AGENDA

1. PROJECT SCHEDULE UPDATE
2. SUMMARY OF COMMUNITY FEEDBACK
3. STRATEGIC VISION
   a) GUIDING PRINCIPLES & SUPPORTING OBJECTIVES
   b) KEY FEATURES
   c) STRATEGIC FRAMEWORK
4. MARKET ANALYSIS
5. USPS SITE CONCEPTS
PROJECT SCHEDULE
BROADWAY CORRIDOR PLANNING PROCESS

Strategic Vision (Phase I)
- SWOT Assessment
- Guiding Principles
- Market Study
- Traffic Circulation
- Parking Strategy
- Sustainable Design

USPS Development Concept (Phase I)
- Conceptual Site Plan
- Infrastructure Plan
- Regulatory Assessment
- Financial Feasibility

Master Plan (Phase II)
- Site Programming
- Urban Design Standards
- Refined Connectivity Plan
- Code/Policy Amendments (TBD)
- Sustainability Plan
- Implementation Strategy
### BROADWAY CORRIDOR FRAMEWORK PLAN

<table>
<thead>
<tr>
<th>Strategic Vision</th>
<th>Tasks</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charrette #1 – Project Kick-off</td>
<td>Opportunities and Constraints analysis</td>
<td>June 15, 2015</td>
</tr>
<tr>
<td>Charrette #2 – Development Principles, Goals, Objectives</td>
<td>Development Case Study</td>
<td>June 29-30 2015</td>
</tr>
<tr>
<td></td>
<td>Market Analysis</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>USPS Development Concepts</th>
<th>Tasks</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charrette #3 – Preliminary USPS Concept Plan Alternatives</td>
<td>Open House #2</td>
<td>July 20-21 2015</td>
</tr>
<tr>
<td></td>
<td>Concept Plan Refinement and Assessment</td>
<td>August 2015</td>
</tr>
<tr>
<td></td>
<td>- Transportation Analysis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Preliminary Public Cost Estimates</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Financial Feasibility Analysis</td>
<td></td>
</tr>
<tr>
<td>Charrette #4 – USPS Preferred Concept Plan</td>
<td>Open House #3</td>
<td>September 8, 2015</td>
</tr>
<tr>
<td></td>
<td>Final Framework Plan Report</td>
<td>September 2015</td>
</tr>
<tr>
<td></td>
<td>PDC Board &amp; City Council endorsement</td>
<td>October 2015</td>
</tr>
</tbody>
</table>
COMMUNITY FEEDBACK
accessible ambitious anchor(ed) authentic catalytic challenging changing character cohesion collaborative community competitive complex confluence connection connective connectivity diversity eager ecological education embraced equitable exciting future headquarters human iconic implementable inclusionary innovative inspiring inventive jobs legacy links livable massive memorable momentum multimodal national level site next Portland not south-waterfront opportunity options park-blocks partnerships people permeable potential progressive public benefit regional scale synergy transformational transformative transitional unique vibrancy well-utilized
ambitious beyond mixed-use big
green healthy highline historic innovation
big public idea connected education enormous
exciting product design robust what an opportunity
### Online Survey Feedback

<table>
<thead>
<tr>
<th>Goal</th>
<th>Important</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competitive:</strong> Create opportunities for education and economic growth; add a net gain of jobs in the region.</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Accessible:</strong> Leverage regional assets and public benefits to enhance quality of life for Portlanders.</td>
<td>73%</td>
</tr>
<tr>
<td><strong>Connected:</strong> Strengthen multimodal transportation connections; enhance the public realm to improve accessibility and create vibrant public spaces and recreational opportunities.</td>
<td>91%</td>
</tr>
<tr>
<td><strong>Healthy:</strong> Develop the site so that it reflects high-quality construction, resource sharing, environmentally-friendly practices and social responsibility.</td>
<td>70%</td>
</tr>
<tr>
<td><strong>Accountable:</strong> Create an implementable strategy that attracts private investment and delivers appropriate public benefit.</td>
<td>53%</td>
</tr>
</tbody>
</table>

Peak Democracy (117 responses as of 7/15/15)
STRATEGIC VISION
COMPETITIVE
Create opportunities for innovation, education and economic growth; add a net gain of jobs in the region.

