

ABSTRACT

Project Title Downtown Plan and Program
 Location Downtown Portland

Describe in the space provided the important characteristics of the project, how it was developed, and how it is exemplary. This abstract will be among the materials distributed to members of the Selection Committee prior to their initial deliberation.

The important characteristics of the Downtown Plan and Program include the following:

- Greatly expanded and centrally located transit as a framework to organize use, density, and form;
- Appropriate location, scale, and design of a wide range of diverse uses to make the Downtown a 24 hour place;
- An urban form calling for major buildings to be located in close proximity to transit with development stepping down to the Downtown riverfront;
- The preservation of historic buildings and introduction of appropriately scaled new development within historic districts;
- Preservation of public views and vistas;
- The introduction of open spaces for places of respite and for large public gatherings;
- Measures to improve air quality;
- Features to enhance pedestrian enjoyment.

The preparation and implementation of the Downtown Plan and Program was an outstanding cooperative endeavor involving Portland's business community, intensive citizen participation, planners and urban designers, with the pivotal support of local, State and Federal governmental officials and agencies.

This endeavor is exemplary because the process of Plan/Program preparation and implementation has involved the cooperative participation of the business community, the citizens of Portland and every level of government. It is also exemplary because the Plan goals and elements addressed all aspects of urban development that make for an enjoyable and attractive place for people working, shopping, living, and visiting Downtown.

The Plan is also highly successful in the manner and extent in which it has been implemented. Downtown Design Guidelines, the public review process, and development standards are complementary and insure that new development carries out the key characteristics of the Plan. The high level of quality of the actual projects attests to the effectiveness of the Plan.

The Downtown Plan and Program has resulted in a place enjoyed by all. The success of this project recently stimulated interest in undertaking a similar effort for a plan for the areas surrounding Downtown Portland. On March 25, 1988, the City Council adopted a new document to guide development, the Central City Plan. This second generation plan extends the principles which guided the original Plan, thus testifying to the success of the original Plan.

PROJECT PROFILE

(Please limit answers to the space available on these pages)

Project Name Downtown Plan and Program

Location Downtown Portland

Owner Downtown property owners and City of Portland

Project Use(s) Office, retail, housing, open space, recreational/cultural, transportation

Project Size Approximately 700 acres Total Development Cost 1.2 Billion +

Application submitted by:

Name J.E. Bud Clark *J.E. Bud Clark*

Title Mayor

Organization City of Portland

Address 1220 SW Fifth Avenue, #303, Portland, OR 97204

Telephone (503) 248-4120

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Signature _____

Key Participants*

Organization	(see attached sheet)	Key person	Telephone
<input type="checkbox"/> Public agencies			
<input type="checkbox"/> Developer			
<input type="checkbox"/> Professional consultants			
Architect			
Landscape architect			
Urban designer			
Planner			
Lawyer			
Other			
<input type="checkbox"/> Community group(s)			
<input type="checkbox"/> Sponsor			

*Please attach an additional sheet, if necessary, to identify others who should be credited as having been instrumental in the

PROJECT PROFILE, cont.

Key Participants

Organization	Key Person	Telephone
Public Agencies		
Bureau of Planning	Norm Abbott	(503) 796-7700
Portland Development Commission	Harry Demorest	(503) 796-5300
Tri-Met	James Cowen	(503) 273-4322
Metropolitan Arts Commission	Salena Ottum	(503) 796-5405
Developer		
Norcrest China	Bill Naito	(503) 228-7404
Prendergast and Associates	Pat Prendergast	(503) 223-6605
Melvin Mark Properties	Pete Mark	(503) 223-4777
Russell Development Co.	John Russell	(503) 228-2500
Robert Stoll	Bob Stoll	(503) 227-1601
Riverplace	Eric Parsons	(503) 228-2726
Professional Consultants		
Architect		
George McMath	George McMath	(503) 228-5154
Urban Designer		
Zimmer Gunsul Frasca	Greg Baldwin	(503) 224-3860
Planner		
CH2M Hill	Dick Ivey	(503) 224-9190
Other		
Shiels-Obletz	Roger Shiels	(503) 242-0084
Community groups		
Downtown Plan Citizen Advisory Committee	Dean Gisvold	(503) 226-7321
Portland City Planning Commission	Lawretta Morris	(503) 796-7700
Historic Landmarks Commission	George Sheldon	(503) 228-6444
Pioneer Square Advisory Committee	Pete Mark	(503) 223-4777

PERSPECTIVE/Developer

This sheet is to be filled out by the person who took primary responsibility for project financing.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name John Carroll

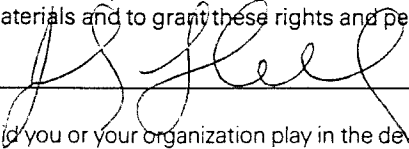
Title Vice-President

Organization Prendergast and Associates

Telephone (503) 223-6605

Address 121 S.W. Morrison, Portland, Oregon 97204

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

The Downtown Plan is the context. It was a public sector endeavor and the product produced was of such high quality and the commitment to execute the plan was strong. The private sector responded positively. Incorporation of the Association of Portland Progress, Pioneer Square Associates, and the formation of the Economic Improvement District were all privately initiated. The Plan and commitment to it instilled confidence. Development in this environment tended to be more thoughtful, more sensitive to this plan.

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?

Modification is much too strong a word to use in discussing how the Plan has been implemented. Further definition has been given to concepts originally introduced. Subdistricts have been given identities: Yamhill, Old Town, Chinatown, Skidmore. Their personalities and vision for the future have been clearly stated. While separate, they have to some degree, become more homogeneous. They work together and yet they are competitive. It's called commerce. Associations have been formed which voice concerns as well as support. They participate in an ongoing critique of the Plan.

3. What was the most difficult task in the development of this project?

Defining connections between the subdistricts, the retail core and the river, and much more specific building to building underscore the objective of making all of downtown a great place to live and do business. Connecting elements:

- the transit mall;
- the fareless square concept to encourage the use of public transportation;
- the funding of sidewalk improvements for 100 percent of the light rail in downtown;
- Salmon Street Fountain;
- New Market renovations;
- Waterfront Park plan.

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4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

In order to revitalize the downtown district, area businesses essentially taxed themselves to raise money to finance important construction projects. Norcrest helped form the Local Improvement District, an association of investors that financed the light rail and vintage trolley projects. Generally, investors in downtown Portland had to be patient because the various projects took a long time to yield financial rewards. During the construction period, businesses had to absorb losses due to the disruption of activity.

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

Public/Private partnerships work well. Developers must consider, however, that the projects of these partnerships tend to be long-term projects that may not yield immediate success. City leaders tend to look at the four-year period of their terms in office, while developers look at the city in terms of decades. But the public and private sectors need each other, and when they can coordinate efforts, as was the case in Portland, the results are outstanding.

6. If five years from now you were to judge this project to be still successful, what characteristics would be most relevant to you?

- A viable and strong downtown retail base.
- A healthy force of office workers employed downtown.
- A reputation for Portland as a 24-hour city, where visitors and residents remain active and involved in the city during weekends and after work evening hours.
- Tourism and convention patronage marking Portland as a fun, attractive, important, and vital city.


PERSPECTIVE/Developer

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Name Bill Naito Title Developer
Organization Norcrest China Telephone (503 228-7404
Address 55 West Burnside, Portland, Oregon 97232

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

During a period of economic decline in downtown Portland, Norcrest purchased and renovated historic buildings to attract retailers, shoppers, and corporate investors back to the downtown district. The company also financed and built affordable new housing to bring moderate income residents downtown. Major projects include: Norton House, Merchant Hotel, Dekum Building, The Galleria (first vertical atrium shopping center in country), and McCormick Pier Apartments.

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?

Norcrest was an active proponent and participant in the following modifications to the Downtown Plan:

- Light Rail service creating a downtown shopping loop between Old Town, downtown, and Lloyd Center shopping center.
- Waterfront Park—a public space overlooking the Willamette River, a site for year-round festivals and special events.
- Art Quake—annual downtown outdoor festival. It had to be shifted off the Transit Mall after the completion of Pioneer Square.

3. What was the most difficult task in the development of this project?

Rapid and concurrent construction of downtown buildings, new light rail, new transit mall, and Pioneer Square, caused disruption to downtown business and cut significantly into retail activity.

4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

- a) had to balance developers' economic criteria with Downtown Plan social and aesthetic goals;
- b) We frequently testified at design review hearings regarding merits of a project's design and were also in the developer's role;
- c) One of our major thrusts was pioneering ground level retail in the south auditorium urban renewal area, an area exclusively used for office development. Prior to 1979, developments could get away with focusing inward and turning a blank wall to the pedestrians. Since that time, buildings have been required to provide retail and ground level activity and be open and inviting to pedestrians.

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

- a) Portland's wonderfully attractive and well-organized downtown is testimony to the importance of having a Downtown Plan to provide a framework for balanced and compatible development. Projects must take into account and be sensitive to their impact on neighboring projects.
- b) Without this framework, the result is amorphous and incompatible development that negatively impacts the value of all properties in the area.
- c) The Downtown Plan's guidelines and design review process also maintain the quality throughout the downtown area, while again is key to enhancing and preserving property values and creating the best possible environment for work, recreation and housing.
- d) In a sense, a good development plan is the best insurance policy a city can bring to safeguard its future and create a lasting legacy for its people.

6. If five years from now you were to judge this project to be still successful, what characteristics would be most relevant to you?

- a) Have we created something of lasting quality that is and will continue to stand the test of time? Is it still working? Is our downtown a place to live, work and play? Is it a vital place that draws people 24 hours a day?
- b) Is it continuing to encourage quality development and make the downtown better and better?
- c) Are we continuing to eliminate the badly maintained buildings through renovation and new development? Are these new projects continuing to enhance the properties around them and create an even more desirable environment?
- d) Does it still work?
- e) Is it still a celebration of the human spirit?

PERSPECTIVE/Developer

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Name Melvin Mark, Jr. Title President
Organization Melvin Mark Properties Telephone (503) 223-4777
Address 111 S.W. Columbia, Portland, Oregon 97201

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Signature

Melvin Mark, Jr.

