No Vacancy!
A Guide to Creating Temporary Projects in the Central Eastside Industrial District

Inside
1 Introduction
2 Why Temporary Use is Important
3 Examples of Temporary Uses
4 How to Host a Temporary Project
6 Property Profile
9 How to Find a Home for your Temporary Project
12 Temporary Project Description
15 Other Resources
16 Insurance Guide
17 Agencies & Organizations that Support Temporary Projects
18 Regulations on Interim Use of Public Property
19 Permitting Overview
20 Building Code Guide
23 System Development Charges Guide
25 Zoning Guide
29 Phonebook

Central Eastside Industrial Council □ 503-768-4299 □ http://ceic.cc
No Vacancy! is a project of LocusLab, a group of Portland State University graduate students in urban and regional planning. LocusLab worked with the Central Eastside Industrial Council to investigate the potential to enliven the District by activating vacant spaces with temporary activities and developments.

http://ceic.cc

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**INTRODUCTION**

This how-to guide is the result of the *No Vacancy!* project, a collaborative study between LocusLab and the Central Eastside Industrial Council (CEIC). *No Vacancy!* is an exploration of temporary use of vacant space and its applicability in the Central Eastside Industrial District (CEID).

Through a precedent study, interviews, conversations, focus groups, and regulatory and land use analysis, LocusLab sought to understand…

- why temporary use is important,
- how temporary projects can benefit the spaces and neighborhoods they occupy,
- how they come into being, and
- what barriers prevent the occurrence of temporary uses and how they can be overcome.

The project revealed that temporary uses start with an innovative idea and are realized through relationships and networks. The strength of support organizations and the relevance of regulations can be critical to the feasibility of many projects.

This guide acts as a practical “how-to” for property owners and potential temporary space users. In this document, you will find a step-by-step process for creating and hosting temporary projects as well as resources that will help you work through the roadblocks and challenges to temporary projects.

If you would like more information on the *No Vacancy!* project, check out the *No Vacancy!* Final Report, available on the CEIC website: [http://ceic.cc](http://ceic.cc).
Temporary use of vacant space offers a range of benefits to property owners, space users, and the community. Sometimes the spaces act as laboratories. Sometimes the uses act as catalysts for (re)development. Sometimes they make money. Sometimes they are just fun. We have found that temporary uses are worth exploring for many reasons, because they:

**Make the Best of the Recession**
In times of recession, temporary use of vacant spaces can keep a business district an active and attractive destination. With access to monetary capital severely curtailed, temporary projects can keep undeveloped land from becoming an eyesore while it sits vacant awaiting redevelopment. Storefronts left vacant by businesses closing down can provide venues for displays of art. Vacant office and retail spaces provide locations for entrepreneurs to test out ideas on a low budget.

**Benefit Property Owners**
For property owners, occupied spaces help maintain the impression of commercial viability for a property or business district. Temporary projects can demonstrate an active use of a space to potential permanent tenants and attract people to the site, increasing exposure and interest. Temporary users can make improvements to the space—like painting and other finishing work—that will increase its value. Some temporary projects can also generate revenue. For vacant land, temporary uses can help to prove to communities that a long-term redevelopment project is viable. They can portray a positive message about the property and the owner, and put the property “on the map”.

**Encourage Innovation**
Vacant urban spaces can serve as pilot sites for novel uses and projects, such as the emerging field of mobile architecture. Vacant spaces also can act as laboratories and incubators for art, business, culture, and civic society by providing space for experimentation. They can provoke thought and conversation by inserting pockets of the unexpected into the urban fabric.

**Benefit Artists, Start-up Businesses, and Community Groups**
New or expanding ventures can test out a neighborhood before moving there permanently. For start-ups, temporary sites offer a low-budget way to demonstrate their viability. Entrepreneurial temporary uses can catalyze the ‘creative economy’ by making use of otherwise underutilized space to support micro-enterprise models of business and social innovation.

**Reveal New Possibilities for Spaces**
Temporary uses provide a means to activate and enliven dead or awkward spaces, such as publicly-owned pieces of land near highways and rail lines, walls and rooftops, or unused portions of occupied buildings. Demonstrating possible uses for a space that is currently empty can spark more ideas and build a vision of what the space could be like in the future.

Vacant spaces can act as laboratories and incubators for art, business, culture, and civic society by providing space for experimentation.

Temporary projects can also help the property owner maintain and develop good relationships with neighboring property owners and the community. Owners can become cultural leaders by being involved in their community, fostering creative activity, and assisting an organization within the creative sector.

Vacant spaces can act as laboratories and incubators for art, business, culture, and civic society by providing space for experimentation.
Examples of Temporary Uses

Myriad types of temporary uses are already taking place in urban spaces, including:

- Fairs and festivals
- Summer movies
- Seasonal and holiday sales
- Urban gardening
- Art installations
- Live performances
- New technology demonstrations
- Micro-enterprise developments

“Temporary” projects can range from a one-time educational event to a month-long art installation to mobile architecture that is designed to be portable but may stay on one site for several years. On this page, you will find examples of successful temporary projects in Portland and around the world. For a more comprehensive listing of temporary use types and examples, see the No Vacancy! project Precedent Study - Uses for Vacant Spaces found at http://ceic.cc.
Step 1: Define your Requirements

Some temporary space users have flexible space requirements while others have very specific needs. To save yourself from repeatedly describing your space, fill out the Property Profile form on pages 6 to 8 and send it to interested parties. If this profile template does not work for your space, create your own!

Step 2: Identify your Expectations

What are your motivations for wanting to host temporary projects in your space?

- Financial – you need the temporary space user to cover some or all of the costs associated with the property.
- Exposure – you would like a long-term tenant, so having a temporary tenant that provides exposure to your property is a priority.
- Community benefits – you want to give back to the community and to encourage people to launch innovative, creative and exciting projects.
- Others?

What amount of rent, if any, do you require? How flexible are you on the rates?

Are you willing to participate in a work-trade situation? Many temporary space users are willing to trade work for rent. Ask them if they are interested!

Step 3: Know the Requirements, Rules, and Regulations

Insurance
Will you require the space user to show proof of general liability insurance? Are you willing to add the user to your policy? For more information on insurance issues associated with temporary use and policies that are suited for some temporary uses, see page 16.

Permitting
There are three types of permitting regulations you will need to be familiar with:

- zoning
- system development charges, and
- building codes.

