in residential, commercial and institutional projects within the local improvement district since 1997. These successful projects have demonstrated the market demand for a new type of higher density community—one that supports living with or without a car.

Williams & Dame Development, Inc. is building upon that success in our approach to the type and size of new buildings going up in South Waterfront. Larger projects carry with them a greater risk for the developer. Due to the successful track record of public/private partnerships in the River District, however, we are able to push the vision even farther in South Waterfront. Access to the Streetcar is critical to accomplishing this goal.

Due in part to the high quality transit service provided by Streetcar, we are also able to construct mixed use projects with parking ratios lower than those found elsewhere in the city. Reducing the amount of parking that a developer must build to accommodate the market makes a building more financially feasible.

Streetcar provides a quiet and environmentally friendly circulator that was significant in promoting higher density living. The real success is that the market was so responsive as the first phase of Streetcar and nearby projects were built, we could build the next project at even higher density. The unique urban setting was highly attractive to home buyers, renters and businesses. The build out occurred faster than originally planned because consumer response was so positive to the product. Market studies in the mid-1990's indicated that absorption rates for higher density condominiums in the River District would be very poor. Market confidence for both investors and consumers is dramatically greater today than it was even 10 years ago as a result of creating a positive example of how this density can be created in an environment that is superior to suburban living.

Now, with a full understanding of the role that Streetcar can play in affecting the urban environment, its' expansion into the South Waterfront is certain. The market confidence in higher density urban living complemented by Streetcar is reflected in the increased size of individual projects in South Waterfront. The first River District projects were six stories—South Waterfront is starting with a 30 story condominium tower which is typical of development envisioned in that area.

5. What about this project would be instructive to other developers?

With our tenants, we have found that access to high quality transit service such as the Streetcar is a valuable amenity and will guide their purchase or rental decisions.

Retail tenants in our buildings see the Streetcar as a definite plus for their business. The Streetcar design worked to preserve on-street parking with a minimal number of spaces lost at each station.

The storefront retailers have been willing to locate in the River District without dedicated parking.

Establishing a common vision that is shared by the community as well as the public agencies is critical to pioneering new development models. Have a development agreement that outlines the expectations and thresholds for both the city and developer has been an invaluable tool to ensuring that the partnership moves forward together.

6. What do you consider to be the most and least successful aspects of this project?

I consider the Portland Streetcar a success on all fronts. So much so that we have integrated Streetcar construction into the development agreement for the new \$800 million South Waterfront project.

Involving stakeholders in the Streetcar Project design has been absolutely critical to its success and expansion. Without public support, projects of this magnitude can get bogged down to the degree that the public investments cannot move in tandem with development. The individuals and agencies that make up Portland Streetcar Inc. are nimble and astute players that make the Streetcar a development investment that you can count on.

DEVELOPER PERSPECTIVE

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

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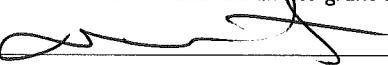
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1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

Sockeye Development is responsible for developing the 3-block Museum Place Project, immediately adjacent to the Streetcar line in the West End. Sockeye has completed three of the five buildings planned for the site including:

Museum Place South, is a transit-oriented, mixed-use development located on a full-block site. It includes 140 loft-style rental apartments resting on top of a 47,000 square foot Safeway grocery store, 1,100 square feet of neighborhood retail space, and 220 underground parking spaces. There are 28 units reserved for residents earning less than 50% of Median Family Income (MFI), and the remaining units will be available at market rates.

YWCA Downtown Center is a fully renovated building with health & fitness facilities, Loaves & Fishes meal site, community center, social services and transitional housing. The renovation was completed in January 2003.

St. Francis Apartments - 132 mixed-income rental units above ground floor retail. The units will target residents earning 30% to 80% of Median Family Income (MFI). This project was completed in January 2003.

The Eliot, developed by John Carroll, is currently under construction and will include 250 market-rate condominiums.

Madison Place is the final piece on the block and will include approximately 30,000 square feet of retail, offices and residences.

2. What trade-offs or compromises were required during the development of the project?

Streetcar runs along the length of both the east and west boundaries of Museum Place. The ground floor of Museum Place South is occupied by Safeway, a 48,000 square foot full service grocery store. Because of the adjacency of Streetcar, it was critical that the ground floor be designed to have a pedestrian orientation on all four elevations. To accomplish this, the ground floor included storefront windows for over half of the Safeway street frontage (significantly greater than a typical store of this size), an entrance lobby to the apartments above and a small retail space. Auto and truck access to the building was "hidden" by minimizing the width of the openings and placing them mid-block.