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

We were pioneers in the development of the south waterfront district starting with the development of the two-block Crown Plaza project in 1971. Subsequent to Crown's completion, the surrounding area has matured into one of Portland's most desirable areas with the completion of numerous office buildings, hotels, retail and housing. We expanded our commitment to this area with the completion of the 440,000 square foot Columbia Square in 1980. We have participated in many organizations that have had significant involvement in implementation of the Downtown Plan. We were members of the transit mall construction task force, chaired the group that developed Portland's Pioneer Square and participated on the Downtown Plan's citizens advisory committee. In addition, we are active in all the downtown civic organizations that helped shape the development of downtown such as Building Operators and Managers Association (BOMA), the Association for Portland Progress, and the Downtown Retail Council.

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?

The original Downtown Plan was adopted in 1972 and revised and updated with the adoption of the Central City Plan in 1988. The plan had flexibility with the use of variances that incorporated the city's goals for development in a particular area. The new Central City Plan provides for flexibility with defined bonus provisions that encourage the type of development the city views as desirable for a particular area.

3. What was the most difficult task in the development of this project?

The most difficult task in the development of the Downtown Plan was getting developers to construct downtown housing. Portland has many very desirable residential neighborhoods within a 15 minute commute of downtown. Downtown Portland commuters generally do not have long commute times which eliminates one of the primary benefits of downtown living.

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4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

Compromises and trade-offs included decisions regarding development density, the inclusion of "public attractors," and probably most important, an inherent conflict between the desires of the public for ready access to the riverfront and the desires of residents for privacy and security. The first two were resolved in the public forum in which CCDC, PDC, and various interest groups were involved. The latter was solved by CCDC with a creative design which uses grade separations and security support between the public and private areas of the project to meet the desires of both groups. A final area of compromise involved the handling of automobile traffic and parking. The project was designed as an urban neighborhood with emphasis on pedestrian activity, but the riverfront attractors and restaurants have attracted traffic from throughout the metropolitan area. In hindsight, we should have provide more parking areas and better automobile access.

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

- a) Public uses on the Waterfront have created a demand for parking which exceeded all expectations; creative planning is necessary to deal with traffic while maintaining an attractive urban setting for pedestrians,
- b) Uses must be placed carefully in order to achieve desirable waterfront activity while remaining sensitive to the needs of residents for security and privacy.
- c) Because RiverPlace is a weather-sensitive neighborhood special marketing efforts promoting retail shops are necessary throughout off-peak months.
- d) The hotel is a pleasant amenity which mixes well with residential and retail uses.

6. If five years from now you were to judge this project to be still successful, what characteristics would be most relevant to you?

The most relevant characteristic would be occupancy and pedestrian traffic. The goal of the Downtown Plan and the Developer was to create a place on Portland's downtown waterfront where people would want to live, work and play. Public acceptance, as determined by daily use, is clearly the best measure of success of the Plan and the project.

PERSPECTIVE/Developer

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Name Eric Parsons Title Vice President of Development
Organization Cornerstone Columbia Development Co. Telephone (503) 228-3272
Address 1750 S.W. Harbor Way, Suite 350, Portland, Oregon 97201

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Signature *Eric Parsons*

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

Cornerstone Columbia Development Company (CCDC) served as Developer of RiverPlace, a key portion of Portland's central city by virtue of its location on the west bank of the Willamette River at the gateway to downtown Portland. After acquisition of the site and installation of major infrastructure by the Portland Development Commission (PDC), CCDC developed and currently owns and manages a small, high-quality hotel, retail shops, along a riverfront pedestrian esplanade, a marina with floating restaurant, 190 condominium units, a 40,000 square foot office building and an athletic club.

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?

During the course of the project, the hotel and athletic club were added to a plan which originally placed more emphasis on office and residential development. The hotel provides a greater opportunity for visitors to the City to enjoy our riverfront amenities, and the athletic club draws people from throughout the downtown area to the project. Also, the scale and height of the office project were reduced in response to neighborhood concerns regarding density and the potential obstruction of view corridors. Finally, PDC has been able to acquire, primarily by gift, an additional 12 acres of property to the south of RiverPlace for future phases of development to be undertaken by CCDC.

3. What was the most difficult task in the development of this project?

Though the Downtown Plan provided strong guidance with regard to development of the site the most difficult aspect of the project was the initial planning of development to meet the desires of several interested constituencies within the community. The Friends of the Willamette River have strong (and valid) concerns about the preservation of river frontage and both commercial and residential neighborhood groups expressed concerns, sometimes in conflict with one another. It is our perception that the final design was effective in satisfying the concerns of each of these diverse groups.

4. What urban issues did this project address? Were there important associated issues that this project did not address?

The important Downtown urban issues addressed by the Plan include the need for better accessibility, pedestrian-vehicular conflict and air quality, declining retail and housing presence, attention to visual amenities, need for additional open space, appropriate location and size of new development, preservation of historic buildings and districts, and easy public access to the Downtown riverfront.

5. Describe the financing for the project. Was there something particularly unique or innovative about it?

The Plan preparation was initially financed jointly by the Downtown business community and the City with participation by the County and State. Subsequent design of Plan features and implementation involved participation of several governmental bodies and participation of property owners, e.g., Light Rail Local Improvement District. The public was partly involved in financing the development of the full block Pioneer Courthouse Square and the Performing Arts Center.

6. What were the goals of this project? How well were they met?

The underlying objective of the Downtown Plan was to create a vital 24 hour place, with a diversity of uses and a high quality of buildings and spaces. Specific goals of the Plan focused on a strong and balanced transportation system; a well thought out urban form; strengthened office, housing, retail, and cultural components; preservation of significant historic buildings and districts; and provision of more open spaces. These goals have successfully been met. There is a strong preservation program with three Downtown Historic Districts and numerous landmarks. Millions of square feet of office development and major retail and housing projects have been achieved. The Transit Mall, Light Rail transit, and Downtown parking program all carry out the Transportation Goal. Other important implementation measures include the Performing Arts Center, Pioneer Courthouse Square, and Waterfront Park.

PERSPECTIVE/Professional Consultant

This sheet is to be filled out by those professionals who worked as consultants on the project, providing design, planning, legal, or other professional services.

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Name George A. McMath, FAIA

Title Partner

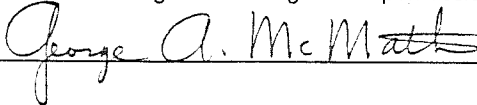
Organization McMath Hawkins Dortignacq

Telephone (503) 228-5154

Address 213 S.W. Ash Street, Suite 210, Portland, Oregon 97204

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

Our firm was a sub-consultant for historic preservation matters to the prime planning firm for the Downtown Plan. As partner-in-charge, I was involved with historical surveys, recommendations for historic districts and development of historic preservation strategies.

In addition, at the time of the project, I was chairman of the Portland Historic Landmarks Commission. Subsequently, our firm was employed as architects for restoration of many of downtown's historic landmarks including the Pioneer Courthouse and several buildings in the historic districts that resulted when the plan was adopted.

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

The intent of the historic preservation component was to identify historic buildings, districts and landscapes, to preserve the significant historic elements and provide compatible new development within and adjacent to historic areas.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that document its effect? Attach supplementary material as appropriate.

The two historic districts proposed in the Downtown Plan were the first elements of the plan to be adopted by the City Council. Restoration and rehabilitation within the historic districts and in other parts of downtown proceeded at a steady pace, and compatible infill projects have been completed. No historic buildings have been rezoned since adoption of the plan.

-
4. Describe any data you have that document the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data are available, what is your impression of the project's impact and what have you observed that supports that?

Consolidated and greatly expanded bus service and introduction of LRT has resulted in a 50 percent increase in downtown oriented transit ridership over the past fifteen years. If these downtown trips had not been served by transit, it has been estimated that nine 40-story garages would have been needed to accommodate these arrivals. In a recent peak year, Tri-Met served a majority of downtown work trips, and one-third of all trips. The adoption of a Downtown Plan which provided a strong transit framework and building development relationship produced these significant results.

Suburban park development in the Portland area is lower than other areas because of the attractiveness and accessibility of downtown. This serves to enhance the vitality of downtown.

5. What about this project would be instructive to agencies like yours in other cities?

The Downtown Plan's fundamental accomplishment is to guide public and private investment in mutually beneficial directions. The way the plan establishes a linkage between downtown development and transit has made the critical difference in the ability of transit to grow with downtown and to serve that growth. Transit projects have been implemented as key elements of the plan that integrates development and transit access. The Downtown Plan's parking restrictions encourage transit ridership.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

Tri-Met expects to see a continued transit emphasis in transportation plan projects; more public/private partnerships in implementing transit projects; and increase in downtown-oriented ridership, for work trips, shopping trips, and travel to downtown's cultural amenities.

PERSPECTIVE/Public Agency

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

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Name Douglas L. Capps Title Director of Public Services

Organization Tri-County Metropolitan Transportation District (Tri-Met) Telephone (503) 238-5848

Address 4012 SE 17th, Portland, Oregon 97202

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Signature Douglas Capps

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

Tri-Met provided technical support in development of the Downtown Plan. Two transit capital projects have been integral to implementation of the plan. The 1978 transit mall project (\$16M) and the 1985 light rail transit (LRT) downtown segment (\$30M) were developed to fulfill the Downtown Plan's objective of a high level of transit access.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

Emphasis on improving transit's operating environment through downtown transportation plans and projects has been a Tri-Met priority. At the same time, transit projects have been held to a high standard of urban design.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The key objective from Tri-Met's perspective has been the overlaying of the high density retail/office corridor on the high capacity transit corridor. As a result, the pedestrian-scale downtown has remained intact while supported by a high level of development and redevelopment.

-
4. Describe any data you have that document the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data are available, what is your impression of the project's impact and what have you observed that supports that?

Ten thousand people lined the river and streets for the transporting of Portlandia, a major sculpture placed on Michael Graves' Portland Building, to her pedestal. Tom Wolf called the event "the greatest public art event in the last 90 years." Our stock of 5,000 public art walking tour brochures describing downtown public art was depleted within two months. We had a second run of 40,000 copies to meet the demand.

5. What about this project would be instructive to agencies like yours in other cities?

Most other art commissioners want to learn more about our public process for selecting art. Our use of citizens and users of the facility, as well as our open meetings requirement, is somewhat unusual. We have now adopted a 1.33 percent ordinance, using the .33 percent for community education as well as administration and maintenance.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

I would want to know if people still loved being downtown in Portland. That's the key. The goal of the Downtown Plan was to create a 24 hour city. It is important to look at who is downtown and when they are downtown. In five years, I expect that we will have an even more interesting and compelling city core.