For details on the regulations you should be aware of and how they impact temporary use, see pages 19 to 28.

Alcohol
If alcohol will be served as part of the temporary project, you will want to make sure that space users have the correct liquor license. Information on Oregon Liquor Control Commission (OLCC) licenses can be found at www.oregon.gov/olcc.
Step 4: Advertise your Space

Notify the CEIC!

Email your property profile to Terry Taylor, Executive Director of the CEIC (terry@ceic.cc).

Use your Network

Oftentimes, word-of-mouth is the best way to advertise your vacant space. Use your social and professional networks to get the word out about your space.

Support Organizations

Try connecting with an organization that supports the types of uses appropriate for your space.

If you have an accessible rooftop space, connect with urban agriculturists (www.edibleportland.com).

If you have a space appropriate for artists, connect with local arts organizations like Portland Institute for Contemporary Art (www.pica.org) and the Regional Arts and Culture Council (www.racc.org).

If you have office space, try connecting with the City of Portland’s Small Business Advisory Council (www.sbacpdx.com) within the Office of the Mayor or with the Small Business Assistance Team (www.portlandonline.com/bds/smallbusiness) within the Bureau of Development Services.

Post a sign!

It may seem rudimentary, but it works!

Step 5: Be Prepared when Meeting with Users.

Be clear about your expectations

Be able to articulate your requirements and expectations, which you defined in Steps 1 and 2, to the potential tenant.

Will you require a contract?

A contract can ensure that you get what you need out of the situation. A standard short-term lease form can be obtained for a small fee from Stevens Ness (www.stevensness.com/store/detail.cfm?fID=513). These forms cannot be reproduced, and thus are not included in this how-to guide.

Know the requirements, rules, and regulations

Ask the user how they plan to meet the rules, requirements, and regulations identified in Step 3.

Keep in mind that people who want to do temporary projects are often able to be very flexible about their timeframes and space needs. Ask the project proposer if they would be willing to negotiate alternative arrangements; many of them are.
Provide a description of your space to potential interim space users. Feel free to attach additional pages if necessary.

**CONTACT INFORMATION**

Contact information for the primary person who will correspond with potential temporary space users.

Name

Phone/E-mail

**LOCATION**

Address or nearest intersection and a brief description of the surrounding area.

**GENERAL DESCRIPTION**

Describe the property, including the type of space available. **Things to note:** Are there storefront windows? High ceilings? What type of flooring? What is it set up for? What amenities are available to users? What kind of access will the user be able to have (shared, solo, limited hours, full access)?

**ELECTRICITY?**

If built space, is it fully wired? If not, are extension cords available? How many outlets are there? Are they grounded? If vacant land, are there electrical hookups? Who will be responsible to pay for electricity?

**BATHROOMS?**

Indicate if there are bathrooms associated with the space available. If yes, how many? Are they ADA accessible? If no, are there bathrooms nearby that could be made available? Please describe.
ALLOWABLE MODIFICATIONS
Are you willing to have any modifications made to the property? For vacant land, is site work or grading okay? Planting? Paving? For built space, is repainting okay? Would you allow any other improvements or changes?


TIME FRAME
When will the space be available? How long could an interim user expect to stay? How much notice are you willing to give when they have to leave?


FEES / COST / RENT
What rent would you require for a monthly user? Short-term use fees? Discounts for non-profits? Discounts for site improvements or trade for services? Under what circumstances would you allow free use of the property?


ZONING
What is the zoning on the property? If you’re not sure, zoning info is available at www.portlandmaps.com and on pages 25 to 28 of this guide.

- IG1 outside Employment Opportunity Sub-Area
- IG1 in Employment Opportunity Sub-Area
- EXd
- EG1
- EG2
- RX
- OS
- Other ____________________________
Occupancy Certificate

What is the allowable use of the property listed on the building’s occupancy certificate? If you cannot find the certificate, occupancy information is available at the BDS records center at 1900 SW 4th Avenue. If land is vacant, choose N/A.

- Assembly (A-1)
- Assembly (A-2)
- Assembly (A-3)
- Business (B)
- Educational (E)
- Factory and Industrial (F-1)
- Factory and Industrial (F-2)
- Mercantile (M)
- Storage (S-1)
- Storage (S-2)
- Utility and Miscellaneous (U)
- N/A
- Do not know (you will need to find out)
- Other: ________________

ADA Accessible?

Is the property ADA compliant?

- Yes, fully
- No
- Other: ______________________

Private Parking?

- Yes. Number of spaces: ________________
- No

Additional Information

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**Step 1: Define your Requirements**

Vacant spaces come in all shapes and sizes. Some spaces are newly renovated with a particular use in mind, while other spaces are shells with unfinished walls and cement floors. Different arrangements work for different types of projects. Understanding what type of space your project requires is essential to the process of finding a space. To help you determine what you need out of a space, fill out the Temporary Project Description form on pages 12 to 14 and bring it with you when you visit the site.

**How flexible can you be?**

If your project is flexible, depending on the terms of the space or owner, it is beneficial to let the owner know you are willing to negotiate different scopes of work within their availability. Try to prioritize the parts of your project or think about phasing options.

**Step 2: Identify your Assets**

Your assets may be appealing to the property owner and may help the negotiation process run smoothly.

**What’s your budget?**

Consider any applicable permit and license fees (see pages 19 to 28 for information on permit requirements), insurance (see page 16), rent, and any modifications you will need to make to the property in addition to the costs specific to your business, project, or event.

**How would your project benefit the property owner?**

Will your project expose the property to large numbers of people? Depending on the type of property, this could be a real selling point to the property owner.

Will you be making any improvements to the physical space (i.e., painting walls, carpentry work)?

Do you have any skills or services that you could offer in-kind to reduce the rent?

**What makes your project important?**

How would your project benefit the community?

Why is your project important to do in this space, at this time?

**Step 3: Identify Existing Resources**

Portland is chock full of resources that could support your project. For example, the Mayor’s Office, Portland Institute of Contemporary Art (PICA), the Regional Arts & Culture Council (RACC), and Portland Community College (PCC) have resources geared towards artists and small businesses. See pages 17 for descriptions of organizations and agencies that could support your project. The Temporary Project Phonebook on page 29 has the contact information for those organizations plus many more!
Step 4: Know the Requirements, Rules, and Regulations.