Supporting Objectives:
• Income Diversity of Jobs
• Leverage the large site to attract a large employer
• Consider interim uses for existing buildings, including maker spaces or small business
GUIDING PRINCIPLES

CONNECTED
Leverage regional assets to strengthen multimodal transportation connections; improve accessibility to and through the area.

• Supporting Objectives:
  • Improve access to multi-modal transit
  • Connect Green Loop through Study Area
  • Establish Historic Union Station as a focal point in the district
GUIDING PRINCIPLES

CONNECTED

Leverage regional assets to strengthen multimodal transportation connections; improve accessibility to and through the area.

• Supporting Objectives:
  • Improve access to multi-modal transit
  • Connect Green Loop through Study Area
  • Establish Historic Union Station as a focal point in the district
ACCESSIBLE
Enhance the public realm to create vibrant community spaces to enrich the quality of life for Portlanders.

• Supporting Objectives:
  • Extend Johnson & Hoyt Streets
  • Improve connections to Willamette River Greenway
  • Create social spaces in the public realm for people to connect
  • Leverage the “Y” at Broadway/Lovejoy
GUIDING PRINCIPLES

HEALTHY
Develop the site so that it reflects environmentally-friendly practices, opportunities for resource sharing, high-quality construction, and social responsibility.

• Supporting Objectives:
  • Explore opportunity for district-scaled systems for water, waste & energy
  • Innovative and efficient land use to maximize utilization of shared resources
  • 21st Century infrastructure to support sustainable living & work places
ACCOUNTABLE
Create an implementable strategy that attracts private investment and delivers appropriate public benefit.

• Supporting Objectives:
  • Identify the most appropriate public & private financing tools
  • Target different strategies for different public & private improvements
  • Employ a phased approach with incremental growth leading to a long-term vision
  • Provide affordable housing to create a mixed income community
MARKET ANALYSIS SUMMARY
PORTLAND’S CENTRAL CITY

Pearl District
245 acres

0.3% of Portland’s total 92,000 acres
By 2035, Metro’s urban growth report forecasts an additional:

• 400,000 people
• 260,000 jobs
• 120,000 multifamily units
  • 61% of new units

Note: These totals are the middle/baseline forecast.
HOUSING MARKET TRENDS
GUIDANCE FOR HOUSING PROJECTIONS

The Metro Urban Growth Report estimates 120,000 new multifamily units in the region by 2035. The West Quadrant Plan sets a vision for increased employment and residents in the West Quadrant to result in jobs to housing ratio of 1 to 1.

**Goal:** 5,000 new housing units in the Pearl District (annual average construction of 200 units per year) by 2035.

<table>
<thead>
<tr>
<th></th>
<th>Metro UGR Estimate</th>
<th>West Quadrant Plan Goals</th>
<th>Pearl District (2010-2035)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multifamily units needed by 2035 (increment)</td>
<td>120,000</td>
<td>23,000</td>
<td>5,000</td>
</tr>
<tr>
<td>% of region total</td>
<td>100%</td>
<td>19%</td>
<td>4%</td>
</tr>
<tr>
<td>Extrapolated Annual Avg Units</td>
<td>3,500</td>
<td>920</td>
<td>200</td>
</tr>
</tbody>
</table>
Recent boom in housing helped the region play catch-up

- Between 2006 and 2014, housing construction in the Portland MSA stalled. Oregon Office of Economic Analysis estimates that the region underbuilt housing by 20,000 units.
Most new multifamily construction since 2012 has occurred in NW, inner SE, and inner NE.

Within 3 miles of USPS site

78 buildings, 4,519 units (avg 58 units/building)
Proposed/Under Construction Within 3 miles of USPS site

Proposed multifamily development is more widely distributed. In all, there are almost 5,000 units under construction and over 8,000 units proposed.

Source: REIS
Units built since 2012 command a premium over the average in the Central City.

