

# PORTLAND STATE UNIVERSITY

## University District Framework Plan



JUNE 2010



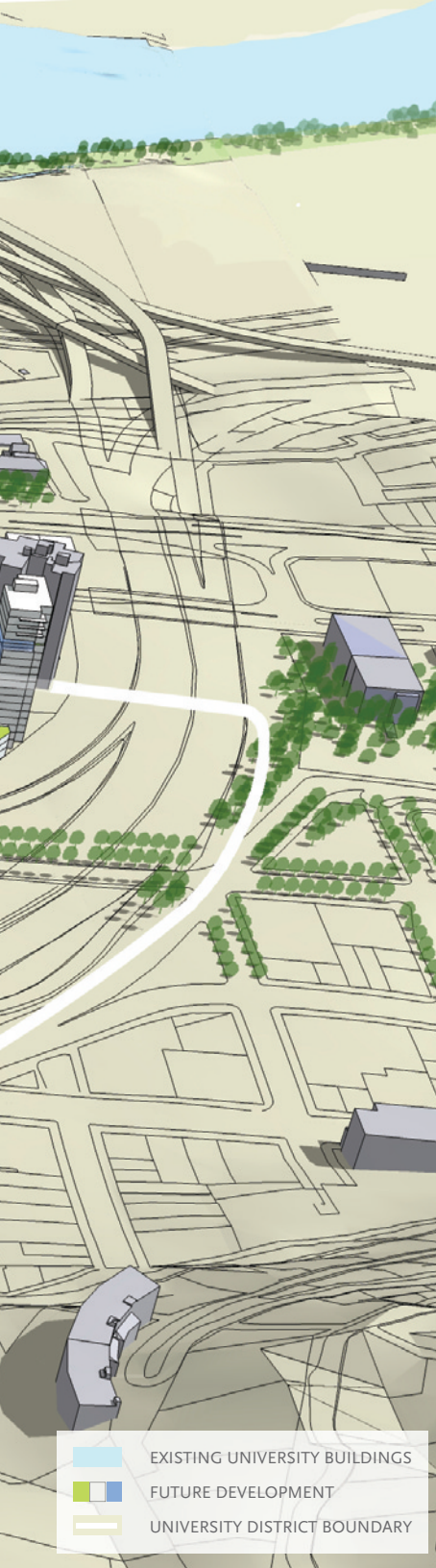
## UNIVERSITY DISTRICT FRAMEWORK PLAN



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## EXECUTIVE SUMMARY

# A NEW VISION

Located in the heart of Downtown Portland, Portland State University is a dynamic and growing urban research institution with over 28,000 undergraduate and graduate students. The University sits at the center of the largest urban region in Oregon, home to nearly 50% of the state's population. Portland is recognized nationally for its culture of civic engagement, its stunning natural setting within the Willamette River Valley, and its commitment to sustainability. These shared characteristics are the metropolitan area's most valuable assets and have, together with sophisticated urban planning and design and a comprehensive transit network, resulted in a vibrant and highly desirable place to live and work.

Portland State has developed a strategy that leverages these assets to guide its future development. Growth is the dominant aspect of this strategy. Because of Portland's expected population growth, the increasing importance of the knowledge economy, and Portland State University's unique role as the only general public university in the region, the institution expects to add at least 10,000, and possibly as many as 20,000 students over the next 25 years. The University District Framework Plan provides a physical framework for future growth that builds upon the University's innovative academic environment and partnership opportunities, a commitment to sustainable neighborhood development, and world-class transit to realize its vision as a sustainable, urban research University.

Portland State University has the potential to become the urban catalyst for sustainability-based economic growth in the Portland metropolitan area, by laying the groundwork for:

- A model learning and research environment
- A model sustainable community
- A model economic environment
- Multiple partnerships between University, city and public and private enterprise
- An urban design that captures and enhances Portland's unique characteristics

## THE RATIONALE

In today's knowledge-based global economy, universities increasingly are catalysts for economic growth. Through the creation of a highly educated workforce and innovative research, universities become magnets and sources for business development and growth. In Portland and Oregon, sustainability has become a key area of economic opportunity, both in how the region itself functions, and in terms of the knowledge it exports globally. Because of its high quality of life, Portland also attracts members of the 'creative class' from all over the United States, many with a special focus on technology and sustainability. While there is broad competition in this rapidly expanding field, Portland is very strongly positioned to be a dominant player, and can take specific steps to create an optimum urban environment for sustainable economic growth--that is, growth which is environmentally sustainable and contributes to social justice and equity.

## UNIQUE OPPORTUNITIES

Portland is distinguished by its unique collective commitment to civic engagement and by its embracing sustainability as a way of life. In a city dominated by small and mid-sized businesses, sophisticated urban planning and design have led to a highly developed urban transportation infrastructure that is the envy of most cities. As Oregon's only urban University, Portland State University is fully embedded in the city and region. With rapid growth in enrollment and research activity, it has already formed strong partnerships with organizations throughout the region. For instance, PSU and the City of Portland have made a commitment to the concept of urban EcoDistricts – urban development districts committed to sponsoring and monitoring comprehensive approaches to sustainability. A \$25 million grant from the Miller Foundation gives PSU the resources to realize its aspiration to be a global leader in sustainability.

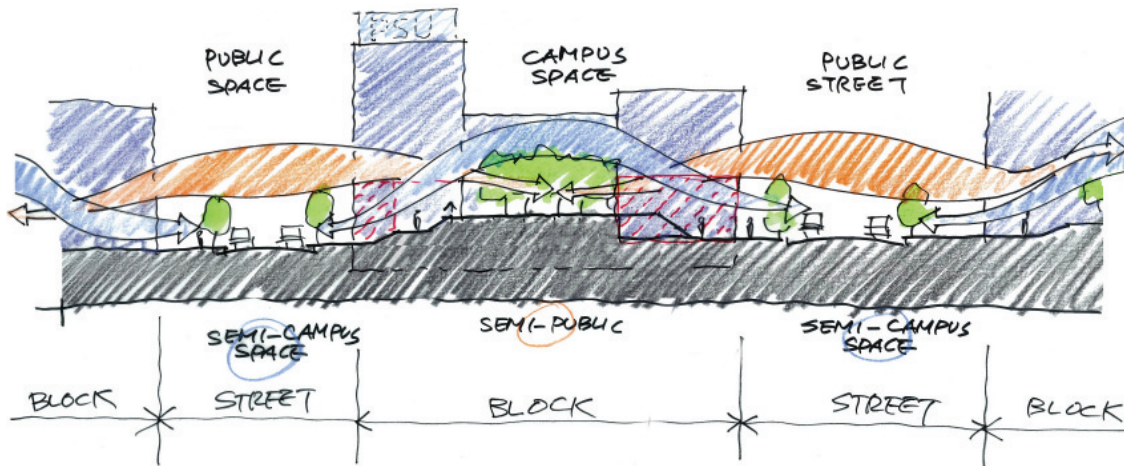
## INGREDIENTS OF SUCCESS

To succeed, Portland will require from PSU a highly educated workforce with an ingrained cultural commitment to sustainability. PSU will also have to provide an attractive collaborative interdisciplinary research environment that will draw entrepreneurial academics from around the world. Attracting the right students and faculty demands a distinct and well publicized sustainable urban setting that stimulates international attention.