PERSPECTIVE/Public Agency

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Name Selina Ottum

Title Executive Director

Organization Metropolitan Arts Commission

Telephone (503) 796-5111

Address 1120 S.W. Fifth Avenue, Portland, Oregon 97204

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

The Metropolitan Arts Commission adopted a public art ordinance in 1980 requiring one percent of all public construction costs be allocated to public art. Three of the major downtown public buildings built in the 1980s, the Performing Arts Center, the Justice Center and the Portland Building, include art as part of their design.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

The Arts Commission has a strict set of guidelines for public participation in the selection process for art in public places. We include citizens and users of the facility on the selection committee, as well as arts experts. All our meetings are open to the public. This process has resulted in a broad-based, highly successful, public art program. As of January 4, 1989, it was expanded to include all public improvements, such as parks and transportation projects.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The Downtown Plan was intended to create a lively, vital downtown core. It has accomplished that. The public art component, for which we were responsible, was instrumental in creating a unique character for the transit mall. It has added a "human scale" to our public buildings. We have learned over the nine years of the program not to compromise on quality, but that quality can also mean diversity of vision. Portlandia, for example, was criticized by some as being too representational, while our use of crafts may seem to some as not being "cutting-edge" enough. As a public art collection, however, it spells Portland.

-
4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

The impact on Portland has been extremely positive, despite a six-year recessionary period in the early 1980's and the city is vital after hours and on weekends. Despite periods of growth and expansion, air quality and transportation objectives are in compliance with the plan. Retail and office developments have followed the plan, and the development community understands, supports and builds according to the plan. Downtown is viewed as safe, vital and a community asset to be preserved and protected for the metropolitan region and the state.

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

The process of citizen involvement which has produced such a high level of public acceptance and ownership of the results would be useful in other cities engaged in such a plan.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

If downtown is still perceived to be the heart of a growing and vital metropolitan region by the majority of its citizens, and if they continue to enjoy working, playing, shopping and living downtown the plan will be successful.

PERSPECTIVE/Professional Consultant

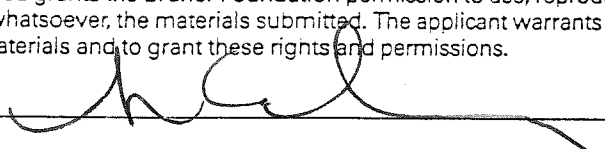
This sheet is to be filled out by those professionals who worked as consultants on the project, providing design, planning, legal, or other professional services.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name	George C. Sheldon	Title	Chairman
Organization	Portland Landmarks Commission	Telephone (503 228-6444
Address	123 N.W. Second Avenue, Portland, Oregon 97209		

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Signature



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

The Landmark Commission created a public/private coalition to raise public awareness of Portland's historic buildings and districts, which are an important element within the plan. Public acceptance has been enthusiastic, resulting in down-zoning to protect the historic districts from incompatible development and the construction of sympathetic in-fill developments on vacant lots.

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

Local advisory groups function in each district to monitor changes proposed and assist property owners with review and approvals of building modifications. Membership is drawn from business owners and tenants in the district which continually reinforces citizen ownership of the plan goals and objectives.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that document its effect? Attach supplementary material as appropriate.

The plan stresses retention of retail and residential uses downtown in order to vitalize the city in the evening and weekends. As the planning process proceeded, public understanding increased and resulted in higher expectations from the plan. City policy makers were willing to back the planning issues that were most controversial (i.e., heavy reliance on transit and limiting of downtown parking for new development). I participated as Chairman of the Planning Commission at the time of plan development.

-
4. Describe any data you have that document the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data are available, what is your impression of the project's impact and what have you observed that supports that?

This project had an immense impact on its surroundings. The core of the City of Portland has been re-born. Housing in the core has become a reality. Waterfront Park has been developed as a major public amenity. The Transit Mall development carries thousands of shoppers and office workers per hour directly through our re-vitalized retail core. Pioneer Square, a full-block park in the heart of the retail district is complete and extremely successful as a "people-place." Light Rail has entered the core from the suburbs. The visual improvements make people want to come to the city and the transportation improvements allow them to do so.

5. What about this project would be instructive to agencies like yours in other cities?

The sheer scope of the project, and the fact that with citizen involvement, a strong business support group, and a committed political vision, we were able to complete the plan within a very short period of time and implement the plan thereafter. All sections of the plan have been successfully implemented.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

I will, and it has been. The successful characteristics of the plan, in my view, have been the careful coordination of goals of diverging views and issues into a singular, easily-supported community project. The goals support each other, each enhances the others, and the implementation of the complete plan has enhanced the entire community. Nothing about Portland's growth in the last ten years has not seen some effect from the Downtown Plan.

Also, the future of Portland's plan was projected from its history. Historic Portland played a major role in the drafting of the plan. It has a sound, stable base.

PERSPECTIVE/Public Agency

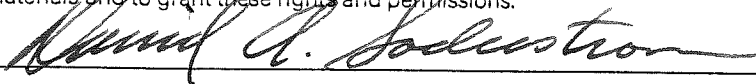
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Name David A. Soderstrom Title Past Chairman
Organization Design Commission Telephone (503 228-5617
Address 320 S.W. Stark Street, Portland, Oregon 97204

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

The Design Commission was put in place to assure that the policies established by the Downtown Plan were followed by private sector development.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

The Design Commission developed, published, and administered guidelines for projects constructed within the Downtown Plan area. Prior to completion of these guidelines, the commission used the Downtown Plan goals as its guide for reviewing new construction within the plan area of the downtown core of Portland.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

This project was intended, simply, to bring life back to the core of our city. The process was straightforward, efficient, and little change in direction took place. Economic benefits through enhancing retail opportunities, improving vehicular and pedestrian circulation (Transit Mall), encouraging development of housing, and improving on natural aesthetics were the main intentions. Few trade-offs were required of this singular and well-supported series of goals. Everyone benefited.

4. Describe any data you have that document the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data are available, what is your impression of the project's impact and what have you observed that supports that?

For a city the size of Portland (population 370,000), the downtown area has seen unprecedented growth since the inception of the Downtown Plan, and has largely maintained its regional dominance and market share of the suburban office and retail markets—which counters the national trend. More than \$1.7 billion in private investment and \$500 million in public investment has occurred in the downtown since 1970. Of this growth, approximately 12.5 million square feet of office and commercial space has been added and approximately four million square feet has been rehabilitated. Total assessed value of property has increased by 382% over the same period, and downtown employment has grown to 90,000. The City has accomplished its air quality attainment goals largely through its success in increasing mass transit ridership from 20% to 50% of downtown workers in the past 15 years.

5. What about this project would be instructive to agencies like yours in other cities?

The Portland example offers a tremendous amount to other cities attempting to do the same thing. Four key features we can identify are:

- a. Process. Without exception, it is critical to have a broad-based community involvement in the process, as well as the leadership of key community and business representatives from the start to understand and be aware of the issues and, accordingly, buy into the goals and objectives.
- b. Quality. Portland's approach to its planning and development has always insisted on tapping into national expertise and developing projects with the highest design standards and quality.
- c. Implementation Tools. Portland's downtown planning efforts resulted in a number of tools to accomplish these plans, including legislation governing historic preservation, housing tax abatement and financing incentives, parking policies, mass transportation (bus and light rail) policies, public/private development standards, and others too numerous to list here.
- d. Holistic Approach. The Plan must address and be responsive to all issues affecting the downtown, including social issues and the realities of the long-term care and maintenance of public facilities constructed.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

Our current measure of success and the criteria we would apply in the future are:

- a. Balance. The downtown must maintain a healthy balance and mix of uses, including a range of housing, commercial, office and retail, open space, and public attractions.
- b. Livability. The downtown area must maintain its 24-hour character, its human scale and attractiveness in order to compete with the suburbs.
- c. Flexibility. The planning work must be flexible enough to accommodate technological and community attitude changes, and to respond to opportunities that may arise.
- d. Economic Stability. The Plan must protect existing resources and while allowing for an investment climate for new construction and rehabilitation which will continue to provide for its economic growth.
- e. Physical Appearance. The downtown program must consider the long-term maintenance and repair aspects of all of its improvements. (The downtown business community has recently established an Economic Improvement District to help do this.)
- f. Tourism. A successful downtown plan should attract residents as well as visitors.
- g. Implementation. A measure of the plan's success should be the extent to which its initial goals and objectives have been successfully implemented.
- h. Continuance. A final measure of the downtown plan and program's success should be the desire on the part of the community and its local officials to further refine, modify and expand the planning effort for future generations.

PERSPECTIVE/Public Agency

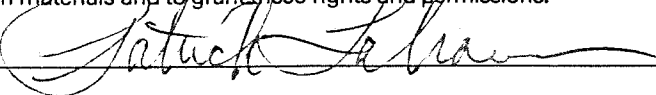
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Name Patrick LaCrosse Title Executive Director
Organization Portland Development Commission Telephone (503) 796-5300
Address 1120 S.W. Fifth Avenue, Room 1102, Portland, Oregon 97204

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

As the City of Portland's urban renewal and economic development agency, the Portland Development Commission (PDC) has participated in all aspects of the Downtown Plan and program; however, our focus has been on project implementation. Our role is summarized as follows:

- a. Input and Assistance. PDC served as an important team member throughout the process.
- b. Feasibility. As a key implementing agency, PDC continuously provided feasibility analyses and "reality checks" of proposals that came forth.
- c. Financing. PDC formed urban renewal areas and has funded, through its tax increment financing mechanism, substantial development and redevelopment activity in the downtown area.
- d. Implementation. PDC has played the lead role in implementing public improvement projects as well as public/private ventures, including the development of new housing, retail, office and commercial renovations and rehabilitations and IRB's.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

Throughout the course of the development and implementation of the Downtown Plan and Program, PDC has insisted that three critical elements be in place:

- a. Public Process. A public process is critical to the successful development and implementation of the Downtown Plan. It is essential that the community generates and accepts goals and objectives to serve as the basis for future decisions.
- b. Feasibility. All ideas and proposals that were developed through the plan process needed to demonstrate their feasibility and ability to be implemented.
- c. Quality. Portland is known for its tradition of a high quality of life and design excellence. It was essential that the planning and implementation of the Downtown Plan reflect these standards.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

One of the primary goals of the Plan, and one for which PDC is most responsible, is to improve and upgrade the physical condition of the downtown area to create new and improved development opportunities, to set the direction for new development and establish the standards for its design.