- Built since ‘12: Average rents by building
  - $2.78-$3.50

- The Addy in NW, built 2014
  - $2.98

- The Parker
  - Built since ‘12: Average rents by building
    - $2.24-$2.80

Note: These data include affordable housing.
ASSUMED RENTS
BASED ON DISCUSSIONS WITH DEVELOPERS

Medium Rise
• Studio: $3.20
• 1-bed: $3.00
• 2-bed: $2.75

High Rise
• Studio: $3.50
• 1-bed: $3.20
• 2-bed: $2.90
CONDOS

• Rising prices and dearth of supply

• Factors impacting condo development:
  • Lenders – risk aversion
  • Developers – presale expectations, recourse
  • Housing costs (rent vs. own)

Cosmopolitan on the Park
(Hoyt Street Properties) (1130 NW 10th Avenue)–28-story, $108 million, 150-unit buildings, scheduled to be completed in 2016.
Photo credit: BOORA Architects
HOUSING: IMPLICATIONS

• Housing market supply stabilizing in the region, but interest will likely remain strong in Pearl, given recent development activity.
  • Timing of entry into the pipeline will matter

• Advantages of this area include, proximity to existing employment, achievable rents, transportation options, and a range of amenities.
OFFICE DEVELOPMENT
GUIDANCE FOR EMPLOYMENT DEVELOPMENT
from Metro’s UGR (2014) / West Quadrant Plan (2014)

The West Quadrant Plan sets a vision for increased employment and residents in the Pearl to result in jobs to housing ratio of 1 to 1.

Goal: 4,000 new jobs in the Pearl District by 2035 (annual average of 160 jobs per year) by 2035.
The Class A office pipeline includes a more diverse list of locations, including North Portland. Developers now see greater opportunity in NW Portland for office. Some of this is speculative, and other space is built to suit. Almost 300,000 SF of office space is under construction and over 400,000 SF is proposed, as of 2015.

Source: REIS
<table>
<thead>
<tr>
<th>Building Name</th>
<th>Building Address</th>
<th>Building Class</th>
<th>Rentable Building Area</th>
<th>Building Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6th &amp; Davis</td>
<td>134 NE 6th Ave</td>
<td>B</td>
<td>24,400</td>
<td>Under Construction</td>
</tr>
<tr>
<td>Block 8L</td>
<td>60 NW Davis St</td>
<td>A</td>
<td>90,991</td>
<td>Under Construction</td>
</tr>
<tr>
<td>Clay Creative</td>
<td>240 SE Clay St</td>
<td>B</td>
<td>72,000</td>
<td>Under Construction</td>
</tr>
<tr>
<td>Park Avenue West Tower</td>
<td>750 SW 9th Ave</td>
<td>A</td>
<td>220,889</td>
<td>Under Construction</td>
</tr>
<tr>
<td>Pearl West</td>
<td>1455 NW Irving St</td>
<td>A</td>
<td>155,000</td>
<td>Under Construction</td>
</tr>
<tr>
<td>Former Bank of the West</td>
<td>401 SW 5TH Ave</td>
<td>B</td>
<td>34,749</td>
<td>Under Construction</td>
</tr>
<tr>
<td>Block 136 Offices</td>
<td>1200 NW Kearney St</td>
<td>A</td>
<td>74,316</td>
<td>Proposed</td>
</tr>
<tr>
<td>Block 28</td>
<td>OHSU Block 28</td>
<td>A</td>
<td>232,320</td>
<td>Proposed</td>
</tr>
<tr>
<td>Block 29</td>
<td>OHSU Block 29</td>
<td>A</td>
<td>360,000</td>
<td>Proposed</td>
</tr>
<tr>
<td>Industrial Home Building (Addition)</td>
<td>200 SE Martin Luther King Jr. Blvd</td>
<td>B</td>
<td>10,000</td>
<td>Proposed</td>
</tr>
<tr>
<td>Lot 5- 9th &amp; Northrup</td>
<td>NW Northrup St @ NW 9th Avenue</td>
<td>A</td>
<td>170,000</td>
<td>Proposed</td>
</tr>
<tr>
<td>One Waterfront Place</td>
<td>1201 NW Naito Pky</td>
<td>A</td>
<td>247,673</td>
<td>Proposed</td>
</tr>
<tr>
<td>SolTerra</td>
<td>2422 SE 9th Ave</td>
<td>B</td>
<td>35,000</td>
<td>Proposed</td>
</tr>
<tr>
<td>The Fair-Haired Dumbbell</td>
<td>11 NE Martin Luther King Jr. Blvd</td>
<td>B</td>
<td>53,788</td>
<td>Proposed</td>
</tr>
<tr>
<td>Whidden &amp; Lewis Bldg</td>
<td>403 NW 5th Ave</td>
<td>B</td>
<td>42,584</td>
<td>Proposed</td>
</tr>
<tr>
<td>The Caplan Building</td>
<td>500-598 SW 2nd Ave</td>
<td>A</td>
<td>325,000</td>
<td>Proposed</td>
</tr>
<tr>
<td>Knight Cancer Institute R</td>
<td>Knight Cancer Institute R</td>
<td>A</td>
<td>332,000</td>
<td>Proposed</td>
</tr>
<tr>
<td>811 Stark</td>
<td>811 SE Stark St</td>
<td>B</td>
<td>26,600</td>
<td>Proposed</td>
</tr>
</tbody>
</table>
Vacancies have stabilized at a healthy rate of 8% while deliveries/absorptions have slowed and rents have increased to an average of just above $26 PSF. There are several buildings in the pipeline that will change the overall market dynamic.