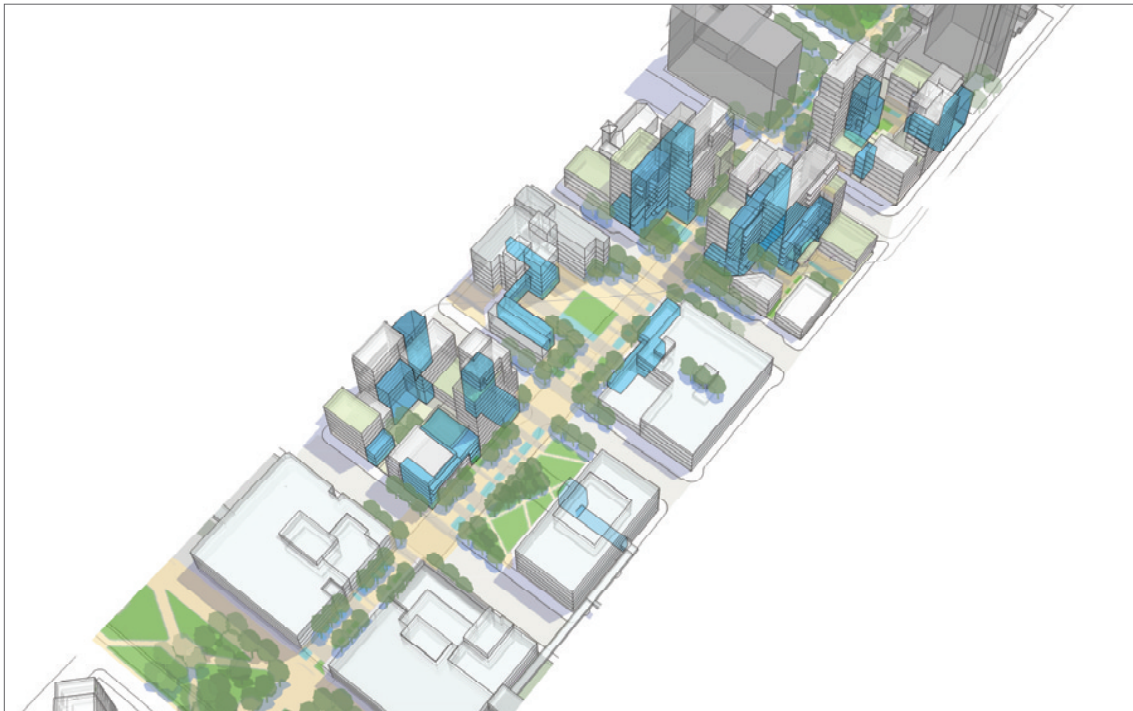
To stimulate the economic impact of the University, PSU will need soft organizational boundaries and close physical proximity between University research, private R&D, and public policy development. Investment incentives for sustainable development and partnerships between the University and private enterprise will also be required. These goals necessitate an approved framework plan that ensures an integrated approach to sustainable development and provides clear guidelines and incentives to investors and collaborators.

Finally, the expected population growth of the Portland region will contribute greatly to its success. Smart entrepreneurial people from all over the country, and increasingly the world, are flocking to the region. While many of them are already well-educated, they will continue to increase demand for professional and advanced education. Along with this, Portland's own population will increasingly need higher education if it is to participate in global economic competition. Oregon's 40-40-20 plan, which calls for increasing numbers of college graduates, explicitly recognizes this need.

## CITY AND CAMPUS



## MONTGOMERY STREET PUBLIC REALM



## A NEW MODEL OF CAMPUS/CITY DEVELOPMENT

Located in downtown Portland, the Portland State campus is seamlessly integrated with the surrounding neighborhood and its buildings intermingle with a variety of different businesses, residences, and private offices. The blending of the campus and city experience is one of Portland State's greatest strengths and is essential to the University's identity as an urban sustainable research University.

The University District Framework Plan proposes a new model of urban development that is neither city nor campus, but a unique fusion of the two. Boundaries between public and private are blurred; uses are not only mixed, but shared; and a transparency permeates the environment, making the academic and social life of the University visible to all.

Integral to the district environment is the manifestation of Portland's EcoDistricts Initiative, where urban infrastructure, social programs, and systems-based design are used as teaching tools, reinforcing the identity of the district as a learning laboratory.

Within the University District, the blending of city and campus creates a vibrant urban environment. A network of corridors, parks, and plazas creates a web of active open spaces connecting people across and beyond the district. Development is concentrated in integrated centers at transit hubs. And at the building level, vertically layered uses blend public and private development and provide collaborative spaces and other opportunities for interaction. Active uses and transparency on the street level connect buildings to the city, integrating indoor and outdoor spaces.

## THE FRAMEWORK PLAN

The Framework Plan identifies the urban infrastructure that will guide the revitalization of the University District, weaving together the park and street systems of southern Downtown Portland, and linking the Park Blocks to the Willamette River via new “Green Streets”. Working at the scale of the street, the block, and the building, planning and design principles provide the tool box for the physical transformation of the University and its District, and embody the spirit of a sustainable urban University. The invisible becomes visible as the city’s infrastructure is brought to the surface, the serendipitous exchange of ideas becomes part of the course of daily life as land uses are layered and campus mingles with city activities.

- Expansion of the University District to facilitate up to 7 million square feet of private and PSU development to accommodate expected enrollment and research growth
- Block by block integration of University renewal and private development
- Maximum flexibility within strong guidelines to ensure imaginative and appropriately-scaled massing of city blocks
- Full integration with the City of Portland’s EcoDistrict concept; sustainability made visible throughout the district, through Green Streets, innovative building typologies and construction methods, diverse street-level active uses, maximum leveraging of transportation infrastructure
- Development of a distinct urban character in the district, clearly reflecting the University’s presence, but urban rather than institutional
- Operating the district as a comprehensive real-world learning environment, with visible physical integration of businesses and the University
- Providing capacity for collaborative research growth
- Offering a supportive environment for traditional and non-traditional students





### THREE NEW CENTERS FOR EARLY REDEVELOPMENT

Early redevelopment in the Framework Plan radiates from three major focal points in the University District, and complements existing hubs of activity. All three focal points incorporate the stated core values of the plan, namely: optimize land use & accommodate growth; ensure institutional distinctiveness & campus/city integration; maximize connectivity; capitalize on the Portland experience and support partnerships.

All three have key characteristics of a blend of public and private uses; transparency on the street level; integrated indoor and outdoor spaces; and exemplary sustainable development. However, each focal point has a dominant theme, supporting the complex needs of the University in achieving its goals.

These focal points are representative of the eventual vision for the district as a whole.