Because of the great access to the Streetcar, we were comfortable in providing parking for only 79% of the units. Now that the building is leased, it is clear that many of the residents do not require parking due to transit access.

3. How was the project financed? What, if any, innovative means of financing were used?

Streetcar financing is described elsewhere in this application.

The various pieces of the Museum Place Project were funded by different sources including low-income housing tax credits, tax increment funds, low interest loans provided by PDC and conventional financing.

DEVELOPER PERSPECTIVE (CONT'D)

4. How did the economic impacts of this project on the community compare with or differ from other projects you have been involved in?

We were confident in our ability to rent out the apartments in Museum Place South while making a limited number of parking spaces available to tenants due to its proximity to transit. This was critical in balancing the needs of a major grocery store within the constraints of our site, a 200-foot by 200-foot block.

The building itself is our most effective form of advertising. Having it exposed to thousands of Streetcar riders every day gives it a distinct advantage over some of our other projects.

Transit access is incredibly important to the residents of the St. Francis Apartments. It provides an economical and dependable connection to critical services and goods.

Our firm's development approach is to actively seek out sites near transit as we see it as an essential amenity and a key component of our sustainable building ethic. Having a site next to Streetcar is the ultimate access.

5. What about this project would be instructive to other developers?

Proximity to the Streetcar has a clear value to our building tenants. We use Portland images and references in our promotional materials for Museum Place South. It is seen as a unique amenity—the reason why some choose to live in our building as opposed to a building somewhere else in the Central City.

The collective impact of the new projects on the Streetcar line has transformed the image of downtown living and given it a competitive edge in the residential market. The West End's resurgence is clearly linked with the construction of the Streetcar.

6. What do you consider to be the most and least successful aspects of this project?

Streetcar serves diverse communities as it moves from Legacy Good Samaritan Hospital to the South Waterfront. Coupled with PDC's efforts to support mixed-use, mixed-income development projects along its length, several outstanding affordable housing projects have been built. These projects provide 1277 new units of high quality urban housing for individuals who otherwise would not be able to afford to live downtown. Within two blocks of the Streetcar are:

- 8 NW 8th, 180 transitional units for residents at or below 30% Median Family Income (MFI)
- Hamilton West, 152 apartments for residents at or below 60% MFI
- Kafoury Commons, 129 apartments for residents from 40% to 70% MFI
- Lovejoy Station, 181 apartments for residents from 50% to 80% MFI
- Museum Place South, 28 apartments for residents at or below 50% MFI
- Pearl Court Apartments, 199 apartments for residents tiered at 50% to 80% MFI
- St. Francis Apartments, 132 apartments for residents tiered at 30% to 80% MFI
- Station Place Apartments, 176 apartments for seniors tiered at 30% to 80% MFI

DEVELOPER PERSPECTIVE

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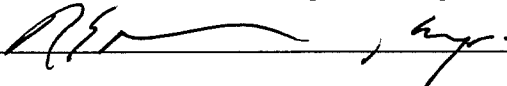
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1. What role did you or your organization play in the development of this project? Describe the scope of involvement.

Developer – Brewery Blocks which is a 5 city block \$300 million mixed use project at approximately 1.8 million total gross square feet.
Developer - South Waterfront mixed use project including developer of a 400,000 square foot medical, research and wellness facility for OHSU with a cost in excess of \$140 million.
Co-Developer – South Waterfront consisting of mixed use retail and for sale housing projects including the two tower Meriwether at 242 units at 21 and 24 stories with a cost in excess of \$110 million, the John Ross at 280 units at 31 stories with an estimated cost in excess of \$110 million and numerous other projects to be completed over the next five years.
Developer – Wieden & Kennedy Building
Developer – Portland Armory into a performing arts center for Portland Center Stage
Developer – Broadway Housing a \$48 million mixed use project consisting of student housing and retail for PSU.
Developer – Pearl Garage a historic renovation.
Streetcar Sponsor

2. What trade-offs or compromises were required during the development of the project?

Construction was definitely constrained due to the street car proximity, however it was manageable and the cost impacts were minimized through effective construction logistic planning. We would not hesitate to develop similar projects in the future, in fact we would embrace them and the opportunity.