PDC's focus on creating new open spaces (major fountains and parks), new housing construction and rehabilitation, and retail and office space, furthers the improvement of the downtown urban environment. PDC has worked hard to help maintain a balance of these uses and to reinforce the human scale and reinforce the pedestrian character of the area.

PDC believes that there is very little that could have been improved on in the Downtown Plan effort. The fact that, 15 years after the original Downtown Plan, this city has just recently adopted the Central City Plan as an outgrowth of the original Plan is evidence that the work is not finite or static, but is dynamic and able to adjust to the needs of the community as it changes.

-
4. Describe any data you have that document the impact that this project has actually had on its surroundings and the people in the project area. Attach supplementary material as appropriate. If no data are available, what is your impression of the project's impact and what have you observed that supports that?

The Downtown Plan has provided a strong basis for both private and public investments. These investments total approximately \$1.3 billion dollars for retail, office, major building improvements, historic renovation, hotel, housing, and public facility improvements.

Prior to the Plan's adoption and subsequent implementation, investments were low, and retailing activity and the number of people living downtown was declining at a rapid rate. Today, day-time, evening and weekend use is extensive. Tri-Met reports substantial increases in ridership to downtown since adoption of the Plan and program. The impact of this project has been profound. The improvements altogether are harmonious and well designed for the benefit of people working, living, and visiting downtown.

5. What about this project would be instructive to agencies like yours in other cities?

The public participation process, which involved diverse citizen input.

Active Planning Commission leadership involving public hearings and oversight responsibility for the plan.

Political leadership by elected and business community leaders, and community activists who realized that without this plan, the downtown area of Portland would not meet the needs of the future and our desires for a thriving, attractive, economically stable city core.

Good design tradition open to citizen input, supported by zoning laws and an active Design Commission.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

- Economic vitality of downtown Portland
- 24-hour people use
- Downtown housing availability for mixed income levels
- Continued success of Pioneer Square
- Design of buildings and "feel of city"
- Waterfront focus and development
- The successful extension of these original concepts into our new Central City Plan.

PERSPECTIVE/Public Agency

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Name Lawretta G. Morris

Title President

Organization Portland Planning Commission

Telephone (503) 796-7708

Address 1120 S.W. Fifth Avenue, Room 1002, Portland, Oregon 97204

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Signature Lawretta G. Morris

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

The Planning Commission conducted in-depth public hearings and transmitted to City Council recommendations on: the overall plan; new zoning regulations; design guidelines; bus, rail, and light rail transit; Pioneer Square; Rouse project; Fountain Plaza; Waterfront Park; and Riverplace (Cornerstone Development). We set up a new RX housing zone (Smith Park Block) and tax abatements to facilitate our end goals of downtown housing and 24-hour use. A parking policy was developed to encourage use of the transit mall and meet air quality standards.

2. Describe what requirements your agency made of this project? (Such as zoning, public participation, impact statements, etc.)

New zoning was established with new use zones, FAR's, height limits, required retail, and blank wall limitations. We felt Portland needed to keep a "people scale" and become a city that met the needs of a diverse population with a variety of uses. The Plan goals were implemented through zoning and design requirements after public input and hearings.

3. From your perspective, how was this project intended to benefit the urban environment? Describe how, if at all, the intentions changed over the course of the project? What trade-offs and compromises were required? How did you participate in making them? With hindsight, what would you now do differently?

The goal of downtown was a usable, attractive, vibrant 24-hour city. Diverse uses, interesting pedestrian experiences easily accessible by a transit focus, attractive sidewalk treatments facilitating handicap access, and the short-term parking policy created the environment for a thriving business district. We accented our waterfront, rejuvenated our historical district, and created people spaces. The planning commission reviewed projects to recommend their appropriateness to Council. This Downtown Plan has been so successful for us that we just completed the "Central City Plan" (a 20-year plan) to expand these development concepts to a much wider area of the city.

-
4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

Really no major tradeoffs or compromises were required during the development of the Yamhill Marketplace retail center because it was always planned in accordance with the Portland Downtown Plan, with close cooperation with Portland city officials. The major difference I would do today would be to have provided for more parking, either in or adjacent to the Yamhill Marketplace development.

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

The Portland Downtown Plan provides a realistic and constructive guideline with which to work, and Portland city officials are anxious to assist, and do assist developers in building projects consistent with and implementing the Downtown Plan. The assistance by the City for projects that implement the Downtown Plan ranges from technical to financial.

6. If five years from now you were to judge this project to be still successful, what characteristics would be most relevant to you?

See the answer to #5.

PERSPECTIVE/Developer

This sheet is to be filled out by the person who took primary responsibility for project financing.

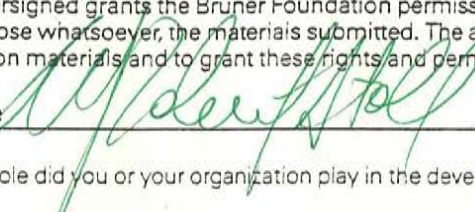
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Name N. Robert Stoll Title Developer

Organization _____ Telephone (503 227-1601)

Address 209 S.W. Oak, Portland, Oregon 97204

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

I served as a member of various Light Rail advisory committees, and as Chairman of the Yamhill Historic District Association, all of which were involved in implementation of the Portland Downtown Plan. I was also the developer of two historic rehabilitation projects (the Strowbridge Building, and the former Portland Police Headquarters Building), as well as the developer of a major new specialty retail project (Yamhill Marketplace) located on a formerly vacant block in the center of one of Portland's downtown historic districts.

The most significant role I personally played in connection with implementation of the Portland Downtown Plan was in the development of the Yamhill Marketplace.

2. What, if any, modifications were made to the original proposal as the project was developed? How did they come about?

None

3. What was the most difficult task in the development of this project?

Financing the Yamhill Marketplace at the time of its development in 1981-82, when interest rates were very high.

-
4. What tradeoffs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

Judging from the recognition Portland is receiving from around the country, if not the world, we wouldn't do anything differently. What's important to remember is Portland has defined and executed this Plan virtually absent of the pressures that Los Angeles, Dallas, Denver, Seattle, etc., have experienced. We have devoted our energies to devise a blueprint for the future, not correct a decade of poor planning. Portland's economic future looks good and it's quality planned expansion of our economy.

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

The fact is that the city got a huge head start. A vision for the city was created early, a plan identified and executed. The initiative was pro-active, not reactive! Finally, the process was a true public and private effort. It was fully cooperative. Advice to other developers? Get involved in a positive way!!

6. If five years from now you were to judge this project to be still successful, what characteristics would be most relevant to you?

The quality of the environment, design and materials. The commitment to full implementation of the Plan. The accessibility of the Plan administrators, both public and private.

PERSPECTIVE/Community Representative

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.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name Dean Gisvold/Valerie Hope

Title Chairperson/Staff

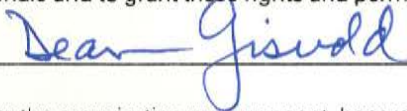
Organization Downtown Plan Citizens Advisory Committee

Telephone (503) 226-7321

Address 1100 S.W. Sixth Avenue, Portland, Oregon 97204

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

The answer to this question in large part accounts for there being a Downtown Plan of substantial scope and breadth, rather than just a plan for increasing the amount of parking in downtown. Because of intense public opposition, the City Council had denied a proposal for a 12-story parking garage in the heart of downtown. Downtown businessmen then offered money for a parking plan to be produced by the city. Citizens held meetings and developed a proposal which insisted that not only should any planning effort look at all the issues affecting downtown, but a citizens advisory committee (CAC) should be formed to allow for broad public involvement in saving the "heart of the city." The proposal included detailed recommendations for structuring the CAC. Following these recommendations, the mayor appointed Dean Gisvold as CAC chairperson; Valerie Hope was subsequently hired by the CAC.

2. What were the major issues from the community's point of view?

The unique configuration of downtown necessitates a limit on the number of autos coming into it. This, along with an awareness of air and noise pollution and energy conservation issues, resulted in tension between a public which wished to promote transit (in some cases to the near exclusion of the auto), and businessmen, who seemed to feel as if their survival depended on parking next door. Other public issues included promoting use of the waterfront through improved access, highway closure, protection from tall buildings adjacent to it, and public investment in the downtown parks. There was an uneasiness about the proliferation of high-rises in general, a feeling that they should be organized along transit lines and kept away from areas like Old Town where they would change the character and increase property values. Dealing with the homeless population and increasing housing for all income levels so downtown would have some live-in proprietors added to the list. Much of the above conflicted with the average developer's goals. The CAC also wanted a simplified development process that identified in advance the requirements and the costs.

3. What other community organizations or institutions, if any, were involved? What relationship did they have to the project?

The innovative, open-ended participation process masterminded by the CAC resulted in a mailing list of hundreds, and participation by a great number of organizations and institutions too numerous to list here (the old mailing list would provide a good indication of the scope of participation). The CAC itself, a major departure from the tradition of the "blue ribbon" committee, represented the general public, business, environmental groups and the arts. We maintained close communication with neighborhood organizations, the downtown business groups, the Oregon Environmental Council, and a proliferation of groups that sprang up in response to the planning process, such as Citizens for a Carefree Inner City, Save the Forecourt Fountain, and a group promoting electric transit. It seemed that everyone was interested and excited, including the media.

4. If there was a public review process, did you or your organization participate in it? Describe your involvement.

The CAC pioneered in establishing a format for unlimited "grass roots" involvement. Early on we met downtown and in the neighborhoods, sent out questionnaires and sought advice through the media regarding what people thought were downtown's greatest assets, problems and the solutions. Task forces chaired by CAC members were established to develop goals and objectives for each aspect of the plan. All meetings were open to the public, well publicized and well attended. Regular newsletters kept people abreast of every detail and documents were widely distributed. The CAC considered task force reports and adopted final documents by consensus, with occasional minority reports. We were intensively involved in the public hearings and adoption process used by the Planning Commission (PC) and City Council. A downtown plan review process required that the CAC review development proposals for the PC to ensure that the plan not be rendered meaningless before it was completed and adopted. It may be obvious that this important measure was one of the most painful for everyone concerned.

5. From your perspective, how has this project made the community a better place to live? Please be as specific as possible.