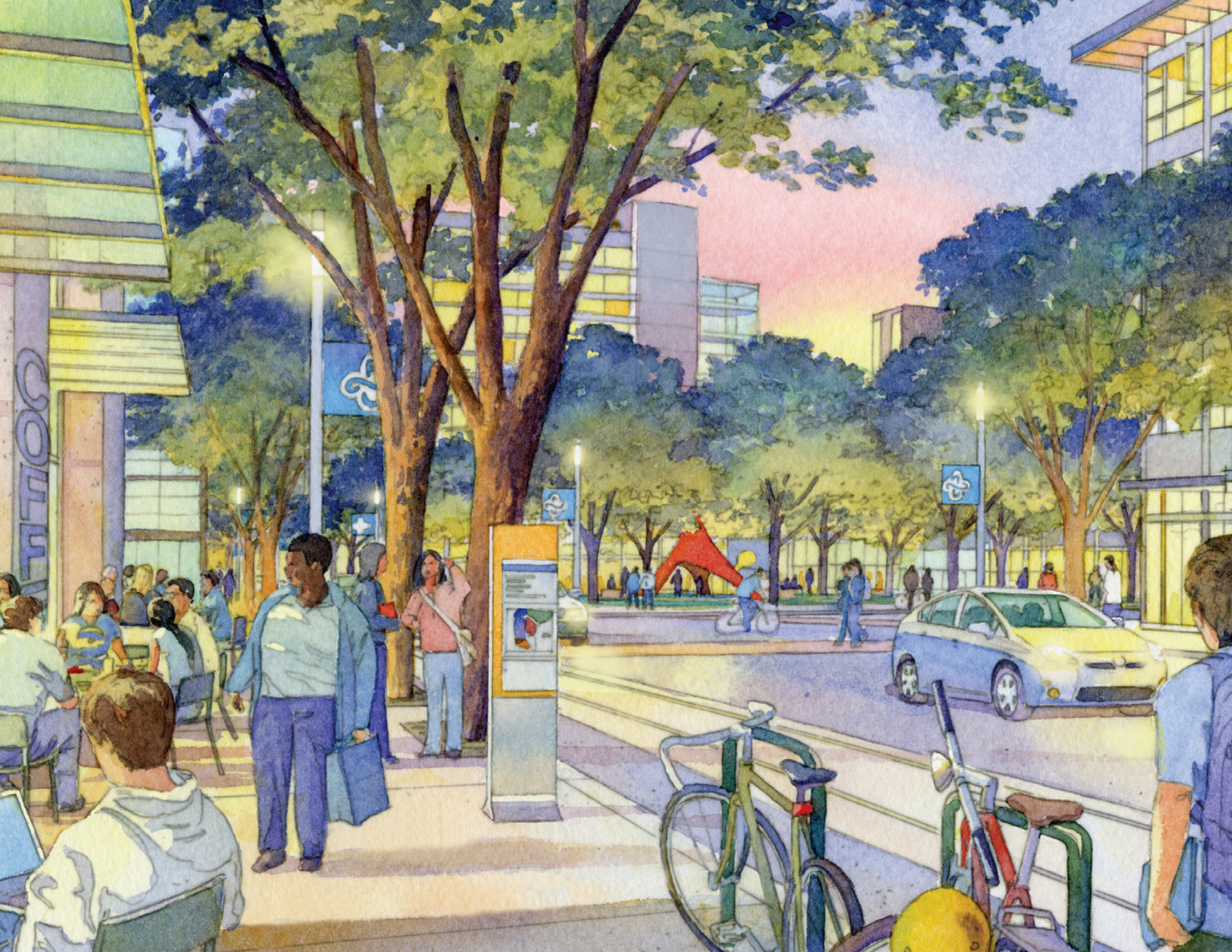


- ① PARK BLOCKS
- ② NEW ACADEMIC DEVELOPMENT
- ③ MONTGOMERY GREEN STREET
- ④ LINCOLN HALL
- ⑤ CRAMER HALL

## PARK BLOCKS CENTER

The Park Blocks Center leverages the capacity for significant additional development in the area west of the Park Blocks to create a reinvented academic hub for the campus. A mix of instructional, office and research space will promote interdisciplinary collaboration in a development form that showcases to the region the creative and innovative academic endeavors that characterize Portland State. Transparent and inviting ground floor spaces will engage the community in the University's academic life and will reinforce its role as a learning laboratory for the city.

Pedestrian connections along SW Montgomery Street will create a new cross-campus pedestrian and bicycle corridor, the Montgomery Green Street. The Green Street will provide valuable public space and showcase the environmental and social benefits of green infrastructure. A new quadrangle at the intersection of SW 11th Avenue and SW Montgomery Street in the Park Blocks Center will tie into this corridor, expanding on the district's system of connected open space.





- ① LIVING/LEARNING CENTER PARK
- ② COLLEGE STREET
- ③ NEW HOUSING / MIXED USE
- ④ MONTGOMERY GREEN STREET
- ⑤ BROADWAY HOUSING

## LIVING/LEARNING CENTER

Focused on providing housing to meet the needs of Portland State's diverse student body, a new living/learning node at the intersection of SW College Street and SW 5th Avenue will become an important center for student life in the district. A diverse mix of uses including housing, retail, and other student support spaces, both public and private, will anchor the SW 5th and SW 6th Avenue transit corridor. A potential new park will provide a focal point for student life and public recreational activities, offsetting the dense urban fabric. This new green space will also help strengthen the east-west open-space connection from the Park Blocks along SW College Street to Lovejoy Park and the necklace of Lawrence Halprin designed open spaces. The first development to expand the Living/Learning Center will be a significant student housing project at the Max Green Line turnaround. A joint project between the University and a private developer, College Station will add 600-1,000 additional beds to the existing housing supply. This project will begin transforming the southern edge of the University District into a vibrant center of student life. The future expansion of MAX service down SW Lincoln Street in 2015 will connect this node to other potential partnership institutions including OHSU, the Oregon Museum of Science and Industry, and Portland Community College.





- ① URBAN CENTER PLAZA
- ② MONTGOMERY GREEN STREET
- ③ ACADEMIC AND STUDENT RECREATION CENTER
- ④ LIVING/LEARNING CENTER PARK
- ⑤ OREGON SUSTAINABILITY CENTER

## CITY GATEWAY CENTER

Just three blocks north of the Living/Learning Center, the intersection of SW Montgomery Street and SW 5th Avenue will become a major gateway to the University District and a dynamic center for sustainable development, exemplifying the bridge between the University and the city. As a key location in the Portland State EcoDistrict pilot, the new center will showcase the benefits of sustainable design, illustrated by the Montgomery Green Street, the proposed Oregon Sustainability Center, and other facilities and open spaces. New academic facilities as well as private sector office and research space will provide opportunities for sustainable businesses to collocate, creating possibilities for future collaboration.

Active ground-level uses, including retail, will enliven the street and, together with new plazas and public spaces, will create a varied and engaging public realm. The intersection of several transit lines including the Streetcar and the MAX Line, creates an important transit hub, connecting the district to the larger metropolitan region while supporting the city and University's sustainability goals. Anchored by the Urban Center Plaza, the City Gateway Center will be characterized by incubator spaces for business development, and by R&D space developed commercially, in conjunction with spaces occupied by the University.