3. How was the project financed? What, if any, innovative means of financing were used?

The Brewery Blocks were financed with a combination of private equity, traditional debt, a loan of \$6 million at 8% interest from PDC for parking and a \$2 million grant from PDC to rebuild the streets and sidewalks.
South Waterfront "vertical" development is being financed with 100% private funds.

DEVELOPER PERSPECTIVE (CONT'D)

4. How did the economic impacts of this project on the community compare with or differ from other projects you have been involved in?

In every case the projects were more viable due to the proximity of rail and/or street car access. The ability to develop in a truly urban environment was crucial to the demand from retailers, housing owners and renters as well as traditional commercial customers. Additionally, the quality of the architecture has been critical to the overall success of the projects.

5. What about this project would be instructive to other developers?

All urban projects are much more complex than suburban Greenfield projects and therefore the developer needs to have a true passion for such projects and have a vision to the long term rather than just the short term returns.

6. What do you consider to be the most and least successful aspects of this project?

Most successful: 1) Generated high demand from users; 2) better projects that leave a superior legacy; 3) True City and neighborhood building efforts; and 4) Tremendous public and private goodwill.

Least successful: 1) In the Pearl we need more height and 2) Our underestimating the overall complexity of the financing required.

PROFESSIONAL CONSULTANTS

MARK DORN
URS CORP

ROGER SHIELS
SHIELS OBLETZ JOHNSEN, INC.

PROFESSIONAL CONSULTANT PERSPECTIVE

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This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

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1. What role did you or your organization play in the development of this project?

URS was part of a team of consultants for the preliminary design, final engineering and construction management support for Phase 1 of the Streetcar Project. Specifically, our firm was in charge of the overall track design and the civil design through the heart of downtown Portland. Our firm then led the consultant design team for Phases 2 and 3. We continued our role as lead track and civil design for both extensions as well as construction management support.

2. From your perspective, how was the project intended to benefit the urban environment?

The philosophy adopted by the entire project team was to provide a low cost, high quality transit services with minimal negative impacts on adjacent businesses. The application of a circulator service has changed the way people visit and live in downtown. It helps to anchor the activity on the street resulting a transit oriented and pedestrian friendly environment. The low floor vehicles create a more intimate connection between the transit users and the adjacent streetscape. Pedestrians become transit patrons, transit patrons become pedestrians as a result of this connection and the design, which provides for easy and accessible boarding and alighting. The service also encourages a "park-once" philosophy for local visitors to downtown, which further reduces small automobile trips reduces congestions and improves air quality.

3. Describe the project's impact on its community. Please be as specific as possible.

The new streetcar service is already exceeding projected ridership estimates. This is a direct result to the community's acceptance of the new service as a convenient and reliable means to circulate within and between the neighborhoods of the city center. Arguably streetcar service has helped to increase overall transit patronage by providing a fixed connection to the regional LRT system and the downtown bus mall. Increased transit ridership means less automobile congestion.

The lack of impact on the community during construction was one of the most significant successes of the project. The approach to the track design and its construction minimized disruption to businesses by maintaining local circulation and access for traffic and pedestrians. Previous LRT projects constructed in downtown Portland required full closures of city streets for as long as 4 to 6 months as the street was modified to accommodate the new in-pavement trackway. The Streetcar Project's approach to integrate the new fixed guide way without modifying the streetscape allowed the contractor to reduce the major construction activities to less than three weeks without full street closures.

PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

Two notable changes in the design approach were to the streetcar stations (stops) and the vehicle, which are traditionally the signature elements of a rail transit system.

The streetcar vehicle needed to fit the scale of the streetscape while providing a high quality service. The width of the streetcar is narrower than traditional light rail vehicles to not overwhelm the pedestrian and automobile environment. It and operates within the general flow of traffic with priority systems incorporated at a few key locations. The scale and operating plan results in an outstanding safety record compared to other new transit systems recently introduced across the country.

Streetcar stops designs are simple and pragmatic. They were designed to be identifiable, safe, inexpensive, easy to maintain and provide level boarding for those with accessible needs. Station amenities include simple leaning rails, a modified bus shelter and passenger information regarding orientation and next arrival of the streetcar. Due to budget constraints, the focus of the project needed to be on providing the streetcar service and not as much on the station area environment. Traditional approach to other transit stops significant proportion of the budget towards the stations design including ticket vending, artwork and elaborate shelters.