**Insurance**

In some cases, you will be able to add your event or project to the property owner’s building insurance, but it is more likely that the property owner will require that you have your own general liability insurance to indemnify the owner in case of an accident. While most liability insurance policies are written on an annual basis, there are policies available for temporary or short-term uses. See page 16 for more details on policies that cater to temporary projects.

**Permitting**

Depending on the type and size of the event or project, you may be required to get a permit from the Bureau of Development Services or the Fire Bureau. For details on the regulations you should be aware of and how they impact temporary use, see pages 19 to 28.

For special events, you may also need a noise permit. Contact the Noise Control Office at 503-823-5829 to find out.

**Liquor Licenses**

Do you plan to serve alcohol? If so, are you selling anything (admissions, art, food, crafts)? If you plan to serve alcohol at an event where you are selling something - anything - you are required to get a Temporary Sales License (TSL) from the Oregon Liquor Control Commission (OLCC).

Here is some important information associated with acquiring an OLCC TSL:

- Apply at least ten business days in advance of your event.
- License Fee: $50 per license day or any part of a license day.
- OLCC defines the license day as 7:00 am to 2:30 am on the following calendar day.
- OLCC allows for a maximum of seven license days per application form.
- Unless your organization is a registered non-profit or charitable organization, the event manager and servers (paid and unpaid) are required to have a valid service permit. OLCC requires that you name a manager(s) who will be present at the special event.
- For more information on OLCC licenses, visit [www.oregon.gov/olcc](http://www.oregon.gov/olcc).

Click on: “How to get a liquor license.”

**Additional Regulations on Public Property**

If you are interested in using publicly-owned property, there may be additional rules and regulations involved. See page 18 for a summary of the current policies for use of Oregon Department of Transportation and Portland Development Commission property.
**Step 5: Find a Space**

**NOTIFY THE CEIC!**
Email your project profile to Terry Taylor, the Executive Director of the CEIC (terry@ceic.cc).

**NETWORK**
Oftentimes, word-of-mouth is the best way to find the right vacant space for your project. Use your social and professional networks to get the word out that you are in the market.

**HAVE YOU CONSIDERED A “FLEXIBLE” WORKSPACE?**
A new type of flex-space, which caters to the temporary user, has emerged. This unique arrangement provides work space to individuals or small businesses on an hourly, weekly, or monthly basis. Amenities such as phones, faxing, internet access, and color printing are often available at a reasonable price. In the CEID, contact ActivSpace (www.activspace.com) or CubeSpace (www.cubespacepdx.com) to see if their vacant spaces work for you.

For artist work spaces and general event spaces, check out Audio Cinema (www.audiocinema.org) or local galleries and theaters, which often rent their spaces during off-times or off-seasons.

**Step 6: Be Prepared when Meeting with Property Owners**

**BE KNOWLEDGEABLE ABOUT YOUR PROJECT**
Be able to articulate your requirements and your assets, which you defined in Steps 1 and 2, to the property owner or landlord.

**DO YOU NEED A CONTRACT?**
If negotiated well, contracts can ensure that you get what you need for your project. A standard short lease form can be obtained for a small fee from Stevens Ness (www.stevensness.com/store/detail.cfm?fID=513). These forms cannot be reproduced, and thus are not included with this how-to guide.

**KNOW THE REGULATIONS**
Be able to answer the regulatory questions, which you researched in Step 3. If you are able to explain how you will meet the legal obligations and licensing requirements of the local or state government, you will likely be seen as a more viable tenant choice.

Research the property ahead of time.
Provide a description of your project for the property owner. Feel free to attach additional pages if necessary.

**Contact Information**
Contact information for the primary person who will correspond with the property owner.

Name

Organization

Phone/E-mail

**Project Description**

**Time Frame**
When do you need the space? How long do you want to be able to stay? How much notice do you need to leave the space?

**Space Requirements**

**Will you need to make modifications to the property?**
For vacant land: Site work/grading? Planting? Paving? For built space: Painting? Temporary walls? Any other improvements or changes?
Do you need electricity and lighting?
Please specify your electricity needs. Do you need lighting provided? How many outlets?


Do you need ADA accessibility?
☐ Yes, full
☐ No
☐ Some. Specify: _______________________________________________________

Do you need a bathroom?
☐ Yes, ADA accessible
☐ Yes, ADA accessibility not required
☐ Yes, but off-site is okay
☐ No

How much access do you need to the site?
Will you need unrestricted access? Only particular hours each day/week? Only to set up or remove your project? Please describe.


How secure do you need the site to be?
Can other people use the space in hours that you are not present? Will you need to be able to lock up belongings when you leave? Will you have security guards?


Site Capacity
Depending on the type and size of the event or project, you may be required to get a permit from the Bureau of Development Services or the Fire Bureau. For details on the permitting issues associated with temporary use, see pages 19 to 28.

How many people will use the space on a regular basis? ____________________________

What is the maximum number of people you expect to have in the space at once? ____________________
Do you need easy access to public transportation?

- Yes
- No

Do you require off-street parking?

- Yes. Number of spaces ________
- No

Are you serving alcohol?

If you are serving alcohol and you are selling anything – even if you are not selling the alcohol – you will need a permit. Please see page 10 for OLCC requirements.

- Yes
- No

Do you have liability insurance?

See page 16 for more details on insurance policies that cater to temporary uses.

- Yes. Type of coverage ____________________________
- No

Fees / Cost / Rent

Are you able to pay any rent? Short-term use fees? Permit fees? OLCC License? Make site improvements or provide services in trade for rent?

Project Benefits

How will your project benefit the property? The property owner? You? The neighborhood? The community?

Additional Information
No Vacancy!
A Guide to Creating Temporary Projects in the Central Eastside Industrial District

Other Resources

16 Insurance Guide

17 Agencies & Organizations that Support Temporary Projects

18 Regulations on Interim Use of Public Property

19 Permitting Overview
   20 Building Code Guide
   23 System Development Charges Guide
   25 Zoning Guide

29 Phonebook
Challenges
General liability insurance can be a challenge to getting a temporary project off the ground. In rare cases, a property owner will simply add the temporary project or event to the building’s policy; however, most of the time, property owners require lessees/users to show proof of liability insurance to indemnify the owner from any lawsuits that result from use of the space. The challenges associated with liability insurance requirements include:

- the limited types of policies that cater to temporary projects,
- the cost, and
- a lack of brokers who specialize in temporary policies.