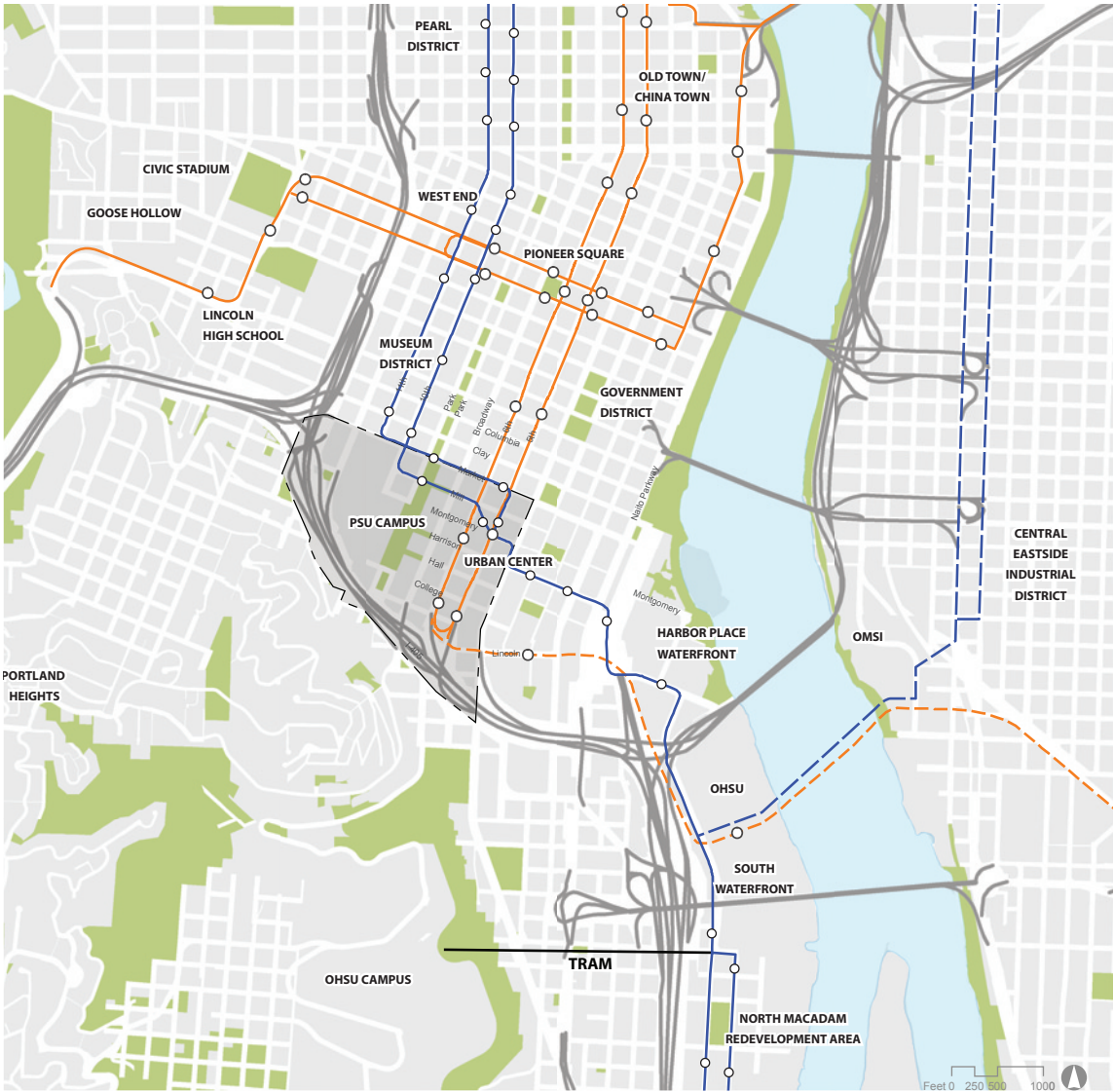
## CHAPTER 1

# INTRODUCTION

Portland State University is a dynamic, urban research institution located at the heart of the Portland metropolitan region. The largest University in the Oregon University System, Portland State offers a range of educational opportunities to a diverse student body, many of whom are older students balancing work/life commitments with busy class schedules. As a center for research and innovation, Portland State is an important generator of economic growth and a key partner in positioning the metropolitan region as a leader in the emerging green economy. The University District Framework Plan will prepare Portland State for future growth, create valuable partnership opportunities, and ensure that the University continues to offer a first-class education.



CITY CONTEXT



## A SUSTAINABLE FUTURE

The University District Framework Plan establishes a long-term strategy to help guide the University's development over the coming decades. Developed in conjunction with the Portland Development Commission's (PDC) Portland Economic Development Strategy and the City of Portland's EcoDistricts Initiative, the Framework Plan builds upon the city's vision for a sustainable future. In order to compete on a global level, Portland has to build upon its strengths, combining a deep seated respect for the natural environment with the intellectual and cultural vitality necessary to attract sustainable entrepreneurship. In partnership with the PDC, Portland State envisions a future for the University District that combines the University's commitment to sustainability with its ambitions to emerge as a center for innovation, building upon strong partnerships with other institutions and the private sector.

In addition to the Framework Plan, Portland State has developed an Economic Development Strategy to help shape future development. In alignment with the city's strategy, this document establishes a foundation for future economic development—a foundation built upon job creation, sustainable innovation and creating a diverse and globally competitive economy. Portland State will be a key partner in helping the city achieve these objectives.

### PORTLAND STATE UNIVERSITY'S ECONOMIC DEVELOPMENT STRATEGY

- Support the growth of the city's economic clusters by providing a labor force with the needed skills and creating / commercializing next-generation ideas and technologies
- Become a center where public- and private-sector partners collaborate on research efforts to support economic development throughout the region
- Build Portland's global excellence in sustainability by advancing comprehensive approaches to sustainability for the University, the City, the region, and beyond





## CITY OF PORTLAND ECONOMIC DEVELOPMENT STRATEGY

- Grow trade sector jobs through the implementation of a cluster strategy targeting four industries
- Implement a multi-faceted international strategy to expand export of local products and expertise and attract foreign investment
- Support the efforts of higher education institutions to serve as the innovation engine of our sustainable economy
- Align workforce development efforts to match the skill needs of targeted industries.
- Create the Next Generation Built Environment
- Enhance the vitality and distinctiveness of the Central City to showcase our sustainable way of life and attract creative class talent
- Actively market Portland as the leader in sustainability throughout the world
- Build the capacity of local entrepreneurs to innovate and compete in the global economy through the establishment of an economic gardening program
- Create a single point of entry, the Portland Small Business Assistance Portal, for delivery of information and services relevant to Portland's small businesses
- Achieve commercial district revitalization through the implementation of a green "Main Street" program for Portland's neighborhoods

## CENTRAL CITY PLAN

The City of Portland is currently engaged in a comprehensive planning process to update its 1988 Central City Plan. The past twenty years have witnessed an incredible transformation of central Portland as new transit links have reinforced the downtown's position as the employment and cultural center of the metropolitan region. In addition, new housing development has altered the fundamental character of the downtown, creating a vibrant neighborhood presence.