It is our judgment that the city, yes the state, is a better place for what a healthy downtown offers--a place to gather in an exciting way to celebrate business, food, the arts, and one another! As a result of this dynamic grass roots process, a community's attention was focused on a fading downtown, and a commitment was made to revitalizing it. This commitment has resulted in a climate which has nurtured some extraordinary subsequent developments, some direct and some indirect products of the plan. These include development of a beloved and much-used public square, in part a gift of a department store that once treasured a parking lot there. Development of inexpensive, convenience public parking and a lid on the number of parking space in downtown helped to forestall a potential devastating traffic congestion. Transit is organized around a transit mall, and includes a wildly successful "MAX" light rail line, and a free transit zone "fareless square" serving downtown. Increased housing for all incomes, a dramatic reversal of the exodus of retail, development of a Performing Arts Center, an increasingly accessible and useable waterfront also resulted from the plan. Development regulations which minimize uncertainty for developers and organize office and retail projects along transit spines are also in place. It can be said of downtown Portland with certainty, there is a *there* there. This is illustrated by a visitor's enthusiasm with her visit to downtown and her conclusion. "There must have been a plan."

6. If a community group interested in doing a similar project came to you, what advice would you give them?

It is important to get an up-front commitment from the decision-making body for a budget, staff, and clear definition of the role citizens will play in the decision-making process. There can be a tendency to short this part of the budget, but volunteers need a lot of support to be effective. The CAC should hire its own staff, whose responsibility would be to serve the CAC. The advisory process can insulate the decision-makers from the people involved. Devise ways for decisions-makers to rub shoulders with as many people as possible. Design a process which keeps citizens from being exhausted before the plan gets to final decision-making. Citizen advisors should be aggressive without being adversarial, and should trust their instincts and those of the people they are hearing from. We recommend a process in which there is a belief in and commitment to solutions which meet everyone's needs, rather than a win-lose mentality. The process and product will be totally different. Err on the side of inclusion rather than exclusion with respect to participation and meeting the needs of the affected parties.

7. Why do you think the project should win this award?

Because we feel we have a lot to say about the process we developed, what we learned from it, and the excellence of the resulting product, your publication would be an excellent way to get out the word to those who would benefit from it. This would include anyone wanting public participation on any sort of project, and those wanting to revitalize a whole area or develop a specific project. Additionally, it would be wonderful to present this award publicly to all those hundreds of people who labored so diligently for so long as a final celebratory acknowledgment of the fine efforts. This was never really done since, toward the end of the process, a new mayor became vitally involved in implementation of the plan quite independently of the advisory process, which meant that the process and the advisors just sort of faded away without much fanfare at the end. Finally, this plan has not sat gathering dust on some obscure shelf. It has been largely implemented, not only because the plan was a good one, but because of the aggressive role that our former mayor played in pushing implementation.

PERSPECTIVE/Professional Consultant

This sheet is to be filled out by those professionals who worked as consultants on the project, providing design, planning, legal, or other professional services.

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Name	Roger Shiels	Title	Partner
Organization	Shiels & Obletz	Telephone (503) 242 - 0084
Address	115 N.W. First Avenue, Portland, Oregon 97209		

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Signature

Roger Shiels

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

We acted as Project Managers of the principal mass transit projects that serve as the backbone of the downtown Portland redevelopment. We were retained by the City of Portland and Tri-Met (the regional public transit agency) to coordinate and direct the work of architectural design and engineering consultants and public agency and private utility technical staffs assigned to the projects. We were also assigned to oversee public reviews and jurisdictional approvals, coordinate utility relocations and administer funding and construction contracts for completing the projects.

Our project management firm had the lead role in three key projects that were constructed over a ten-year period between 1976 and 1986. These included the Portland Transit Mall straddling the downtown north-south high-density office corridor and the downtown light rail alignment. We also managed the design work on the Pioneer Courthouse Square at the vortex of these two mass transit spines. The square was funded, in part, as a mass transit project to house Tri-Met's central transit information office.

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

The projects were intended to be and are significant elements of the downtown Portland urban environment. This is true in at least two respects. First, these projects each serve a mass transportation function which has reduced the downtown's dependence on the automobile. They provide direct access for people entering the downtown to shop, go to work or conduct business. As a direct result of these projects and other improvements to the regional transit system, over 50% of downtown office workers commute to and from work on mass transit. This represents a significant reduction in congestion and air pollution and more efficient and economic use of land in the downtown area. Second, the projects enhance the downtown and provide special amenities for attracting and encouraging pedestrian activity. Special urban design features include the use of quality materials, street trees, planter pots, sculpture, decorative fountains, historical light standards, benches and drinking fountains.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that document its effect? Attach supplementary material as appropriate.

The projects represent a public investment and commitment to the downtown. They have created an investor confidence and have leveraged private investment of a much greater magnitude. The projects have directly or indirectly borne on the decisions of developer, and individual businesses to locate, expand and improve their facilities in downtown. The physical presence of the transit streets and Pioneer Courthouse Square, the hub of the Tri-Met system, and the concentration of activity has had profound effect on the businesses and stores fronting on them. This is reflected in increased retail sales and improvement in the business climate throughout the downtown.

-
4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

The downtown "Portland Story" is unique and complex. It is the story of the evolution of an ethic, an ethic which seems to work and therefore can be assimilated and applied by traditionally conflicting interest groups. And because it is an ethic based on common sense and local instincts, no one has bothered to chronicle, clarify or confirm what it is, what it is not, and how it may be relevant to a given problem. As a consequence, the lessons it has engendered are too often relearned and the mistakes it might have helped avoid are too frequently repeated. Progress in Portland could be easier to achieve if we understood better the significance of what we have already learned.

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

The downtown "Portland Story" is significant to architects, planners and urban designers because it demonstrates a means by which desired public and private urban development can be stimulated without restrictive or prescriptive regulations and without strong economic incentives. It tends to illustrate that if one neighbor can be shown that it is in his interest to complement his neighbor's interest, he will do so...and in the process confirm that a good urban environment is a natural state.... and should be pursued accordingly. What it also suggests is that the design process is the critical mediator of this enlightened state.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

The continuing success of the development and redevelopment of downtown Portland should be measured in very general terms...it should continue to attract an increasingly diverse and significant share of the regional market of potential patrons because it serves their interests and activities best. This would mean that while more shop downtown, more live downtown, more work downtown, and more recreate in downtown, that the cost and effort necessary to serve them better, diminishes.

PERSPECTIVE/Professional Consultant

This sheet is to be filled out by those professionals who worked as consultants on the project, providing design, planning, legal, or other professional services.

If possible, answers to all questions should be typed directly on this form or a photocopy. If the form is not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds. The length of answers should be limited to the area provided here.

Name **Gregory Baldwin**

Title **Partner**

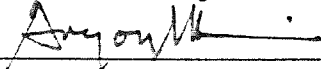
Organization **Zimmer Gunsul Frasca Partnership**

Telephone (**503**) **224-3860**

Address **320 SW Oak, Suite 500, Portland, Oregon 97204**

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Signature



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

Both the firm of Zimmer Gunsul Frasca and its principals have been involved in the development of key downtown plans, policies, and projects which have influenced the redevelopment of downtown Portland over the last decade and a half. Work has included the development of plans and capital improvement programs for the waterfront, the 100 plus block multi-district area along the waterfront, the downtown Park Blocks and the 80 block downtown residential zone. Built projects are equally divided between the public and private sectors and include the waterfront park, a boulevard, the transit mall, the light rail transitway, seven major mixed use/office buildings, a dozen historic renovations, and almost a dozen institutional projects ranging from university projects to an urban justice center. The majority of these projects have received local and/or national design awards.

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

The redevelopment of downtown Portland was consciously initiated as a regional project. In the late sixties, downtown Portland was losing its traditional commercial, institutional and residential markets to the suburbs and out of state competition. The response was to develop a regional program of land use and transportation policies and programs, and a downtown capital improvement program which would re-establish downtown Portland as the economic, cultural and social center for a hinterland which extended beyond the boundaries of Oregon. The specific objective was to create an urban community sufficiently attractive as a place to encourage citizens and activities located in the immediate region to concentrate their energies and resources in the downtown. No exceptional economic incentives were to be provided, rather it was simply to become the best place to be. The reaction has been positive and profound.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that document its effect? Attach supplementary material as appropriate.

In the past ten years, the redevelopment of downtown seems to be more conspicuous by the change in the quality of the environment than the magnitude of its growth. However, some related statistics suggest that those changes in quality have altered the operation of the district as it has become more attractive. For example, during that period: Downtown employment has grown 40 percent, yet peak hour traffic volumes have increased only 4 percent. Transit has increased its share of commuter trips to and from the downtown from 28 percent to 52 percent. Yet, on the light rail system, only 32 percent of the weekly trips are commuter trips and more ride on Saturday than any weekday. This phenomena is partially reflected in the downtown retail district' increased penetration of the regional retail market....from 7 percent to more than 30 percent of dollar volume sales. In the process, the private development response to key public capital investments such as the transit mall or Waterfront Park has been significant (for every public dollar spent, Portland expects that 30 to 50 responding private dollars will be invested in the first decade).

-
4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

If there were compromises, I suppose it was to adopt the rule that we would not build into the plan any features or concepts that seemed unlikely to be accomplished in the near term (that is, the foreseeable future). Every feature of the plan had to seem do-able. (Of course we had ambitious notions about what was possible, too.) We didn't want to give the general public the idea that the plan was "pie-in-the-sky," that it was too futuristic. So, for example, the plan did not initially include light rail, which didn't seem do-able in 1970, but did only a few years later. In retrospect this now may seem short-sighted. Certainly the Downtown Plan in its initial concept set the stage and created the public mindset for light rail access to Downtown Portland.

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

The "project" illustrates, among other things, the importance of momentum in the planning process. (This was a weakness in the recent Central City Plan process.) The essential ideas in the Downtown Plan were developed over an intense 14-month period characterized by active public involvement and much media attention.

The Downtown Plan was also an early example of the public/private cooperation that is now commonplace. Aside from the private financial support of the project it was important for the city to "declare its intentions" in the form of an official plan and then to begin to implement the essential public features of the plan—the closing of Harbor Drive Freeway to create Waterfront Park, building the Transit Mall, creating a public square to replace the two-story parking structure in the retail core, completing the civic center (the new city-county building and the Justice Center).

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

Continue to look for the amount of new investment, both private and public, that responds to the goals of the Downtown Plan. Continue to look at how the public uses and regards Downtown Portland.