Types of Insurance
While most liability insurance policies are written on an annual basis, there are three types of insurance policies that cater to specific temporary uses:

1. **Concessionaire, vendor, and exhibitors’ insurance policies** are available for a single event (one month or less), 3 consecutive months, 6 consecutive months, or on an annual basis. The premiums for this type of coverage range from $153 to $1,569* and are based on three factors:

   1. Duration of coverage
   2. Number of locations, if food vendor
   3. Booth square footage, if non-food vendor

   *Quote from K&K Insurance Company
   www.kandkinsurance.com

2. **Special events policies** are designed for one-time events such as art, business, and dance demonstrations and performances, weddings or banquets, food or sales vendors, craft shows, etc. Special events premiums are based on number of attendees and type of use and can be as low as $299* for a single event.

   *Quote from Gales Creek Special Event Insurance
   www.galescreek.com/major_areas/special_events.cfm

3. **Aggregate liability insurance policies** are available to a group of individual entities that are involved in the same type of use. An example of this type of policy is a homeowners’ association policy. The benefit to providing an aggregate policy option is that the premium may be lower. Small businesses often run into a minimum to write a policy. The disadvantage of aggregate policies is that if one individual or business makes a claim the other businesses on the policy are affected.

Insurance Access through Southeast Uplift and Neighborhood Associations
Southeast Uplift (SEUL) is an independent non-profit organization that contracts with the Office of Neighborhood Involvement (ONI) to facilitate community member participation services and related neighborhood crime prevention activities for the neighborhood associations (N.A.) and community members within their area. SEUL can provide liability insurance, in some circumstances, to southeast N.A.s and other groups. SEUL can provide liability insurance for neighborhood clean-ups, block parties, and N.A. sponsored events. Banner insurance is available to businesses and for other events not sponsored by a SUEL N.A. at a reduced rate.

SEUL does not cover races or events where alcoholic beverages are sold or mechanical devices such as merry-go-rounds are being used.

503-232-0010
www.southeastuplift.org/our_services/insurance
Regional Arts and Culture Council (RACC)
RACC is funded by local, regional, state, and federal governments to provide support to individual artists and organizations. RACC’s “Here and Gone” programs celebrate some of the benefits of temporary activities that the No Vacancy! project has explored, with a focus on temporary public art.
The program has three main foci:
1. One-month installation in the Portland Building’s lobby
2. In situ Portland – a program “designed to place challenging temporary artworks in outdoor public sites to serve as catalysts for conversation about art and/or community issues”
3. Intersections: public art residencies which “encourage artists in all disciplines to explore new working methods and develop socially engaging, interactive art experiences in community settings.”

www.racc.org

Portland Institute of Contemporary Art (PICA)
PICA, established in 1995, focuses on supporting emerging local, regional, national, and international artists. One of PICA’s main programs, the Time-Based Art Festival (TBA), explicitly celebrates temporary contemporary performance, dance, music, new media, and visual arts projects. Now in its seventh year, the TBA Festival celebrates every form of contemporary art and is one of the only festivals of its kind in North America. PICA staff people provide technical and logistical advice to artists as they develop their projects and match projects with appropriate spaces.

www.pica.org

MercyCorps Northwest
MercyCorps Northwest assists low-income people with small business endeavors through a variety of programs including loans, courses and workshops, and resources.

www.mercycorpsnw.org

MotiveSpace Coalition
The motiveSpace Coalition is “a nonprofit group of progressive neighbors, architects, and community developers…dedicated to the research and activation of innovative, bottom-up, non-speculative models for sustainable community development.”

www.motivespace.org

Portland Community College (PCC), Small Business Development Center (SBDC)
Portland Community College’s SBDC provides a variety of support services to small businesses, including advising and training. Their website provides more information on their services. The SBDC will be moving to PCC’s Central Eastside location in the near future and expanding their outreach to businesses in the District.

503-978-5080
www.pcc.edu/business/small-business-development

Portland Mayor’s Office of Film and Video
The Office of Film and Video works with filmmakers, representatives from City bureaus and other agencies to assist the filmmakers and ensure City requirements and community needs are met.

www.portlandonline.com/filmandvideo

Portland Office of Neighborhood Involvement
The Office of Neighborhood Involvement (ONI) provides support for neighborhood involvement efforts as well as crime prevention, neighborhood livability services, and an information and referral center.

503-823-4519
oni@ci.portland.or.us
www.portlandonline.com/oni

City of Portland’s Small Business Assistance Small Business Advisory Council
The Small Business Advisory Council, located within the Office of the Mayor, is charged with assisting small businesses to overcome regulatory issues.

www.sbacpdx.com

Bureau of Development Services, Small Business Assistance Team
The Small Business Assistance Team at Bureau of Development Services provides user-friendly information on permitting issues of all types. Their website has helpful guides, and their staff is knowledgeable about many of the permitting issues that those interested in pursuing temporary use will confront. They can also help connect you to other resources for small businesses.

503-823-1109
BDSsmallbiz@ci.portland.or.us
www.portlandonline.com/bds/smallbusiness
Because public agencies are under more constraints than private property owners, they often have additional rules and regulations about interim use of vacant public property. A summary of the regulations associated with using property owned by the Oregon Department of Transportation (ODOT) or by the Portland Development Commission (PDC) is below.

**Portland Development Commission (PDC)**

PDC owns vacant property in the CEID at the Burnside Bridgehead site and many other sites around the city. Interim uses are possible on many of the sites, subject to some restrictions:

- Space users must have liability insurance that meets PDC’s requirements. Some uses may require a City of Portland Business Licenses.
- Users leasing the site for a year or more will be subject to property taxes unless they are tax exempt or the use is a public benefit, such as a park.
- A permit fee is required at the time of application, and a use fee will be established for each use based on comparable market rents for similar properties and uses and PDC’s management and maintenance costs. A refundable security deposit is also required.
- The project must have the support of the neighborhood.

An application for short-term use of PDC property can be obtained from Kristy Branson at PDC.

Kristy Branson  
503-823-3279  
bransonk@pdc.us

**Oregon Department of Transportation (ODOT)**

Not all vacant ODOT property is suitable for interim uses. Property immediately adjacent to roads or freeways, or in the middle of traffic circles or cloverleaves is generally not accessible. There are some areas where plantings or gardens may be allowed, and some properties, such as the three lots on Water Avenue in the CEID, are suitable for interim use. As of May 2009, one of the Water Avenue lots is in a long-term lease to OMSI and the other two are available for short-term uses, though this could change as soon as ODOT sorts out the long-term use of those properties. Interim uses can be as short as a single-day event or as long as a 5-year lease (which can be renewed up to twice for a total of 15 years).