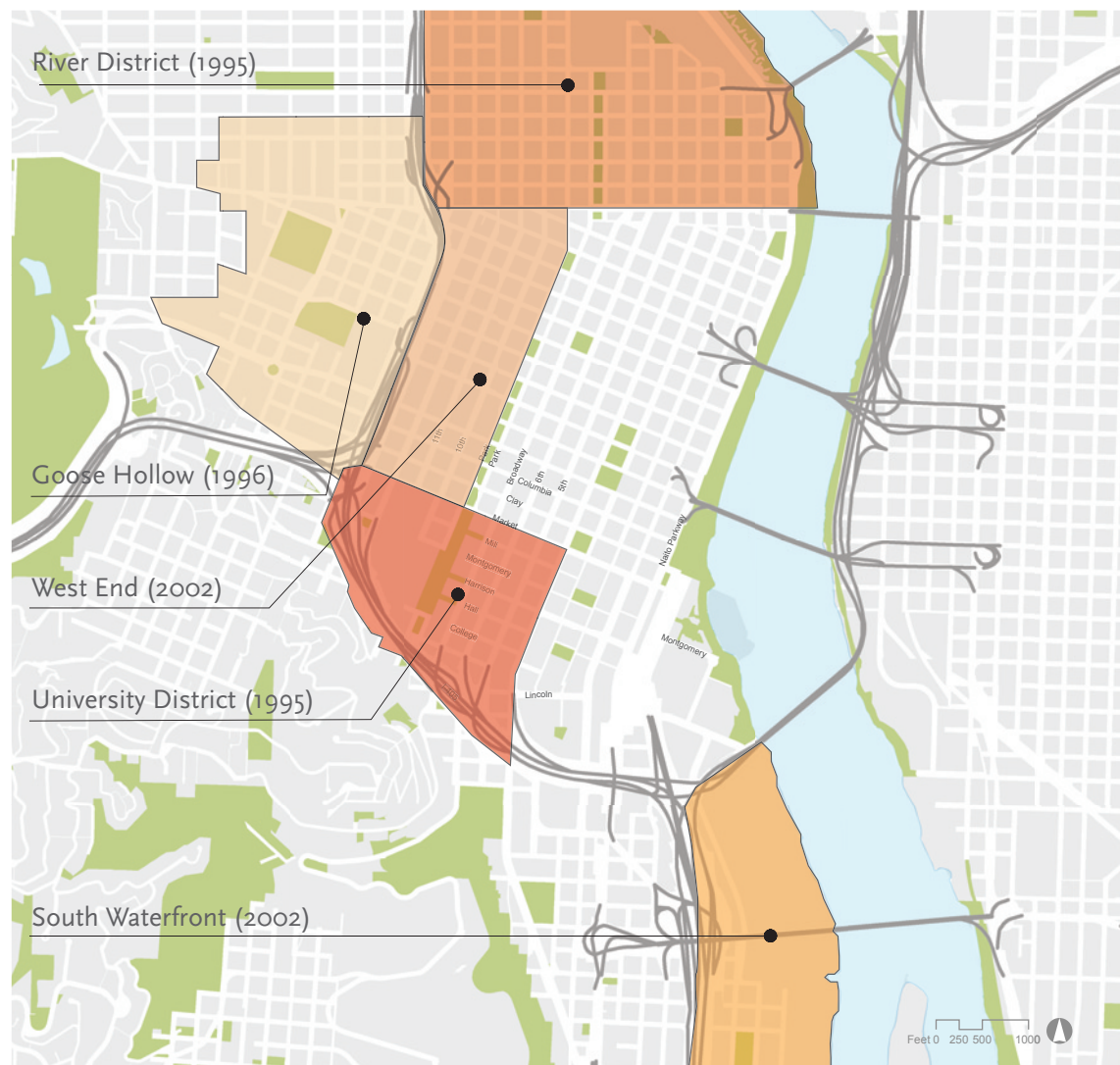
Acknowledging these changes, the 1988 Central City Plan is being updated to reflect the city's new identity. Over the past decades, the creation of several smaller district plans has reduced the effectiveness of the 1988 Central City Plan, and a new plan is needed to chart future growth in Central Portland.

Portland State's University District Framework Plan has provided a unique opportunity for the University to work with the city to help chart the future of the Central City area. The work that has gone into the Framework Plan will feed into the public outreach process currently underway for the new Central City Plan. For the City, the University District is a citizen-generated planning area established within the regulatory framework of the Central City Plan. To the Oregon University System, the University District provides an opportunity for the University to plan for future growth.

ECODISTRICTS INITIATIVE

Launched in 2009 by the Portland Sustainability Institute (PoSI) in partnership with the City of Portland, the EcoDistricts Initiative is a comprehensive strategy to accelerate sustainable neighborhood development. Building upon the region’s broad commitment to sustainability, growth management, mobility and community engagement, the EcoDistricts Initiative will bring together community groups, private developers, utilities and government to explore sustainability on a district level. As one of five pilot EcoDistricts, the University District will become a testing ground for the latest thinking on sustainability. The pilot project will create unique opportunities to explore implementing sustainable practices across an entire city district. The goals and strategies of the Framework Plan support the EcoDistricts Initiative, and the University will play a leading role in making this ground-breaking initiative a success.

CENTRAL CITY PLAN DISTRICT PLANS



## GOALS

### FIVE GUIDING THEMES

In his *Blueprint for the Future*, President Wiewel establishes five guiding themes that provide a foundation for the planning and design principles and goals of the University District Framework Plan. These five themes are:

- Providing civic leadership through partnerships
- Improving student success
- Achieving global excellence
- Enhancing educational opportunity
- Expanding resources and improving effectiveness

Building upon these themes, the Framework Plan establishes a framework to accommodate growth within an expanded University District while establishing strategic partnerships in the district and the larger metropolitan region. Developing strong partnerships and opportunities for collaboration is critical to the success of the Framework Plan.



## PLANNING AND DESIGN PRINCIPLES

The following principles provided the foundation for the goals that guide the Framework Plan.

- The Framework Plan should be shaped by Portland State’s five guiding themes.
- The Framework Plan must provide a strategy for the University District and neighboring sites to accommodate anticipated growth of the University.
- The Portland State campus must integrate seamlessly with the surrounding city to ensure the University’s future as one of Portland’s great civic institutions and to welcome the broader Portland community onto the campus.
- The Framework Plan must complement and strengthen city and regional plans while accommodating institutional growth.
- The physical framework must reinforce and complement the University’s economic development strategy.
- Portland State must explore an array of methods for implementation such as partnerships and development within an urban-renewal area.
- A comprehensive, “triple bottom line” commitment to sustainability that integrates social, economic, and environmental concerns should inform all aspects of the Framework Plan.



*“Ten years from now I want us to be known nationally as a model for what it means to be not just an engaged University, but a University that is wedded to the metropolitan area. Every great city has a University to anchor it, and for Portland, it’s PSU.” —President Wim Wiewel*

## FRAMEWORK PLAN GOALS

The Framework Plan establishes five goals that will help guide future development. These goals are closely aligned with the Framework Plan’s planning and design principles.

1. Optimize land use in the University District and neighborhood to accommodate anticipated growth in a quality and livable learning environment.
2. Accommodate growth and emphasize institutional distinctiveness while integrating with the city.
3. Maximize connectivity.
4. Capitalize and enhance the distinct quality of the Portland urban experience.
5. Leverage partnerships to facilitate growth.