Rents (NNN)

Source: CoStar. Data pulled 7/9/15
EMployment: Implications

• Per City policies, the Broadway area is indicated as a prime location for new employment

• Spec office development in next 5 years is limited, given current pipeline

• Strategy alternatives include:
  • Try to attract a large anchor tenant
  • Let the market decide when spec office is viable
  • Publicly subsidized flex/maker/small business spaces

• The area is attractive for anchor tenants (i.e. Silicon Valley outposts, local companies looking to expand)

• How office is changing:
  • Institutional interest – which agencies might be looking to relocate or expand?
  • New development is catching up with employment growth
  • Shift in type of space most desired (lots of adaptive reuse, not a lot of traditional class A office is being built, addition of new class B buildings)
HOTEL & RETAIL TRENDS
CENTRAL CITY HOTEL MARKET

• 7,726 hotel units in the downtown market (includes South Waterfront and Convention Center) (2014)
• Average Daily Rate is $160 (PBJ, Feb 2015)
• Occupancy rate: 76% (PBJ, Feb 2015)
• Since 2010: 544 rooms constructed
• Currently ~1400 rooms in 13 hotels under construction or proposed.
• Development market is volatile, hinging on many variables
• Three potential strategies:
  • Limited service, mid-scale hotel with lower rates
  • More upscale boutiques
  • New full service hotel.
    • Large hotels have not been developed on the West side for many years. Other cities in our size category with vibrant downtowns are adding significant larger hotels.
    • Larger block sizes could bring in larger hotels with conference space, but would compete with Lloyd District space.

Recently developed:
Residence Inn in Pearl District
Eastlund Hotel (Lloyd District)

Four hotels being constructed:
Hyatt House (Parcel 8, South Waterfront)
Society Hotel (3rd and Davis)
Canopy by Hilton (NE 9th and Glisan)
Curio by Hilton (SW 2nd and Columbia)
CENTRAL CITY RETAIL MARKET

- This area is not envisioned as a retail center, but retail will support other uses, provide an amenity, activate district
- Anticipate that it’s basically revenue neutral, to be determined through feasibility analysis.
- New retail would need to avoid competing or duplicating what’s available in other areas of downtown and the Pearl.

Vacancies have stabilized at a healthy rate while deliveries/absorptions have slowed and rents have increased.

Vacancies have increased in the Central City after a series of deliveries, increasing from 3.2% in 2014 to 4.8% in 2015.

Average rents in the Central City are around $20 PSF.

Source: CoStar. Data pulled 7/9/15
OVERALL IMPLICATIONS FOR USES

Design, policy, and programs will guide the mix of uses.