For sites that are suitable for interim use, that use is constrained by state statutes. ODOT is required to obtain market rates for any rental or lease of their property (this is intended to generate revenue and prevent favoritism). For event-type uses that last only a few days or a week, there is an established fee structure (currently the fees are $150 for a weekend or $300 per week, but this is subject to change). For longer-term uses where a lease would be involved, a professional property appraiser makes a determination of the fair market rent, and this is the amount charged. There are no discounts for non-profits (or even for other public agencies). In addition, the lessee is responsible for all property taxes. For weekend or other very short-term uses this is not a concern, but for a lease of a year or more, any taxable entity would be required to pay the property taxes.

ODOT also has strict requirements for liability insurance for all users and restricts modifications and improvements that can be made to the site. Structures and most permanent improvements are prohibited, but paving/stripping, fencing, and mobile structures are allowed subject to City code standards. Uses must be a certain distance from freeway structures and must not have the potential to contaminate the site.

To get more information about the ODOT properties on Water Ave or to propose an interim use, contact Jon Cole, ODOT Region 1 Right of Way Agent - Property Management.

Jon Cole  
503-731-8448  
jon.d.cole@odot.state.or.us
Permitting Overview

Temporary use of vacant space often means using a space that was originally permitted and built for some other purpose. Unfortunately, changing the use of a building, or part of a building, can be a lot more complicated than you might think.

The Bureau of Development Services provides a good overview of the types of regulations that can come into play when changing a building’s use:

www.portlandonline.com/bds/index.cfm?c=49394

Additional information specifically tailored to temporary use of vacant space is provided in the following sections on the building code, system development charges, and the zoning code.
The building code is intended to protect the safety of building occupants and has limited flexibility for temporary uses. That said, there are provisions for gatherings and events, and there is some increased flexibility for existing buildings.

Events & Gatherings
Permit requirements depend on the number of people at your event or gathering and the intended use of the building.

1. **Gatherings involving fewer than 50 people** do not require any sort of permit.

2. **Gatherings of 50 or more people** for civic, social, recreational, or religious functions in structures not approved for assembly use (groups of people congregating in the space) must get Temporary Public Assembly Permits from the Fire Marshall. These can be obtained for activities lasting four days or less and occurring up to 12 times per year (and no more than twice a month). For more information see “FIR-3.12 - Temporary Public Assembly Permits for Non-Assembly Type Occupancies”:
   

3. **Events involving more than 500 people** require Public Assembly Events permits if they are held inside a structure and don’t conform to the approved seating plan. If events are held outdoors, permits are required if the public is confined by a fence, walls, etc. These permits are also issued by the Fire Marshall. For more information see “FIR-3.11 - Public Assembly Event Permits”:
   

Information on a variety of permits and associated fees is available from the Permit & Forms section of Portland Fire & Rescue’s website:


The application form required for either #2 or #3 above is “300.08APP - Application for Public/Special Events”:


For more information about permits from Portland Fire & Rescue, you can also contact the PF&R Permit Center:

503-823-3712
1300 S.E. Gideon, Portland, OR 97202
ON-GOING USES, EVEN IF TEMPORARY
For any sort of on-going use of a building, the use must match the building’s occupancy certificate.

FIND THE BUILDING’S OCCUPANCY CLASSIFICATION
To figure out whether a project is allowed in a building, the first step is to dig up the building’s Certificate of Occupancy and see what the Building Occupancy Group classification is; e.g., Assembly, Business, or Storage.

<table>
<thead>
<tr>
<th>CITY OF PORTLAND / MULTNOMAH COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERTIFICATE of OCCUPANCY</td>
</tr>
<tr>
<td>Valid from:</td>
</tr>
<tr>
<td>LOCATION:</td>
</tr>
<tr>
<td>OCCUPANCY GROUP:</td>
</tr>
<tr>
<td>OCCUPANCY GROUP PROPRIETOR:</td>
</tr>
<tr>
<td>OWNER:</td>
</tr>
<tr>
<td>BDS:</td>
</tr>
<tr>
<td>CERTIFICATION:</td>
</tr>
<tr>
<td>THIS CERTIFICATE MUST BE VISIBLE AND PERMANENTLY POSTED</td>
</tr>
</tbody>
</table>

Sample Certificate of Occupancy
If you cannot find the Certificate of Occupancy, you can look it up at the Bureau of Development Services (BDS) Resource/Records Center:

BDS Resource/Records Center
1900 SW 4th Ave, Portland, OR 97201
(503) 823-7660
www.portlandonline.com/bds/index.cfm?c=36663

FIND THE PROJECT’S OCCUPANCY GROUP CLASSIFICATION
Then, determine what Occupancy Group classification the proposed temporary use falls into by consulting with BDS or looking it up in the Oregon Structural Specialty Code, Chapter 3 Use and Occupancy Classification:
ww2.iccsafe.org/states/oregon/07_Structural/Building07_Frameset.htm

IT’S A MATCH!
If the classifications are the same, in most cases you are all set and your project can take place in the space.

One caveat: for A-2 occupancies, which include restaurants, bars, and night clubs, increases in the number of people who will be in the space at once (“occupant load”), or alterations to the building may require that there are sprinklers in the building even if the certified use is not changing. For more information, contact the Fire Marshall:
503-823-3712
1300 S.E. Gideon, Portland, OR 97202
www.portlandonline.com/fire/index.cfm?c=26203

CHANGING BUILDING OCCUPANCY...
If the Occupancy Group classifications do not match, the next step is either to go down to the BDS Permit Center and find out the details of what would be required to change the occupancy for the building in question or find a new location for your project or a new project for your space.

General guidance on changing a building’s occupancy is provided by a number of publications from BDS. A good place to start is Brochure #30, which gives an overview of what is required for a change of occupancy, including other regulatory issues that can arise such as parking requirements, system development charges, and seismic upgrades:
www.portlandonline.com/bds/index.cfm?a=125287

While a change of use or occupancy can trigger some fairly onerous regulations, this is not always the case for existing buildings. For more information, see the BDS Code Guide, “Fire and Life-Safety Guide for Existing Buildings (FLEX Guide) - UBC/1/#1”:
www.portlandonline.com/BDS/index.cfm?a=68561&c=36826

In addition, it is possible to negotiate compliance to obtain the required level of safety.