5. How might this project be instructive to others in your profession?

The low-cost design approach to construction of the tracks and streetcar systems has received national attention. The application of a fixed guideway primarily as a circulator has led to initial planning efforts in scores of cities across the US and Canada. The engineering and construction innovations developed as well as the lessons learned has helped guide the implementation of similar systems in Tacoma and Tampa. The contracting mechanism used for the construction of the project was also a very unique aspect and is now being considered as a promising approach for rail transit projects being sponsored by Federal Transit Administration. The contracting mechanism was adopted by the local transit agency (TriMet) as the preferred method of project implementation for the recent Interstate MAX LRT Extension Project that opened in May 2004. The design approach to this 6-mile project adopted many of the techniques for the track and road construction. The contracting mechanism and the lessons from the Streetcar design helped TriMet to complete the LRT project approximately \$25M under budget and 4 months ahead of schedule.

6. What do you consider to be the most and least successful aspects of this project?

Delivering a new mode of rail transit service on-schedule that met an extremely limited budget has been the focus of considerable attention within the region as well as across the nation. Other important elements to the success of the project were in the community outreach during construction combined with the approach to minimize construction related impacts and maintenance of traffic and local access.

Due to limited operation funds, headways for the streetcar service are at 14 to 15 minute intervals, however streetcar ridership is already exceeding the planned estimates. Additional service to reduce headways is keenly anticipated by the public as the planned expansion of the system is realized in the near future.

PROFESSIONAL CONSULTANT PERSPECTIVE

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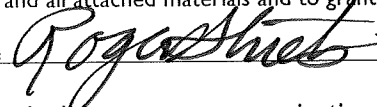
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1. What role did you or your organization play in the development of this project?

In the early 1980's, Shiels Obletz Johnsen (SOJ) was retained by Burlington Northern Railroad to determine uses for their property just north of Downtown, now known as the River District. Shiels Obletz Johnsen was initially hired by the City to work on the Streetcar Project prior to the formation of Portland Streetcar, Inc. Beginning in 1989, our job was to oversee the feasibility evaluations of streetcar service in the Central City and coordinate citizen participation. I now serve as the Executive Director of Portland Streetcar, Inc. (PSI) and report to the PSI Board of directors. In that capacity I am responsible for directing the design, construction, operations and maintenance of the Portland Streetcar.

2. From your perspective, how was the project intended to benefit the urban environment?

Demonstrate Low Cost Train Construction. The ethic that has driven the Portland Streetcar Project evolved from a unique public/private partnership between the City and the Streetcar Citizens Advisory Committee. The partners agreed that the system must be economical to build and operate. Consequently, there were four critical design principles: use available rights-of-way; limit the investment in facilities to the essentials; utilize, to the extent possible, "off-the-shelf" equipment; and operate the system on an efficient, safe, no-frills basis. Construction methods were used that allowed the contractor to complete the work more efficiently, thus saving money.

Promote a New Urban Community. Offer high quality circulator service with a vehicle that was compatible with the pedestrian environment. Private developments were required to build at a much higher density due to the enhanced accessibility offered by the Streetcar.

Promote Brownfield Redevelopment. Streetcar increased access to two parcels with a combined total of 200 acres of vacant land that allowed for the extraordinary clean-up costs to be absorbed. The River District is well on its way to build-out and the initial projects in South Waterfront have just broken ground.

Local Connections. Although the original Streetcar plan was to connect the two major vacant parcels, the Northwest District Association approached the Streetcar to have it extend it into their neighborhood, connecting major high density neighborhood and hospital facility to additional attractions in the yet-to-be-built River District and PSU. An additional opportunity arose after commitment of Streetcar in conversion of Blitz Brewery Blocks to a major mixed use development.

3. Describe the project's impact on its community. Please be as specific as possible.

- Over \$1.4 billion in residential, commercial and institutional development within the Streetcar Local Improvement District
- Just under 2,000,000 people rode Streetcar this past year
- New and redeveloped high density urban neighborhoods have put downtown at a competitive advantage for investment, even over some of the most desirable suburban communities
- Created a community of Streetcar supporters that have assured its expansion into other areas of the Central City leading to unanimous City Council approvals for expansion.
- Provided high quality transit service within two blocks of 8000 new residents

PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them?