PERSPECTIVE/Professional Consultant

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Name Richard Ivey Title Vice President, Planning

Organization CH2M HILL Telephone (503) 224 - 9190

Address 2020 S.W. Fourth Avenue, Portland, Oregon 97201

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Signature

Richard Ivey

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

The immediate issue in 1968-69 was a developer's proposal for a full-block multi-story parking garage in the heart of the city's retail core to replace an existing smaller parking structure.

CH2M HILL took the initial concept of an overall "Downtown Plan" (and the name) to the City Commissioner in charge of planning. CH2M HILL proposed a joint public-private sponsorship of the plan, with downtown property owners and merchants paying the consultant and the city providing an "equal" contribution in staff time. The Commissioner, Francis Ivancie at that time, appointed a 12-member committee of major property owners and merchants who raised, mostly from themselves, \$120,000 to pay the consultant. As described elsewhere, the Commissioner also appointed a citizens advisory committee which play the major role in gaining wide public participation in policy development.

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

By restoring Downtown Portland as a competitive location for new commercial and residential investment. The objective as to achieve a rich mix of mutually supporting activities, easily accessible from all parts of the city by public and private transportation, so that Downtown Portland remains the largest and best-organized concentration of activity in the metropolitan area.

3. What is your impression of the project's impact on its surroundings and people in the project area? Do you have data that document its effect? Attach supplementary material as appropriate.

Certainly Downtown Portland is perceived by the public as the focus of the metropolitan area for major private and public activity. Some weak spots persist but the general impression of Downtown Portland as a place to shop and do business remains strong, as evidenced by growing employment and continuing investment (e.g., the 3-block Pioneer Place development now under construction, the recently completed One Financial Center, and the RiverPlace project on the waterfront.

-
4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

There were no trade-offs in the historic preservation area - initial concepts were maintained and final plans were adopted as presented.

Hindsight considerations:

- a) Provide a one block buffer zone around historic districts with height and bulk limits somewhere between those for the overlay historic zone and the primary zone.
- b) Provide a program of historical education and design assistance to small property owners and storefront tenants to improve the quality of rehabilitation, signage, etc., in the historic districts.

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

That historic preservation planning can and should be an integral part of the overall planning process.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

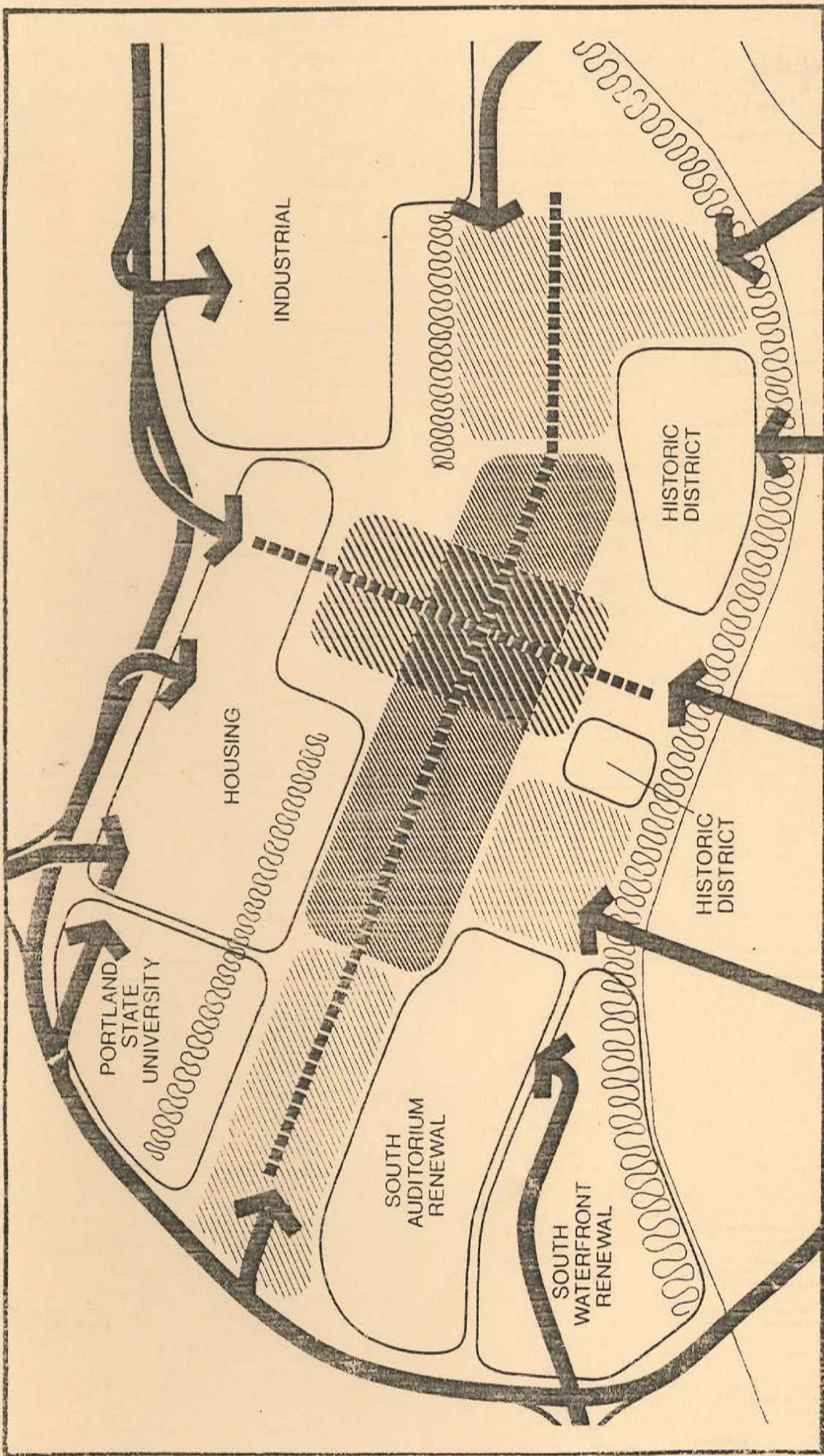
- a) Preservation of existing historic resources.
- b) Increased restoration and rehabilitation of historic resources.
- c) Compatible new development within and around historic districts.

Portland Downtown Plan

Portland's 1972 Downtown Plan set a vision which integrates the various components essential to a vital, dynamic downtown. It has resulted in a number of major achievements, representing in excess of one billion dollars in private and public investment.

This packet highlights the most important projects which have occurred in downtown Portland in the last 15 years. Each identified project is a direct or indirect product of the goals and guidelines stated in the Plan. This packet is organized by goal, with exemplary projects following each goal.

The degree to which the Plan has been carried out is truly remarkable. As the projects identify herein, major developments have been accomplished in all the areas which comprise a successful downtown. Moreover, success breeds success – a new Central City Plan has been adopted in the last year. This new Plan represents a second generation to the 1972 Plan, by expanding the boundaries of the earlier plan and further articulating how the uniqueness and vitality of downtown might best evolve.



DOWNTOWN PLAN CONCEPT

figure 1

TRANSPORTATION SECTION

PORTLAND BUREAU OF PLANNING

north ↑

1" = 1000'

RETAIL CORE

MAJOR OFFICE CORRIDOR

MEDIUM DENSITY OFFICES

MAJOR VEHICLE ACCESS

MASS TRANSIT

MAJOR OPEN SPACE

Transportation

Goal: *"To design a balanced transportation system which is supportive of the other Downtown goals; and which recognizes that the transportation system should provide more efficient use of both right-of-way and vehicles. This means reducing reliance on the automobile, increasing the number of persons per car and increasing the number of persons moving through concentrated areas on multiple-passenger facilities."*

Several major public projects have been accomplished which carry out the Transportation Goal. The first (in 1978) was the Transit Mall on 5th and 6th Avenues which is now being extended north to Union Station. The light rail line to suburban Gresham came some ten years later. At the north end of downtown, the historic Union Station is being restored and will continue to serve as an Amtrak Station. Next to it is the new Greyhound terminal, completed in 1985 at a cost of \$7,000,000. The city has also developed 4 major short-term parking facilities in the retail core and in Old Town, which together accommodate some 2,500 cars.

1. Diagram – The diagram indicates the location of the north-south Transit Mall for buses (the heavy bars), and the alignment of the light rail line. Two of the four shopper parking structures are also indicated.
- 2, 3, & 4. Transit Mall – The award-winning Portland Transit Mall dates to 1978. Prior to its construction, buses competed with cars (photograph #2 shows the former situation). After its construction, a major north/south couplet (5th and 6th Avenues) was devoted almost exclusively to bus use. Widened sidewalks paved in handsome brick with granite curbs, fountains, public art, new trees and plantings, and special shelters, all combine to create an attractive and efficient transit core for the entire region. This core also forms the high-density spine where most of the major new development in the downtown has occurred.
5. MAX – Portland's light rail transit. Following the success of the Transit Mall, the city has developed a handsome cross-mall for the popular MAX, the first of what will eventually be a network of light rail transit lines connecting Portland's core with outlying areas. MAX extends to Gresham, 15 miles to the east. Like the transit Mall, the MAX line in downtown Portland features brick sidewalks, trees, attractive street furniture, fountains and art. In deference to the historic district through which it passes, the tracks are laid in Belgian block "cobblestones." MAX was built using funds for a second eastside freeway which was never built due to neighborhood and civic opposition.
6. Vintage Trolley – Downtown Portland business owners led by Bill Naito are working to bring Portland's historic trolley cars back. The trolleys will run at non-peak hours on the light rail line, serving shoppers and sightseers, connecting the new Oregon Convention Center with the downtown shopping district. The project is currently in final design.

Retail

Goal: *"Enhance downtown's role as a leading center for retail goods and consumer services by providing an atmosphere conducive to investment."*

Prior to adoption of the Downtown Plan, the downtown was experiencing a considerable loss of retail activity. The Plan was generated to reverse this loss as much as for any other single reason by focusing on downtown parking, transit, design, and other issues. Clearly, the goal to promote the retail core has been achieved. Substantial development includes two new department stores, several specialty retail projects, and extensive rehabilitation of existing space, bringing the total retail space in the downtown area to approximately 5 million square feet. The culmination of these efforts—the Rouse Company's Pioneer Place—is currently under construction. In addition, key support services have been put in place to attract and strengthen retail activity. These include city-owned shopper parking facilities and special activities and promotions to bring shoppers downtown. The Plan also set the stage for zoning regulations which require a strong retail presence in new downtown development.