TENANT IMPROVEMENTS
Building permits are also required for tenant improvements and most non-cosmetic changes to the inside or outside of the building. For more information on when permits are required, see the Bureau of Development Services “Find your permit type” website:
www.portlandonline.com/bds/index.cfm?c=36664

Tenant improvements are addressed specifically at:
portlandonline.com/bds/index.cfm?c=38578

For more information on building permits, you can contact the Bureau of Development Services Permit Center:
1900 SW 4th Ave, Portland, OR 97201
503-823-7310
www.portlandonline.com/bds/index.cfm?c=37988
Mobile Structures
Mobile vending carts and other similar structures that are on wheels are treated as vehicles and are exempt from both the building and zoning codes.

The only caveat is that vending carts or other wheeled mobile structures over 16 feet long are considered Heavy Trucks under the zoning code, and are not allowed to be parked in certain zones within the city (see the table on pages 27 and 28 for regulations in various zones). Fixed vending carts (without wheels) must meet all applicable zoning and building code requirements.

For more information, see BDS Brochure #31: Vending Carts on Private Property:
www.portlandonline.com/shared/cfm/image.cfm?id=154593

Cargo containers can be used as buildings or accessory structures in some cases and are not required to meet the standard building code, but are required to meet all applicable zoning code standards.

For more information, see BDS’s Code Guide on Special Construction, “IBC/3/#1 & IRC/1/#2 on Use of Cargo Containers as Buildings and Accessory Structures”:
www.portlandonline.com/bds/index.cfm?a=68569&c=36838

For more information on mobile structures, you can contact the Bureau of Development Services:
1900 SW 4th Ave, Portland, OR 97201
503-823-7310
www.portlandonline.com/bds/index.cfm?c=37988
System Development Charges (SDCs) are intended to account for the additional burden placed on the City's infrastructure by new development. The amount of the charges and other regulations are determined by the individual City bureaus that charge the SDCs.

Information about SDCs, including rates, contact numbers, and general information, is summarized in a handout from BDS:  
www.portlandonline.com/bds/index.cfm?c=36542&a=166412

**SDCs are only applicable if a building permit is required. If the temporary use does not require a building permit, it will not be subject to SDCs.** For temporary uses that do require a building permit, the use may be required to pay SDCs. In some cases, interim use of a site that requires a building permit can also impact the SDCs that will be due when the site is eventually redeveloped.

The following summaries explain the treatment of temporary uses for each of the four bureaus that charge SDCs:

**Portland Water Bureau:**

**Water SDCs**

Water SDCs are only charged for development that requires new or larger connections to the water system. Temporary use of an existing building will generally not require Water SDCs. There are provisions for temporary connections that could potentially be needed for short-term use of vacant land (for example, to provide water for a community garden). The time limit for a temporary connection is generally 90 days for connection to a fire hydrant and one year for a conventional metered service.

Calculation of the SDC is based on the size of the connection, so an interim use of vacant property will not affect SDC charges if the site is redeveloped.

For more information, contact the Water Bureau:  
503-823-7368

To read Water SDCs regulations:  
www.portlandonline.com/Auditor/index.cfm?a=207507&c=28618

For more information on fees and charges for water services:  
www.portlandonline.com/water/index.cfm?c=48925

For information about calculating Water SDCs and for information on temporary service permits:  
www.portlandonline.com/Auditor/index.cfm?c=28617#cid_207478

**Portland Bureau of Transportation:**

**Transportation SDCs**

New improvements to any site that increases overall trip generation (car traffic) from the site require payment of Transportation System Development Charges. Temporary uses are exempt from paying the Transportation SDC “so long as the use or structure proposed in the New Development will be used not more than 180 days in a single calendar year.” If the temporary use continues for more than 180 days, the SDCs become due. Alterations that require building permits but do not increase the usable space are exempt, as are New Developments that will not increase vehicle trips by more than 15% over the previous use.

SDCs are calculated upon redevelopment by subtracting the SDC due for the proposed use from the SDC calculated for the previous use, where “Previous use’ means the most recent permitted use conducted at a particular property.” This means that certain types of interim use that require building permits and don’t meet the definition of “temporary use” under these regulations could be considered the “previous use” at the time of redevelopment and could impact SDC calculations.

For more information, contact PBOT:  
503-823-7002

To read Transportation SDCs regulations:  
www.portlandonline.com/auditor/index.cfm?c=28848
Bureau of Environmental Services: Sewer & Stormwater SDCs
Sewer SDCs are also only charged for development that requires new or larger connections to the sewer system, and so also will be unlikely to arise for temporary use of existing buildings. Temporary sewer connections or temporary structures requiring sewer service are exempt, but the connection or structure must be in place for three years or less. If that time limit is surpassed, the SDC charges, plus penalties and interest, become due.

Credit is given for prior development that has since been demolished in calculating a sewer SDC. This credit is treated as a running balance on the account. Interim site uses might debit against this balance if charges are applicable but would not forfeit the credit.
For more information, contact BES: 503-823-7761
For more information on fees and charges for Sewer and Stormwater: www.portlandonline.com/auditor/index.cfm?c=28863

Bureau of Parks and Recreation: Parks SDCs
Parks SDCs are required for “Development”, defined as “a building or other land construction, or making a physical change in the use of a structure or land, in a manner which increases the usage of parks and recreation capital improvements or which may contribute to the need for additional or enlarged parks and recreation capital facilities.” There is an exemption for “temporary use” that mirrors the exemption for the Transportation SDC (see previous page).

The SDC for parks is calculated essentially the same way as that for transportation: the SDC due for the proposed use is subtracted from the SDC calculated for the previous use. However in the case of the Parks SDC, “‘Previous use’ means the most intensive use conducted at a particular property within the past 36 months from the date of completed Application.” This makes it less likely that an interim use will affect the calculation at the time of redevelopment.
For more information, contact Parks and Recreation: 503-823-5105
To read Parks SDC regulations: www.portlandonline.com/auditor/index.cfm?c=28846
1. **Uses that could serve as interim uses, but are not inherently temporary and may also be pursued as long-term uses.** Examples include public outreach centers, art galleries, product displays, and skating rinks. These kinds of uses are regulated under the regular zoning code. Look up the zoning for the site using:
   - CEID Zoning Map on page 26
   - Portland maps: [www.portlandmaps.com](http://www.portlandmaps.com)

   Look up what uses are allowed using:
   - Zoning table on pages 27 to 28

   **If the proposed temporary use is allowed “by right” in the zone, no special zoning permits are required, with a few exceptions:**
   - If the temporary use has a higher parking requirement than the previous use, additional parking may be required. To check parking requirements for the proposed use, see Chapter 33.266: [www.portlandonline.com/auditor/index.cfm?c=28197&a=53320](http://www.portlandonline.com/auditor/index.cfm?c=28197&a=53320).
   - If exterior changes are proposed for a building located within the design overlay zone (shown on the map on page 26), design review may be required.