With the project goals and design concept as a guide, SOJ was responsible for working to resolve the following project trade-offs:

Alignment Location: The primary trade off was the alignment location. The original alignment proposed connecting two vacant redevelopment areas—one north of Downtown and one south of Downtown. Today, the Streetcar connects the River District in the north with the South Waterfront District in the south, however none of the trackway follows the original alignment laid out in 1996. Each segment was adjusted in response to concerns raised by the community and property owners along the route. In a unique action, three official Portland neighborhood organizations, the Downtown Community Association, the Pearl District Neighborhood Association and the Northwest District Association came forward with a joint resolution supporting the streetcar along 10th, 11th, Lovejoy and Northrup.

Construction Methods: SOJ worked with the contractor to develop construction techniques to avoid major utility relocation costs, minimize business impacts.

Vehicle Selection: Portland Streetcar is designed to fit the scale and traffic patterns of the neighborhoods through which it travels. Streetcar vehicles, manufactured in the Czech Republic, are 8 feet wide and 66 feet long, about 10 inches narrower and 1/3 the length of a MAX (regional light rail system) double-car train. They run in traffic and, except at stop locations, accommodate existing curbside parking and loading.

Trackway Design: Narrowing the depth of rail penetration from 24 to 36 inches down to 14 inches with an eight foot wide track slab reduced construction time, impacts on adjacent properties and utility relocations. A typical section of the trackwork was planned so that three blocks could be constructed in three weeks. Maneuverability of the shorter and narrower Czech vehicles allowed the track to be fitted to existing grades limiting the scope of street and side disruption and reconstruction.

Overhead Wire: Streetcars require overhead wires to power the trains with support poles within the sidewalk. SOJ worked with project designers to incorporate an innovative means of attaching the overhead wires to existing buildings to reduce number of poles in sidewalk environment.

ADA Accessibility: ADA access at stop platforms were designed to fully meet the needs of people with disabilities while minimize disruptions to the sidewalk area and adjacent properties including steps, rails and barriers. Vehicle access is provided through the middle door of the streetcar vehicle thereby reducing the length of the stop and minimizing loss of precious parking spaces which was of great concern to local businesses.

5. How might this project be instructive to others in your profession?

Connecting the “Right” Public and Private Investments: Portland Streetcar supporters made it clear from the beginning that one of the primary functions of the Project was to support a new urban lifestyle at the heart of the City. Promoting higher density needs to be done carefully to include those public investments that leverage developers’ commitment to high quality buildings, streetscapes, open spaces and other public amenities that make the high density work. Developers will support a transit investment if it is done in such a way that they see the value for them, their tenants and their purchasers.

Citizen Participation Evolved with the Project: We were able to create a process that allowed adequate time for the stakeholders to design the project they wanted. The Citizens Advisory Committee was established to address citizens’ concerns from the beginning. Portland Streetcar, Inc (PSI) was later created to provide a balanced perspective among multiple government agencies, citizens, developers and property owners to find the money, design the system, figure out how the train should operate and to guide future expansions.

Portland Streetcar Inc: The City of Portland initiated the desire to have the Streetcar privately developed with responsibility to design, build, operate and maintain the system. The non-profit structure was unique in that it provided the opportunity to bring public and private stakeholders together in one decision-making framework. That opportunity doesn’t exist in processes that require decisions be worked through each one separately.

6. What do you consider to be the most and least successful aspects of this project?

Public Support: Thanks in great part to the work of PSI and the CAC, the Portland City Council has unanimously approved all 172 actions that have come before them related to Streetcar. Credit also goes to the contractor’s responsiveness to neighbor concerns during construction (a potentially volatile issue in any large public works project), the incorporation of the community’s goals into the design of the project, the incredible development response and the popularity of the service itself.

National Streetcar Coalition: The Project has been immensely instructive to other cities (see section in Supplemental pages of this application). PDX averages two visits per week to see Streetcar system to see operations and design and work done to establish the streetcar. The greatest interest expressed in these tours has been in construction techniques and in design/installation of stop platforms in the built environment. Politicians have seen how well-coordinated efforts for public/private investments can significantly influence private investment in cities. The National Streetcar Coalition (see list of members in Supplemental pages) is a natural outgrowth of Streetcar’s success.

Locally-funded Transit Leveraging Private Development. Private developer commitment was a key component in creating a whole new product for the consumer in the city that hadn’t previously been effective in Portland. The City could see that the value-capture back from the private investments made sense from the public’s perspective. In the case of the Streetcar, property owners agreed to participate in the cost. Few public transit projects have experienced that level of private investment along a line.

Streetcar Ridership: The public response to the Streetcar service doubled our original projections with 6,900 average weekday rides.