1. Diagram – The diagram designates the retail core (in red) and identifies the location of major new and renovated retail projects.
2. Nordstrom's – A major component in the revitalization of downtown retail activity, the Nordstrom Department Store was the first large new retail construction in downtown Portland in 50 years. Completed in 1977, it consists of 150,000 square feet. An additional story is scheduled for construction in 1989.
3. The Galleria – This vertical shopping mall features retail uses on three levels and two floors of office above. Originally a department store which closed in 1972, it was slated for demolition until developer Bill Naito came along. The renovation of this structure in 1976 included restoring the atrium at the center of the building. The building includes 120,000 square feet of retail space and 80,000 square feet of office space.
4. Kress Building – These shops are located in a structure that was originally a home to a Kress store and later housed J. C. Penney's until the early 1980's. This project benefits from its proximity to the light rail line and to the Rouse Company's Pioneer Place. The building has been carefully restored, with high-end retail use on the ground floor and new offices above.
5. Pioneer Place – This major four-block project, representing an investment in excess of \$100,000,000 is being developed by the nationally famous Rouse Company. Pioneer place will likely be the single most important project in the history of downtown. Components include a 15-story 280,000 square foot office tower, a 60,000 square foot Saks 5th Avenue Department Store, and 174,000 square feet of specialty retail. A later phase will include a second department store and either a hotel or second office tower.

Office

Goal: *"Strengthen Downtown's role as an important center for administrative, financial, personal and professional business, service and government activities."*

One of the major issues facing the City prior to adoption of the plan was the appropriate locations for large, medium and small office buildings, especially in regard to proximity to transportation facilities. The Plan and subsequent revised zoning regulations provide this guidance. Thirty-four new office buildings have been constructed in conformance with the plan representing 9 million square feet of floor space. Also at least thirty existing office buildings outside of historic districts have been extensively upgraded.

1. Diagram – The diagram indicates the high-density spine designated for the city's largest office buildings. Allowed FAR's within this spine are 12:1 and 15:1. Medium-density office development (6:1 and 9:1 FAR) is allowed to the south and east of this spine.
2. Aerial Rendering – This axonometric rendering represents the core of the city, including the high-density transit-oriented spine bounded by SW 4th, SW Broadway/Park, W. Burnside Street, and SW Columbia Street.
3. U.S. Bank and Equitable Building – Two of Portland's most distinctive landmarks located in the high-density corridor are the U.S. National Bank (1917) and the Equitable Building (1948). The Equitable, designed by Pietro Belluschi, was the first glass-skinned office tower in the country. The terra cotta-clad U.S. Bank headquarters is only a small part of that institution's developments in Portland which include a 1,000,000 square foot office complex completed in 1984.
4. PacWest – The PacWest Building, designed by Boston architect Hugh Stubbins, is one of the finest contemporary office towers in the city. The 28-story office tower sits on a two-floor retail podium which features an atrium.
5. One Financial Center – The latest addition to Portland's skyline is the 18-story, 351,000 square foot, One Financial Center. Completed in 1987, it is a highly visible tower located near the Morrison Bridge, at the eastern gateway to downtown Portland.
6. Fountain Plaza – This phased, multi-use project is one of the most distinctive additions to downtown Portland. The first phase of the project (in the center of the model) is the 30-story KOIN Center. This structure includes six cinemas, ground floor retail and commercial, 360,000 square feet of offices, and 44 condominiums on the upper ten floors. Later phases will include market-rate housing (set for 1989 groundbreaking) and an additional office block.

Housing

Goal: *"To give high priority to increasing the number of residential accommodations in the Downtown area for a mix of age and income groups, taking into consideration differing life styles; and to provide a "quality" environment in which people can live recognizing that residents of Downtown and adjacent areas are essential to the growth, stability and general health of a metropolitan city."*

Housing, particularly for middle income, is one of the most important components of a vital downtown. Responding to a strong mandate for housing in the Downtown Plan, the city set the stage for increasing housing units through zoning tools (including a required housing zone and bonus densities for the provision of housing), through tax abatements and other financial incentives, and through improvements in target areas which create a more residential setting.

The results have been impressive, with several major projects in the offing. Downtown now boasts 9,000 housing units, 1,300 of which have been constructed since 1980. These include luxury condominiums, market rate apartments, and single room occupancy/low-income new and rehabilitated units.

1. Diagram – The diagram indicates the Downtown high-density residential zone (in orange), and shows the location of major new and rehab housing projects.
2. McCormick Pier – McCormick Pier is a 304-unit, market rate apartment complex. The units boast such distinctive features as direct access to the Willamette River, a marina, swimming pool, and roof-top solar collectors. McCormick Pier was the first riverfront housing development in downtown Portland.
- 3 & 4. RiverPlace – This major mixed-use project and marina is located on the south end of downtown Portland's waterfront. 190 units of middle- and upper-income housing are combined with a small luxury hotel, specialty retail, a marina, athletic club, and 40,000 square feet of office uses. Later phases will add more commercial space and up to 300 additional residences.
5. University Park – In 1985, the city designated the South Park Blocks Urban Renewal District. One of the primary purposes of this district was to enable public improvements and subsidies to stimulate middle-income housing. The first project built in the district (two more have been completed, with at least three more on the way in the immediate future) was University Park, a 128-unit project located along the historic South Park Blocks. The project was well-designed to fit the flavor of the Park Blocks area brick cladding, traditional gabled forms, and a medium scale.

Historic Preservation

Goal: *"Identify, preserve, protect and dramatize historical structures and locations within downtown."*

Developers and the City have responded to this goal in a dramatic fashion. Some forty historical structures in the downtown area have been rehabilitated, representing an investment of more than \$125,000,000. Rehabilitation has been focused in the Yamhill and Skidmore/Old Town Historic Districts which together hold one of the country's best collections of cast-iron, Victorian era architecture.

The extensive private investment in historic properties has been motivated in part by pivotal public support. Low-interest loans are made for the restoration of historic façades, and the city has also funded special historic district plaques, street lights, and the restoration of the Skidmore Fountain.

1. Diagram – The diagram shows the location of the Skidmore/Old Town and Yamhill Historic Districts and some of the most important rehabilitation projects in downtown Portland.
2. Pioneer Courthouse – When constructed in 1869, many citizens feared that the Pioneer Courthouse would be located too far from town, which at that time was located along the riverfront. Today, however, the carefully restored Courthouse is in the very heart of downtown, across the street from the popular Pioneer Courthouse Square.
3. New Market Theater – The New Market Theater dates to 1872. It is the crown jewel of the Skidmore/Old Town Historic District, where the city began in the 1840's. The building was restored for retail/office use in 1984, with a \$1,000,000 Urban Conservation Fund loan.
4. Yamhill Marketplace – The Yamhill Marketplace is a rare example of a new building which is designed to carefully blend with its historic setting, in this case the Yamhill Historic District. Located along the MAX line, the Marketplace features 36,000 square feet of retail space, with a central atrium as its focus. The city provided \$1,500,000 in funding for the project.
5. Thomas Mann Building – The Thomas Mann Building was constructed in 1884. Its rehabilitation dates to 1981, with the ground floor devoted to retail use and offices on floors two and three. A fourth floor with mezzanine was added which houses eight apartments. This Italianate structure is located next to the Yamhill Marketplace, along the MAX line.
6. 1st Avenue Façades – The 800 block of SW 1st Avenue shows a typical street scene in the Yamhill Historic District. Ornate cast-iron façades make this a treasure-trove for aficionados of nineteenth-century commercial architecture.

Government Center

Goal: *"Strengthen Downtown's role as the seat of local and regional government, by developing new municipal offices in proximity to the existing seats of government."*

The concept of a Government Center dates at least as far back as the 1912 Bennett Plan. That plan called for additional government offices to be built near the existing City Hall and County Courthouses. Since adoption of the 1972 Downtown Plan, the goal of a distinct Government Center has been achieved. The Federal Office Building, The Portland Building, and Justice Center have all been constructed.

1. Diagram – The diagram illustrates the location of the Government Center, bounded by SW 2nd, SW 5th, SW Salmon, and SW Jefferson. Major new government-related structures are also identified.
2. The Portland Building – Michael Graves' Portland Building made international news upon its completion in 1982. The structure was hailed as the first Post-modern office tower. Graves' design was the winning entry in a city-sponsored national competition. Graves' use of historic references, pastel colors, and other unusual façade treatments won out over more conventional solutions. The \$28 million building features 285,000 square feet of municipal offices, with ground floor retail.
3. Justice Center – Across from the Portland Building and Chapman Square stands the Justice Center. Built in 1983, this structure is only slightly more restrained than Graves' "landmark". The Justice Center is decidedly monochromatic, but it features an eight-story concave glass wall on one elevation, and a glass barrel vault at the main entry. The Justice Center's 472,000 square feet contain State, County, and City law enforcement headquarters, a 430-person jail, and courtrooms.

Cultural and Entertainment

Goal: *"Promote downtown as the entertainment and cultural center of the metropolitan area."*

The core of Portland's artistic life is the cultural campus. Located along the northern edges of the South Park Blocks, this "campus" includes the Portland Art Museum, the Oregon Historical Society, and the two-block Portland Center for the Performing Arts (PCPA).

The PCPA was funded by private donations and a \$25 million bond measure, resulting in the beautifully restored Paramount Theater (now Schnitzer Hall), and smaller theaters holding 350 and 1,000 seats.

While the PCPA is the jewel in Portland's cultural crown, the city boasts a variety of other major achievements. A fine collection of galleries are concentrated in the historic districts and in the "Pearl", a group of historic loft warehouse structures. Summer concerts are held in Tom McCall Waterfront Park and Pioneer Courthouse Square. The Opera and Symphony are nationally-acclaimed. And the Downtown is filled with visitors during such major events as Neighbor Fair, the Rose Festival, and Art Quake.

Commercial entertainment also thrives. The six KOIN Center cinemas and the upcoming Broadway Theater four-plex are testimony to the fact that downtown is where people go for entertainment.

1. Diagram – The cultural campus is indicated, with the location of the PCPA also noted.
2. Performing Arts Center Opening – Opening night at the Performing Arts Center. The historic "Portland" sign and the marquee for the restored Schnitzer Hall are lit up, and Main Street Plaza is filled with people exploring the New Theaters Building. Schnitzer Hall holds 2,800 people and is home to the prestigious Oregon Symphony Orchestra, conducted by Maestro James dePriest.
3. Performing Arts Center – The New Theaters Building houses two theaters, an Intermediate Theater (1,000 seats), and the more intimate Dolores Winningstad Theater (350 seats). The new building was designed to carefully blend with its historic neighbors, including Schnitzer Hall.