   *Note that building permits may be required even if land use permits are not (see previous section).*

   If the use is considered a “conditional use” in the zone in question, it will require a more extensive permitting process that will probably not be worthwhile for a user that expects to be short-term but should not deter users who expect to stay longer. If the use is not allowed under the zoning, there is little to do but look for a different use or location (unless the use is covered under the Temporary Activities chapter described next).

2. **Uses that are inherently temporary,** which are regulated under Chapter 33.296 Temporary Activities. These include, according to Chapter 33.296, “construction trailers, leasing offices, garage sales, temporary carnivals and fairs, parking lot sales, retail warehouse sales, and seasonal sales such as Christmas tree sales and vegetable stands.”

   These uses are allowed for short periods of time, subject to a few simple regulations (like not making permanent changes to the site). If temporary uses in commercial or industrial zones remain longer than allowed time periods, they are considered permanent uses and have to meet the use and development standards of the base zone. For more information, see the Temporary Activities chapter of the Zoning Code (33.296): [www.portlandonline.com/auditor/index.cfm?c=28197&a=53334](http://www.portlandonline.com/auditor/index.cfm?c=28197&a=53334).

3. **Activities that are not regulated under the zoning code** include displays in windows and film shoots. *(Note: A separate set of regulations apply to film shoots: [www.portlandonline.com/filmandvideo](http://www.portlandonline.com/filmandvideo)*

---

**Look Up the Zoning for Your Use and Location**

A zoning map of the CEID is included on page 26, and a table summarizing what kinds of temporary uses are allowed in the most common zones in the District is included on pages 27 to 28.

**For more information about zoning:**

- **Bureau of Development Services**
  - Planning & Zoning Division
  - 503-823-7526

- **BDS Permit Center**
  - 1900 SW 4th Ave, Portland, OR 97201
  - 503-823-7310
Figure 1. Central Eastside Industrial District Zoning and Overlay Map

Zone
- IG1 General Industrial 1
- IH Heavy Industrial
- EX Central Employment
- EG1 General Employment 1
- EG2 General Employment 2
- CS Storefront Commercial
- OS Open Space
- R1 Residential 1,000
- RH High Density Residential
- RX Central Residential

Overlays
- Design Overlay (d)
- Employment Opportunity Sub-Area
Table 1: Zoning Regulations and Interim Uses (Page 1 of 2)
The following table summarizes zoning regulations on a variety of uses that can take place as interim uses in vacant spaces. This table is for reference purposes only and is not an official document. Please consult the official City of Portland zoning code (http://www.portlandonline.com/auditor/index.cfm?c=28197) for definitions and more information, or speak to the Bureau of Development Services (503-823-7526) for specific information on your project.

<table>
<thead>
<tr>
<th>Use Category (City of Portland Zoning Code)</th>
<th>Examples of potential interim uses for vacant space</th>
<th>Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture (not retail oriented)</td>
<td>Horticulture</td>
<td>IG1 (General Industrial 1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No EOS overlay</td>
</tr>
<tr>
<td>Commercial Parking</td>
<td>Parking</td>
<td>CU [a]</td>
</tr>
<tr>
<td>Community Services (except short-term housing and mass shelters)</td>
<td>Youth Centers, public outreach centers, library/reading rooms, community centers</td>
<td>Up to 3000 sf allowed [b]</td>
</tr>
<tr>
<td>Major Event Entertainment</td>
<td>Velodrome</td>
<td>CU</td>
</tr>
<tr>
<td>Manufacturing And Production</td>
<td>Artist studios, film production</td>
<td>Y</td>
</tr>
<tr>
<td>Office</td>
<td>Micro-enterprise development, start up companies</td>
<td>1 use up to 3000 sf allowed [c]</td>
</tr>
<tr>
<td>Parks &amp; Open Areas</td>
<td>Open space/parks, mobile/temporary community gardens, bike park, skate park</td>
<td>Y</td>
</tr>
<tr>
<td>Retail Sales &amp; Service</td>
<td>Indoor live music &amp; theater performances, outdoor skating rink, plant nursery, food carts, pop up restaurants &amp; retail, indoor seasonal/holiday sales, art galleries, showroom/product display</td>
<td>1 use up to 3000 sf allowed [c]</td>
</tr>
<tr>
<td>Warehouse and Freight Movement</td>
<td>Storage &amp; warehousing</td>
<td>Y</td>
</tr>
<tr>
<td>Waste-Related</td>
<td>Composting, recycling collection/transfer/storage</td>
<td>L/CU [g]</td>
</tr>
</tbody>
</table>

*Waste-Related uses require additional permits and may not be allowed in all zones.
### Table 1: Zoning Regulations and Interim Uses (Page 2 of 2)

<table>
<thead>
<tr>
<th>Use Category (City of Portland Zoning Code)</th>
<th>Examples of potential interim uses for vacant space</th>
<th>Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>IG1 (General Industrial 1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No EOS overlay</td>
</tr>
<tr>
<td>Exterior Display &amp; Storage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exterior display</td>
<td>Outdoor product display, parking lot sales (covered under 33.296)</td>
<td>Allowed subject to screening requirements [h]</td>
</tr>
<tr>
<td>Exterior storage &amp; heavy trucks</td>
<td>Mobile structures on wheels over 16 feet</td>
<td>Allowed subject to screening requirements [h]</td>
</tr>
</tbody>
</table>

**Temporary Activities covered under Section 33.296**

| Fairs & carnivals                          | Seasonal fairs/festivals/circus, summer outdoor movies, outdoor concerts | Allowed up to 2 consecutive weeks at a time [i] | Allowed up to 2 consecutive weeks at a time [i] | Allowed up to 2 consecutive weeks at a time [i] | Allowed up to 2 consecutive weeks at a time [i] | Allowed up to 2 consecutive weeks at a time [i] |
| Seasonal Outdoor Sales                     | Farmers markets, Christmas tree sales, etc.      | Allowed up to 1 month at a time [i] | Allowed up to 1 month at a time [i] | Allowed up to 1 month at a time [i] | Allowed up to 1 month at a time [i] | Allowed up to 1 month at a time [i] |
| Warehouse Sales                            | Warehouse sales                                   | Allowed up to 1 week at a time [i] | Allowed up to 1 week at a time [i] | N/A | Allowed up to 1 week at a time [i] | N/A |