ARCHITECT

GREG BALDWIN
ZIMMER GUNSUL FRASCA

ARCHITECT OR DESIGNER PERSPECTIVE

Please answer questions in space provided. Applicants should feel free to use photocopies of the application forms if needed. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

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Signature GREG BALDWIN

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc.

The design concept for the Portland Streetcar is both derivative of and unique from the traditions of rail transit in Portland. On one hand, it capitalizes on the confidence and affection of the City in light rail transit. On the other hand, it assumes no direct responsibility for community improvement, leaving that to its partners and those that it serves.

The objective of the Streetcar is to expand the pedestrian system in the heart of the city, simply and inexpensively.

- It is designed to be constructed with minimum disruption to existing circulation and abutting properties. Innovative utility policies and track bed designs produced new precedents for the period of demolition to completion.
- Although modest in construction scope, it is a visible addition to the theater of the city. The vehicle design promotes visual contact between riders and adjacent pedestrian and the simple but unique polychrome cars produce a varied visual impact on the streets they traverse. (four primary colors representing the four quadrants of the City are utilized, two colors per car so that each side of the street sees a different color car, and four combinations, two complementary and two adjacent, reflecting the relationships of the four city quadrants).
- It is designed to complement the adjacent environment, both existing and anticipated. Thus, its character in residential neighborhoods, in downtown, in a park, and through a university, varies. The variations are achieved by mode of operation, surface finishes of sidewalks, unobtrusive stations, and landscape.

The Streetcar is an inner city transit system designed to create a larger whole in the core of a region. It connects institutional centers (universities, hospitals, cultural districts); it links complementary uses (housing and employment) as it provides them with a cohesive pedestrian environment. In the process, it becomes an addition to and a reflection of all of the neighborhoods it serves. Specifically, it encourages each neighborhood to grow and improve in a manner beneficial to all. In general, it enables the center of the City to more effectively behave as the heart of the region. The former is its design concept. The latter is its social and functional contribution.

2. Describe the most important social and programmatic function of the design.

The social and programmatic functions of the design are addressed in the design concept described in question 1.

ARCHITECT OR DESIGNER PERSPECTIVE (CONT'D)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project.

Three major challenges faced the design and extension of the Portland Streetcar. The first was to develop a track way design that would minimize disruption and capital costs. The second was to utilize standardized and inexpensive street and sidewalk furnishings that were adaptable to varied physical conditions. The third was to stimulate others to build the complementary context of new development that was desired.

The new track way design was inexpensive and constructed quickly in non intrusive increments. And it is proving to be durable...and a precedent for other light rail and streetcar projects across the country.

The choice of standardized components has been somewhat disappointing. In prototypical applications, it has met its objectives. However, on sloping sidewalks, the required modifications to station platforms, barriers and ramps have become cumbersome and obtrusive. These deficiencies are to be resolved in the next phase.

The Streetcar and its extension are proving to be successful contributors to desirable redevelopment. The City has both shaped and encouraged a redevelopment response through a variety of complementary programs and co-investments. And the private sector, as a primary investor in the Streetcar has been inclined to capitalize on those investments by redeveloping adjacent parcels.

The Streetcar is a fertile design project. It has established valuable precedents for the design and construction of urban rail transit. It has discovered that it does have a responsibility to provide a right of way architecture that is adaptable and of a standard equal to the aspirations of a discriminating community. And it has confirmed that if the private sector assumes a significant stewardship role in the development of an urban transit system, and a municipality complements that initiative, then desired, transit oriented development will follow.

4. Describe the way in which the project relates to its urban context.

The Portland Streetcar strives to be a part of each neighborhood it serves. Aesthetically, it leaves little architecture behind, but animates as it moves through neighborhoods. Functionally, it enriches neighborhoods as it connects complementary uses; it stimulates economic development, and attracts and makes accessible the full range of urban services. As a piece of architecture it is unobtrusive.

The Portland Streetcar is an expanding system designed to stitch together a fragmented regional center of institutions, business districts, residential neighborhoods, cultural resources, recreational venues and industrial uses. As an urban redevelopment strategy, it is conspicuous.

The intended modest, simple yet gregarious qualities that have distinguished the Portland Streetcar Project have proven to be very engaging. Or, as one citizen remarked "What's not to like?"

5. Describe the strengths and weaknesses of the projects design and architecture.

The project strengths and weaknesses are described as part of the response to question 3.