Open Space

Goal: *"Provide major and minor open space along the waterfront and within the downtown area adaptable to a wide variety of uses."*

Downtown Portland is blessed with several fine public open spaces, each unique in its design and function. The Downtown Plan was a primary motivation in the acquisition and development of these spaces. There are two such spaces that are particularly noteworthy—the Tom McCall Waterfront Park and Pioneer Courthouse Square.

Waterfront Park replaced Harbor Drive, a freeway which was removed in the early 1970's. The Park was improved in the late 1970's and through the 1980's. Its broad grass meadows hold a variety of events, and also serve as a respite for downtown workers and residents.

Pioneer Square is a very different kind of open space—a one-block brick-paved plaza at the heart of the city. Originally the site of the grand old Portland Hotel, that structure was torn down in 1950 to make way for a parking lot. Pioneer Square was designed by Will Martin, and funded partly by donations from the public.

In addition to these two preeminent public places, downtown Portland boasts any number of public and private fountains, gardens, and plazas.

1. Diagram – This diagram illustrates the Waterfront Park and the location of major new public spaces. Pioneer Square is the central space.
- 2 & 3. Tom McCall Waterfront Park – The location of this park is shown as it appeared in 1950, when it was occupied by a freeway and the old Oregon Journal Building, and again in 1983, after the freeway was removed and replaced with the park.
4. Tom McCall Waterfront Park – A portion of the park is shown during Neighbor Fair, one of the many events which draws people to the water's edge with music, food, and other diversions.
- 5, 6, & 7. Pioneer Square – The parking lot which occupied this site until 1984 is shown, and may be compared with the subsequent photograph showing the Square after its completion. A plaza dominates the Square, with amphitheater seating and terrace restaurant.
8. Pioneer Square with MAX – Pioneer Square is shown during the annual garden show held each spring. In the foreground is MAX, Portland's light rail transit line.
9. Lovejoy Fountain – Lawrence Halperin designed this fountain in Portland's South Auditorium Urban Renewal District. The concrete forms and splashing water suggest the waterfalls and rock forms of the Cascade Range, 60 miles east of Portland.

Special Features

Downtown Portland has a special identity. That identity is embodied and nurtured in the Downtown Plan's goals and guidelines. It is also expressed in the special features, the human scale and the colorful details that give downtown its vitality and character. Both the public and private sectors have invested in special features which augment that character.

1. Chinatown Gate and Dragon – The recently-completed Chinatown Gate stands at the entrance to New Chinatown. It is the culmination of other public projects in the area, and was partially financed by the city, donations from the Republic of China, Portland's venerable Chinese community, and private citizens.
2. Flowers on Street Lights – Portland's traditional ornamental cast-iron street lamps are bedecked in the historic districts with beautiful hanging flowers.
- 3, & 4. Rose Festival/Waterfront Park – Portland's Rose Festival dates to the beginning of the century. It now lasts three weeks every June, with dozens of events focused on the Fun Center in Waterfront Park.
5. Balloons – Yet another special event which adds color to the downtown riverfront.
6. Portlandia – The 5th Avenue entry to Michael Graves' Portland Building is adorned with "Portlandia," designed by Raymond Kaskey. Portlandia is the second-largest copper sculpture in the country, after the Statue of Liberty.
7. Union Station – Historic Union Station is still an active passenger rail terminal. It is currently being restored to its former glory.
8. Union Station Redevelopment Concept – An artist's rendering shows what the restored Union Station and its 31-acre grounds might look like in 20 years. The 5th/6th Avenue Transit Mall will be extended seven blocks north to the Station, and the many acres of unused tracks may be developed with commercial and residential structures and possibly an aquarium.

Portland's 24-Hour Downtown

Since Portland adopted its Downtown Plan in 1972, the City's core has been revitalized into a vibrant center of activity 24 hours a day. A strong mix of uses – retail, office, residential, cultural – are housed in exciting new architecture and thoughtfully restored landmarks. A wealth of parks, fountains, and open spaces provide a pleasant counterpoint to the built environment. An efficient interplay of transit modes provides a key foundation to the location and appropriately-scaled density of office and other uses. The achievements of the last 15 years have fulfilled and even surprised the hopes and expectations of the Downtown Plan.

As Portland faces the 21st century, the strengths of the Plan become even more clear. Portland's orderly growth and the attainment of the components which create an exciting downtown have positioned the City well for the coming years. With the adoption of the Central City Plan in 1988, the City's leaders have affirmed their commitment to a well-planned Downtown.

Photography Credits

Note: Photo exhibits submitted are to be used for Rudy Bruner Foundation Award publications and exhibits only.

<u>Project Element</u>	<u>Exhibit No.</u>	<u>Photographer</u>
<i>Transportation</i> Bus Mall	# 4	Bruce Forster
<i>Retail</i> Galleria	# 3	Bruce Forster
<i>Retail</i> Kress Building	# 4	Strode Eckert
<i>Office</i> One Financial Center	# 5	Bruce Forster
<i>Housing</i> River Place	# 3	Bruce Forster
<i>Housing</i> River Place	# 4	Randy Shelton
<i>Cultural and Entertainment</i> Performing Arts	# 3	Bruce Forster
<i>Open Space</i> Waterfront Park	# 3	Bruce Forster
<i>Open Space</i> Pioneer Square	# 8	Bruce Forster
<i>Special Features</i> Union Station	# 7	Bruce Forster

1. Describe the characteristics of this project: the important aspects of the project's design, development, and public approval process. Indicate why these are exemplary.

Portland's Downtown Plan and Program represents a unique and highly successful project in regard to its preparation, content and implementation. This assertion is made evident by the enthusiastic response and enjoyment of Downtown Portland by Portlanders and visitors.

The Plan's design concept and approach included the following key features: Greatly expanded and centrally located transit as an organizing framework; appropriate location, scale, and design of a wide range of diverse uses to make the Downtown a 24 hour place; an urban form calling for major buildings to be located in close proximity to transit with development stepping down to the Downtown riverfront; the preservation of historic buildings and introduction of appropriately scaled new development within historic districts; preservation of public views and vistas; the introduction of open spaces for places of respite and for large public gatherings; measures to improve our air quality; and features to enhance pedestrian enjoyment.

The preparation and implementation of the Downtown Plan and Program was an outstanding cooperative endeavor involving Portland's business community, intensive citizen participation, planners and urban designers, with the pivotal support of local, State and Federal governmental officials.

The public approval process for the preparation of the Plan began with numerous public forums which resulted in a draft review by the Planning Commission, with final hearings and adoption by the City Council. New Regulations and Design Guidelines, prepared to assure Plan implementation, were similarly reviewed and adopted. Plan element implementation involves a public design review process handled in a thorough and expeditious manner.

2. Why does this project merit The Rudy Bruner Award for Excellence in the Urban Environment?

The Portland Downtown Plan is an exceptional example of a cohesive partnership of interests and uses, creating a vibrant, people-oriented core. Its implementation has resulted in a number of public and private projects which exemplify the diversity and quality instilled by community leaders, developers, planners, architects, citizens, and others who have shaped Downtown Portland in the last 20 years. Rather than being individual projects – island unto themselves – these projects are highly integrated; each of them are important pieces of a larger fabric. Downtown Portland is a hybrid successfully addressing land use, urban design, transportation, and economic perspectives, and highly responsive to public need and input.

The Plan is exceptional for several reasons – the broad consensus that supported the Plan, the high degree of implementation, the extensive and serious public input which was solicited and integrated into the Plan, the unusual commitment to quality in the individual components, and the strong pedestrian emphasis in the Plan. What sets Portland's Downtown Plan apart is its responsiveness to a broad variety of pressing urban issues, the active and committed participation in the formulation and implementation of the Plan by the key players, and the very fact that it has been almost completely implemented in such a high quality fashion.

3. What were the significant dates of the project's development and when was it completed?

The Downtown Plan and Program was prepared in several phases during the 1970's. Implementation of Plan features commenced after its adoption with a large number of private projects undertaken in conformance with the Plan. Public projects include the Transit Mall completed in 1977, with Pioneer Square, MAX Light Rail, Tom McCall Waterfront Park, Riverplace Marina and mixed use development, the Performing Arts Complex, the Portland Building and Justice Center governmental projects, and retail shopper short-term parking all completed in the 1980's.

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4. What trade-offs and compromises were required during the development of the project? How did your organization participate in making them? With hindsight, what would you now do differently?

The projects represented a significant challenge to achieve high urban design standards while concurrently providing for the numerous functional requirements of right-of-ways. Decisions in the use of materials and design features bear on numerous government and private entities with sometimes conflicting jurisdictions. This includes traffic, fire protection, utility services, police security and access to and loading for business fronting along the street. These are in addition to the complex requirements of bus and light rail mass transit operations. It was necessary to accommodate these during construction, as well as after completion. Obviously, there were trade-offs and compromises necessary to accommodate both urban design and functional requirements. These compromises sometimes resulted in increased maintenance requirements and minor public inconveniences. The various issues were openly discussed, debated, evaluated and decided, frequently by the City Council itself, during the design of the project. Our role was to manage this process. Near total consensus and broad public support were achieved upon completion of the projects. With hindsight we would be unable to suggest any change in the program.

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

The projects have attracted international attention. They have become models for transit mall and light rail developments in downtown areas throughout the country. They had elements that were new and untested that have since set significant precedents. The funding of the projects was itself unique.

The transit information systems, bus and light rail shelters, sidewalk furniture, brick pavement installation, overhead wire treatments, track installation and cathartic protection, drainage systems, sculptural artwork selection procedures and other have all become the subjects of frequent inquiry and information exchange with other cities.

6. If five years from now you judge this project to be still successful, at what characteristics would you be looking?

Portions of the project, the transit mall specifically, have been in place for 10 years. In another 5 years, with continued success, there will be additional development along the transit corridors, particularly along First Avenue and the North Downtown segment of the light rail alignment and the extension of the 5th/6th Avenue Transit Mall on the 7 blocks north of Burnside now in the planning phase. In these areas there are a number of opportunities for concentrated transit-oriented development and the continued growth and expansion of the downtown.