**Not covered by zoning**

<table>
<thead>
<tr>
<th>Moveable sculptures, film shoots, displays in windows</th>
<th>Y</th>
<th>Y</th>
<th>Y</th>
<th>Y</th>
<th>Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green technology demonstrations</td>
<td>Check with BDS</td>
<td>Check with BDS</td>
<td>Check with BDS</td>
<td>Check with BDS</td>
<td>Check with BDS</td>
</tr>
</tbody>
</table>

**Notes:**

EOS = Employment Opportunity Sub-Area; BDS = Bureau of Development Services
Y = Allowed by right; CU = Conditional Use; L/CU = Limited or Conditional Use; N = Not allowed

Where limitations are described, detail is provided in the section of the zoning code referenced in the notes below.

[b] Reference: 33.140.100, subsection B, note 11.
[c] Reference: 33.140.100, subsection B, note 4. Only one retail or office use is allowed, not one of each.
[d] See 33.510.113 for full Employment Opportunity Sub-Area regulations.

Industrial Office: Software and internet content development and publishing; computer systems design and programming; graphic and industrial design; engineers; architects; telecommunication service providers; data processing; television, video, radio, and internet studios and broadcasting; scientific and technical services; and medical and dental labs. Reference: 33.920.240: Office.

[e] Reference: 33.140.100, subsection B, note 6. Four total retail and office uses are allowed, not four of each.
[g] Reference: 33.140.100, subsection B, note 8.
[h] Reference: 33.140.245.
[i] Reference: 33.296.030, subsection B.

* Recycling Operations may be considered Industrial Service Use depending on materials collected, sorted, or transferred (see 33.910 definition for Recycling Operation and 33.930 Industrial Service Use Category).
PHONEBOOK: ORGANIZATIONS THAT SUPPORT TEMPORARY PROJECTS

COMMUNITY RESOURCES

Central Eastside Industrial Council
- Terry Taylor
- 503-768-4299
- terry@ceic.cc
- http://ceic.cc

ActivSpace
- 503-235-3500
- rentSEM@activspace.com
- www.activspace.com

Audio Cinema
- 503-467-4554
- Ilan Laks
- ilan@audiocinema.org
- www.audiocinema.org

CubeSpace
- 503-206-3500
- info@cubespacePDX.com
- www.cubespacePDX.com

Gales Creek Insurance
- 503-227-0491 ext. 223
- eventsupport@galescreek.com
- www.galescreek.com/major_areas/special_events.cfm

K&K Insurance
- 800-637-4757
- kk_general@kandkinsurance.com
- www.kandkinsurance.com

MercyCorps NW
- 503-236-1580
- Contact@mercycorpsnw.org
- www.mercycorpsnw.org

motiveSpace Coalition
- Sara Garrett
- 503-555-5555
- sara@motivespace.org
- www.motivespace.org

Oregon Department of Transportation
- John Cole
- 503-731-8448
- jon.d.cole@odot.state.or.us

K&K Insurance
- 800-637-4757
- kk_general@kandkinsurance.com
- www.kandkinsurance.com

MercyCorps NW
- 503-236-1580
- Contact@mercycorpsnw.org
- www.mercycorpsnw.org

motiveSpace Coalition
- Sara Garrett
- 503-555-5555
- sara@motivespace.org
- www.motivespace.org

Oregon Department of Transportation
- John Cole
- 503-731-8448
- jon.d.cole@odot.state.or.us

PORTLAND COMMUNITY COLLEGE, SMALL BUSINESS DEVELOPMENT CENTER (SBDC)
- Yvette Johnson
- 503-978-5080
- yjohnson@pcc.edu
- www.pcc.edu/business/small-business-development

Portland Institute of Contemporary Art (PICA)
- 503-242-1419
- pica@pica.org
- www.pica.org

Regional Arts and Culture Council (RACC)
- 503-823-5111
- info@racc.org
- www.racc.org/publicart/hereandgone.php

Southeast Uplift (SEUL)
- 503-232-0010
- www.southeastuplift.org/our_services/insurance

Bureau of Development Services
- 503-823-7310
- www.portlandonline.com/bds

Bureau of Environmental Services, Brownfields Program
- Clark Henry
- 503-823-5863
- clarkh@bes.ci.portland.or.us
- www.portlandonline.com/bes/index.cfm?c=35008

Mayor’s Office of Film and Video
- 503-823-4039
- finem@pdc.us
- www.portlandonline.com/filmandvideo

Portland Community College, Small Business Development Center (SBDC)
- Yvette Johnson
- 503-978-5080
- yjohnson@pcc.edu
- www.pcc.edu/business/small-business-development

Portland Institute of Contemporary Art (PICA)
- 503-242-1419
- pica@pica.org
- www.pica.org

Regional Arts and Culture Council (RACC)
- 503-823-5111
- info@racc.org
- www.racc.org/publicart/hereandgone.php

Southeast Uplift (SEUL)
- 503-232-0010
- www.southeastuplift.org/our_services/insurance

Bureau of Development Services
- 503-823-7310
- www.portlandonline.com/bds

Bureau of Environmental Services, Brownfields Program
- Clark Henry
- 503-823-5863
- clarkh@bes.ci.portland.or.us
- www.portlandonline.com/bes/index.cfm?c=35008

Mayor’s Office of Film and Video
- 503-823-4039
- finem@pdc.us
- www.portlandonline.com/filmandvideo

Portland Development Commission
- Kristy Branson
- 503-823-3279
- bransonk@pdc.us
- www.pdc.us

Portland is Better Together
- 503-823-4000
- www.portlandonline.com/index.cfm?c=49042

Portland Parks & Recreation
- 503-823-5105
- www.portlandonline.com/parks

Small Business Advisory Council
- Clay Neal
- 503-823-4128
- clay.neal@ci.portland.or.us
- www.sbacpdx.com

Small Business Assistance Team
- 503-823-1109
- BDSsmallbiz@ci.portland.or.us
- www.portlandonline.com/bds/smallbusiness