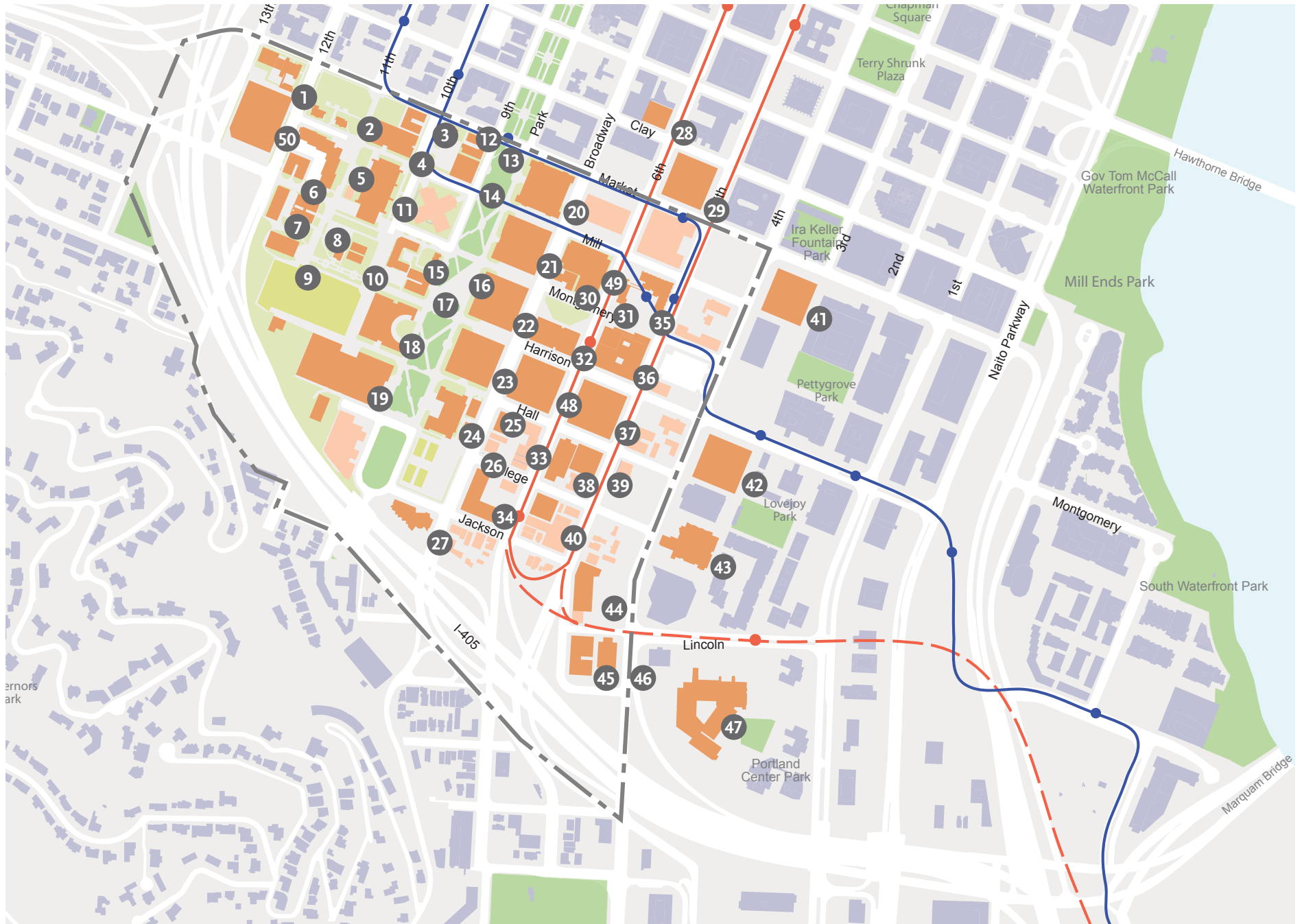
## CHAPTER 2

# PLANNING CONTEXT

Located at the center of the Portland metropolitan region, Portland State is a dynamic urban research university and an important presence in Downtown Portland. Framed by the I-405 highway to the south and west, SW Market Street to the north, and SW 4th Avenue to the east, the 49-acre campus is distinctly urban, occupying much of the city-designated University District. Organized along the length of the South Park Blocks, the Portland State campus provides an eclectic mix of building types and spaces within the grid of city streets. Excellent public transit infrastructure provides access for the University's 28,000 students, as well as faculty, staff and visitors. Close proximity to residential neighborhoods, the city's central business district, and the availability of public facilities on campus, make Portland State an important resource for the city and its residents.



EXISTING CAMPUS MAP



- |                                  |   |
|----------------------------------|---|
| 1. Child Development Center      | 26. Campus Security                             |
| 2. University Honors Program     | 27. Native American Student<br>Community Center |
| 3. Stratford Building            | 28. Clay House                                  |
| 4. Science Building One          | 29. Market Square Building                      |
| 5. Blumel Hall                   | 30. Koinonia House                              |
| 6. St. Helens Court Hall         | 31. University Services                         |
| 7. Stephen Epler Hall            | 32. School of Business Administration           |
| 8. King Albert Hall              | 33. East Hall                                   |
| 9. Hoffman Hall                  | 34. The Broadway Building                       |
| 10. Harrison Street Building     | 35. Urban Center                                |
| 11. Science Building Two         | 36. Academic and Student<br>Recreation Center   |
| 12. Harder House                 | 37. University Center                           |
| 13. Parkway                      | 38. Ondine Residence                            |
| 14. XSB                          | 39. Ondine Annex                                |
| 15. Montgomery Court             | 40. Sixth Avenue Building                       |
| 16. Simon Benson House           | 41. Market Center Building                      |
| 17. Blackstone Hall              | 42. Fourth Avenue Building                      |
| 18. Millar Library               | 43. Engineering Building                        |
| 19. Stott Center                 | 44. Art Building                                |
| 20. Lincoln Hall                 | 45. Science Education Center                    |
| 21. Cramer Hall                  | 46. Unitus Building                             |
| 22. Smith Memorial Student Union | 47. University Place                            |
| 23. Neuberger Hall               | 48. Parking One                                 |
| 24. Shattuck Hall                | 49. Parking Two                                 |
| 25. Shattuck Annex               | 50. Parking Three                               |

-  PSU BUILDINGS
-  NON PSU BUILDINGS
-  STREETCAR
-  LIGHT RAIL (NEW)
-  LIGHT RAIL (FUTURE)
-  EXISTING UNIVERSITY DISTRICT BOUNDARY

## PORTLAND STATE TODAY

### OVERVIEW

The only public four-year liberal arts institution in Portland, Portland State is Oregon’s Urban Research University and its largest public institution. The University provides educational opportunities to a wide range of full-time and part-time students, nearly 80 percent of whom are from Oregon.

The University has grown in profile and popularity, and over the past decade, Portland State has experienced a period of unparalleled growth. From 1998 to 2009, enrollment increased from 15,250 to nearly 28,000, an average annual increase of 5.4%. While enrollment across the Oregon University System increased during this period, Portland State grew at nearly twice the average annual rate. In addition, the number of minority and international students has grown considerably over the past decade, reflecting the University’s commitment to a more diverse student body and making the campus the most diverse in the Oregon University System.

Portland State offers degrees in a variety of academic fields and has expanded, over the past decade, beyond its original mission as a liberal-arts undergraduate institution to become a major urban research University. The University currently occupies

over 4.5 million gross square feet of space across 49 acres in the University District. The campus is well integrated with the downtown area but separated from adjacent residential areas to the west and south by the I-405 highway. Only seven percent of students live on campus, while most students commute from surrounding neighborhoods in Portland. The University has excellent public transit infrastructure, and a majority of students commute via transit, cycling or walking.

## CAMPUS ENVIRONMENT

### OPEN SPACE AND LANDSCAPE

There are a variety of open spaces on campus, from the recently built Urban Plaza to the historical, leafy Park Blocks. The campus also contains a number of smaller plazas and open spaces.

As the primary campus open space, the Park Blocks create an important organizing corridor. Running north-south from SW Salmon Street to the highway, the Park Blocks provide the University District with a strong green connection to the downtown. Mostly pedestrianized south of SW Market Street, these blocks are both the unifying open space on campus and an important element of student life.

The recently completed Urban Center Plaza has become an important open space on campus. Bisected by the expanded

streetcar line, the plaza presents an opportunity for students and city dwellers alike to enjoy the constant stream of people embarking and disembarking. Retail and restaurants on the ground floor of the Urban Center and the adjacent Academic and Student Recreation Center, bring additional pedestrian activity to the space. This plaza has emerged as a vibrant new gateway to campus, defining many visitors' first impressions of Portland State.

The pedestrianized campus west of the Park Blocks has a number of smaller, more introspective spaces that offer opportunities for students to study and relax. The recently established Walk of the Heroines provides an important commemorative space near the athletics fields. A monument to the achievements of Oregon Women, the walk is both a site of reflection and a landscaped pathway through the campus.