<table>
<thead>
<tr>
<th></th>
<th>Policy implications</th>
<th>Market implications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>Development can help support goal of 200 units/year in Pearl by 2035. Area should support 25% affordable housing goal, and mix of rental and ownership.</td>
<td>Likely to be a viable use in this area, especially given recent activity in the Pearl. Achieving affordable goal requires public assistance.</td>
</tr>
<tr>
<td>Office</td>
<td>Most promising area for employment in Central City and will help to support West Quadrant goal of 160 jobs/year in the Pearl.</td>
<td>Should be among the mix of uses in this area, but will require strategic investment for some tenant types (e.g., makers, startups).</td>
</tr>
<tr>
<td>Hotel</td>
<td>Variety in hotel price-points to attract broader range of visitors in West Quadrant.</td>
<td>Significant interest in hotel investment currently, market likely saturated. Viability of new hotel in this area will depend on surrounding uses.</td>
</tr>
<tr>
<td>Retail</td>
<td>Fulfill West Quadrant objectives and other downtown development goals.</td>
<td>Likely to be ground floor supportive uses.</td>
</tr>
</tbody>
</table>
KEY FEATURES
KEY FEATURES: CONNECT TO OLD TOWN/CHINATOWN
KEY FEATURES: CONNECT TO THE PEARL
KEY FEATURES: UNION STATION
KEY FEATURES: VERTICAL TRANSITIONS
KEY FEATURES: OPEN SPACE
KEY FEATURES: OPEN SPACE
KEY FEATURES: ADAPTIVE REUSE
KEY FEATURES: BUILDING AS FOCAL POINT
KEY FEATURES: BUILDING AS FOCAL POINT
STRATEGIC FRAMEWORK
PROVIDE A STRATEGY FOR EXISTING BUILDINGS

FACILITATE INTERIM USE
LONG TERM REDEVELOPMENT
RESPECT + STRENGTHEN THE NEIGHBORHOODS

REINFORCE THE SUCCESS OF THE PEARL DISTRICT
ENLIVEN THE HISTORIC OLD TOWN / CHINA TOWN
ENHANCE CONNECTIONS TO THE WATERFRONT
RECONNECT THE SITE TO THE CITY

REINFORCE EAST-WEST CONNECTIVITY
RESPECT THE CITY GRID
REFLECT THE WALKABLE SCALE OF PORTLAND
EXTEND JOHNSON STREET

PRIORITIZE JOHNSON AS A CRITICAL EAST-WEST CONNECTION
ACCESS TO TRANSIT

REINFORCE INTERMODAL CONNECTIONS

A NEW VISION FOR GREYHOUND
STRENGTHEN THE GLISAN AND HOYT STREET CORRIDORS
CREATE AN IDENTITY FOR THE BROADWAY CORRIDOR
DETERMINE THE APPROPRIATE SCALE AND CHARACTER OF 9TH STREET
PLACES AND DESTINATIONS

PROVIDE A CIVIC TERMINUS TO THE NORTH PARK BLOCKS
REIMAGINE THE VIADUCTS
CREATE NEW DISTRICT GATEWAYS
COMPLETE THE “GREEN LOOP”

LONG TERM INTEGRATION WITH USPS SITE
RESOLVE TOPOGRAPHY AND THE PUBLIC REALM

A ROBUST PUBLIC NETWORK IN PLAN AND SECTION
STRATEGIC OPPORTUNITIES: PUBLIC REALM

CASCADE WALK

STATION PLAZA

PARK BLOCKS
STRATEGIC OPPORTUNITIES: PUBLIC REALM
STRATEGIC OPPORTUNITIES: URBAN FORM
STRATEGIC OPPORTUNITIES: URBAN FORM
AN IMPORTANT PART OF PORTLAND’S FUTURE
AN IMPORTANT PART OF PORTLAND’S FUTURE
STRATEGIC FRAMEWORK: KEY ELEMENTS