View of Simon Benson House through the Park Blocks



Streetcar in the Urban Center Plaza

Adjacent to the recently built Stephen Epler Hall, a linear plaza with stormwater planters and sheltered pedestrian seating creates an inviting space between two residential buildings. Designed to be visible and interactive, the rainwater harvesting system collects rainwater from the building roof and channels it to the “splash boxes” in the plaza. Partially funded with a grant from the City of Portland, the project is an example of the University’s successful partnership with the city and their shared commitment to sustainability.

To support the recent expansion of MAX light rail service along 5th and 6th Avenue, the City of Portland and Portland State have

invested in streetscape improvements along the new route. Sidewalks were widened and repaved, and new street furniture, plantings, signage, and public art were added, making this new corridor an important contributor to Portland State’s campus environment.

Recent campus renovations have also focused on improving the pedestrian experience, such as the installation of water reclamation features, and updated street furniture and paving in the plaza spaces adjacent to Smith Memorial Union. This work is indicative of the type of future investment in common areas that should occur across campus.



Lecture Space in Lincoln Hall

## BUILDING TYPES

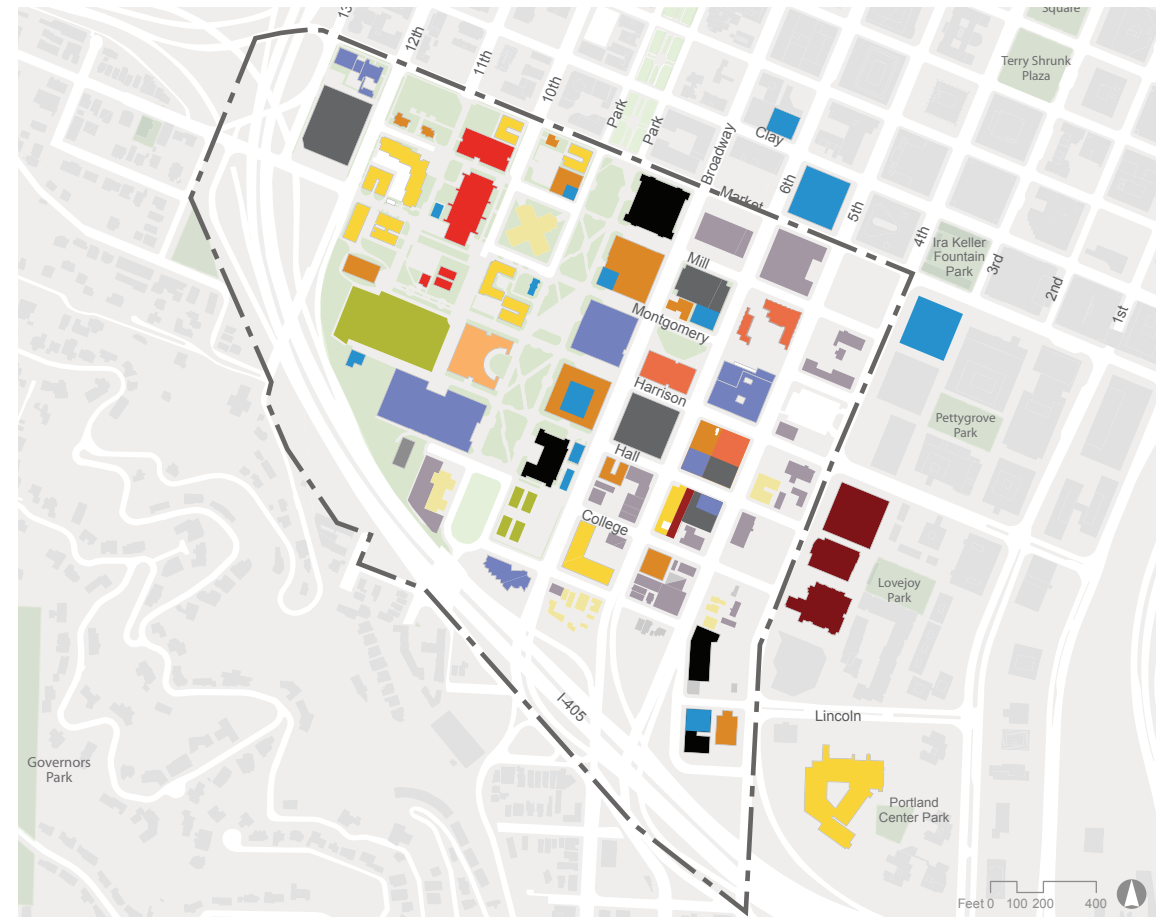
The Portland State campus incorporates a variety of architectural styles. When the University moved to downtown Portland in 1952, it occupied the former Lincoln High School building on SW Broadway. Lincoln Hall and most of the original campus buildings are brick structures built in the late 19th and early 20th centuries. After a period of limited growth in the 1950s, strong institutional growth in the 1960s and 1970s prompted the construction of a number of additional buildings. Examples built in a modernist style, often uniform in height, and covering an entire block include Cramer Hall (1957), Neuberger Hall (1962), Parking One (1966) and Science Two (1971). Responding to the preponderance of the automobile and the architectural expression of the time, several of these buildings are inwardly focused and do not provide active uses on the ground floor.

In recent years, Portland State has built a number of new academic and residential buildings. The University has made a concerted effort to construct buildings that actively engage the city and have minimal environmental impact. The Urban Center on the corner of SW Mill Street spans the streetcar tracks and houses the University's College of Urban and Public Affairs. The plaza and ground floor bookstore create an active public realm that includes both indoor and outdoor space. The LEED-Certified Broadway residence building on SW Jackson Street has retail on the ground floor and one of the largest green roofs in



The new Academic and Student Recreation Center

BUILDING USE



<span style="color: blue;">■</span> ADMINISTRATIVE	<span style="color: orange;">■</span> PROFESSIONAL SCHOOLS	<span style="color: grey;">■</span> PRIVATE COMMERCIAL
<span style="color: blue;">■</span> COMMUNITY & RECREATION	<span style="color: red;">■</span> SCIENCE & RESEARCH	<span style="color: yellow;">■</span> PRIVATE RESIDENTIAL
<span style="color: yellow;">■</span> STUDENT HOUSING	<span style="color: darkred;">■</span> ENGINEERING & RESEARCH	<span style="color: lightgreen;">■</span> OPEN GREEN SPACE
<span style="color: orange;">■</span> LIBRARY	<span style="color: black;">■</span> FINE & PERFORMING ARTS	<span style="color: green;">■</span> OPEN RECREATION SPACE
<span style="color: brown;">■</span> LIBERAL ARTS	<span style="color: grey;">■</span> STRUCTURED PARKING	<span style="border-top: 1px dashed black;">---</span> EXISTING UNIVERSITY DISTRICT BOUNDARY

the City of Portland. Completed in 2003, Stephen Epler Hall is the first on-campus LEED Silver building at Portland State, replacing an older building and reusing or recycling 90 percent of its materials. The recently completed Academic and Student Recreation Center combines a number of academic and recreational uses on the upper levels with retail space on the ground floor. The building opens up to the adjacent Urban Center Plaza and actively engages this space and the surrounding streetscape.

The recent renovations of Lincoln and Shattuck Halls signify the University's commitment to historic preservation. This is consistent with the University's commitment to sustainability and the preservation of valuable cultural assets in the University District.