STREETS + PUBLIC REALM
CONNECTION ALONG JOHNSON STREET TO UNION STATION
INTEGRATION OF “GREEN LOOP”/PEDESTRIAN CONNECTION FROM BROADWAY “Y” TO EXISTING GRADE
CLEAR DEVELOPMENT BLOCKS
DEFINED PUBLIC VIEWS
before.
today.
after...
USPS SITE CONCEPT 1: CASCADE

- **extend** vitality of park blocks
- **create** **terminus** for axis and bookend to north park blocks
- **central path** for green loop
- **program open space** to support school and retail

cascade.
USPS SITE CONCEPT 1: CASCADE
USPS SITE CONCEPT 1: CASCADE
USPS SITE CONCEPT 2: STATION

- create new **civic plaza** and market space
- celebrate Portland’s **maker-doer culture**
- “go-by-train” as district **icon**
- **activate space** under bridge

**station.**
USPS SITE CONCEPT 2: STATION
USPS SITE CONCEPT 2: STATION
USPS SITE CONCEPT 2: STATION
USPS SITE CONCEPT 3: INNOVATION

- maximize development footprint / floorplate size
- provide iconic opportunity at bridgehead for identity
- ground level connectivity
- opportunity for district parking

innovation.
USPS SITE CONCEPT 3: INNOVATION
USPS SITE CONCEPT 3: INNOVATION

- Modern architectural design
- Night view of Portland, Oregon sign
- Evening cityscape with traffic
- Glass-enclosed building
USPS SITE CONCEPT 3: INNOVATION
USPS SITE CONCEPT 4: STITCH

- connect the Pearl District with Old Town / Chinatown
- showcase water throughout the site
- enhance river views
- central parking structure as a revenue source

stitch.
USPS SITE CONCEPT 4: STITCH
USPS SITE CONCEPT 4: STITCH
USPS SITE CONCEPT 4: STITCH
USPS SITE CONCEPT 5: WEAVE

- **connect** Pearl District / Old Town, city / river, USPS / Lloyd District
- celebrate **diversity of transportation**
- enhance the **bridge streetscape** and utilize under-bridge space
- bring the **green loop through** the site, connecting to Broadway

**weave.**
USPS SITE CONCEPT 5: WEAVE
USPS SITE CONCEPT 5: WEAVE
USPS SITE CONCEPT 5: WEAVE
<table>
<thead>
<tr>
<th></th>
<th>CASCADE</th>
<th>STATION</th>
<th>INNOVATION</th>
<th>STITCH</th>
<th>WEAVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>GREEN LOOP</td>
<td>through</td>
<td>around</td>
<td>through + around</td>
<td>around</td>
<td>through</td>
</tr>
<tr>
<td>HEIGHTS / MASS</td>
<td>medium with tower</td>
<td>step down station</td>
<td>low</td>
<td>medium + point towers</td>
<td>medium to high</td>
</tr>
<tr>
<td>BLOCK SIZE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USE</td>
<td>mixed-use / residential</td>
<td>mixed-use / office</td>
<td>mixed-use / corporate campus</td>
<td>mixed-use / institutional</td>
<td>mixed-use balance</td>
</tr>
<tr>
<td>PUBLIC SPACE</td>
<td>central park</td>
<td>civic plaza</td>
<td>framed courtyards</td>
<td>bridgehead park + station plaza</td>
<td>wandering paths</td>
</tr>
<tr>
<td>ROADWAYS</td>
<td>park to Johnson</td>
<td>Johnson &amp; Park</td>
<td>Johnson</td>
<td>Johnson, Irving Park</td>
<td>Johnson only</td>
</tr>
<tr>
<td></td>
<td>north of Johnson</td>
<td>all others</td>
<td>all others</td>
<td>all others</td>
<td>all others</td>
</tr>
<tr>
<td>VALUE</td>
<td>central programmed park</td>
<td>union terminal as destination</td>
<td>corporate campus destination</td>
<td>connects existing neighborhoods</td>
<td>connectivity, porosity, storefront</td>
</tr>
<tr>
<td>EXPERIENCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
WHAT EXCITES YOU?
WHAT CONCerns YOU?
WHAT WOULD MAKE THESE CONCEPTS EVEN BETTER?