BUILDING USE

Portland State's academic program is divided into seven schools that offer a variety of degree programs. These schools range from the College of Liberal Arts and Sciences, which offers undergraduate and graduate degrees in over twenty subject areas, to the multi-disciplinary School of Urban and Public Affairs with degree programs in Community Health, Government, and Urban Planning. These schools are distributed throughout the University District, most of them occupying a single building or block. Many academic buildings are located along SW Broad-

## STUDENT LIFE



- STUDENT LIFE FOCUS
- PRIMARY CONNECTOR
- OUTDOOR STUDENT LIFE
- EXISTING UNIVERSITY DISTRICT
- EXISTING UNIVERSITY DISTRICT BOUNDARY

way and east of the Park Blocks. Housing is primarily clustered west of the Park Blocks in close proximity to the recreational facilities of the Stott Center and the resources of the Millar Library. However, the densest housing is located in Portland State's two tallest buildings, Broadway and Ondine, on the southeast side of campus. (See reference map on page 26)

## CAMPUS/CITY LIFE

### STUDENT LIFE

Most students at Portland State do not live on campus; many of these students must balance their school experience with work and family obligations. A number of students rely on Smith Memorial Student Union, Millar Library, and the adjacent Park Blocks to meet friends and classmates between on-campus obligations.

The fact that there are currently more than one hundred active student programs and organizations at Portland State is testament to the wide range of interests and activities of the student body. In addition to using space within the Student Union, student groups often meet in a variety of available spaces throughout campus.





Saturday Farmers Market on the Park Blocks

## HOUSING

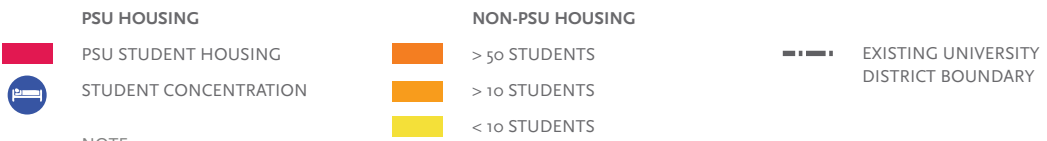
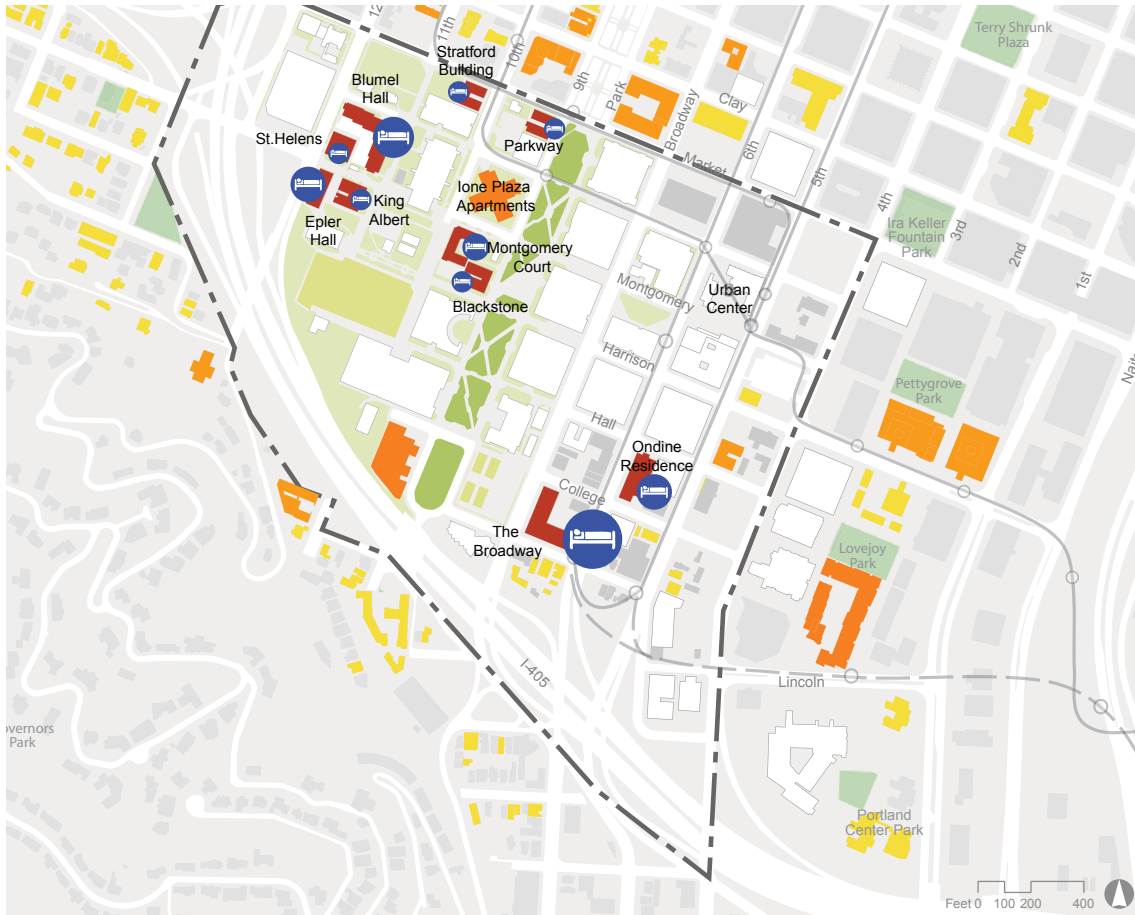
Portland State's provision of housing is on the lower end of the spectrum when compared to other urban institutions. With a total of 2,040 beds, the University currently houses close to seven percent of students on campus. For students living on campus, many of them first-year students, the residence houses are a focal point of student life. Portland State's successful Living/Learning Communities program provides a beneficial peer network and support system designed to help first-year students succeed. The University plans to expand the availability of student housing, having established a long-term goal to house 25 percent of students in University housing either near campus or along transit lines. The desire to increase available student housing is based on research that supports the positive impact of University housing on student engagement. Providing

additional University housing will allow students to develop stronger connections with their peers and develop the support networks necessary for a successful college experience.

Most students commute from districts outside of central Portland, primarily areas east of the Willamette River. The majority of students have home addresses in the Portland metropolitan region, and over 40 percent of these addresses are within a five-mile radius of the Portland State campus. The downtown, Goose Hollow, and Lair Hill neighborhoods have large rental markets, and many students live in these adjacent areas.

Currently, the University Housing office at Portland State operates ten residential buildings on the downtown campus.

## EXISTING STUDENT HOUSING



The buildings vary greatly in both size and age, offering a range of accommodations to Portland State students and their families. Since 2003, the University has built 487 new units of housing at Stephen Epler Hall (2003) and the Broadway (2004). The proposed College Station project would add 600-1,000 beds to the district, substantially increasing the University's housing supply.

## COMMUNITY LIFE

A number of buildings and spaces throughout the campus are available to the entire Portland community. The popular Saturday Farmers Market on the City-owned Park Blocks is an excellent example of how the campus provides a forum for community life. On Saturdays between March and December, more than two hundred vendors set up stalls on the Park Blocks between SW Harrison and SW Montgomery Streets.

Though currently under renovation, Lincoln Performance Hall is a popular theatre destination. Portland State's Department of Fine and Performing Arts stages a number of performances that range from short plays and readings to full-length productions. Tickets are available to the general public and are often less than ten dollars.

The Smith and Neuberger Galleries, the MK and Autzen Galleries in the Art Building, and other galleries throughout the district showcase the work of Portland State faculty and students. Located only a few blocks from the Portland Art Museum and the Arlene Schnitzer Concert Hall, Portland State is a critical part of a larger arts community in Downtown Portland.

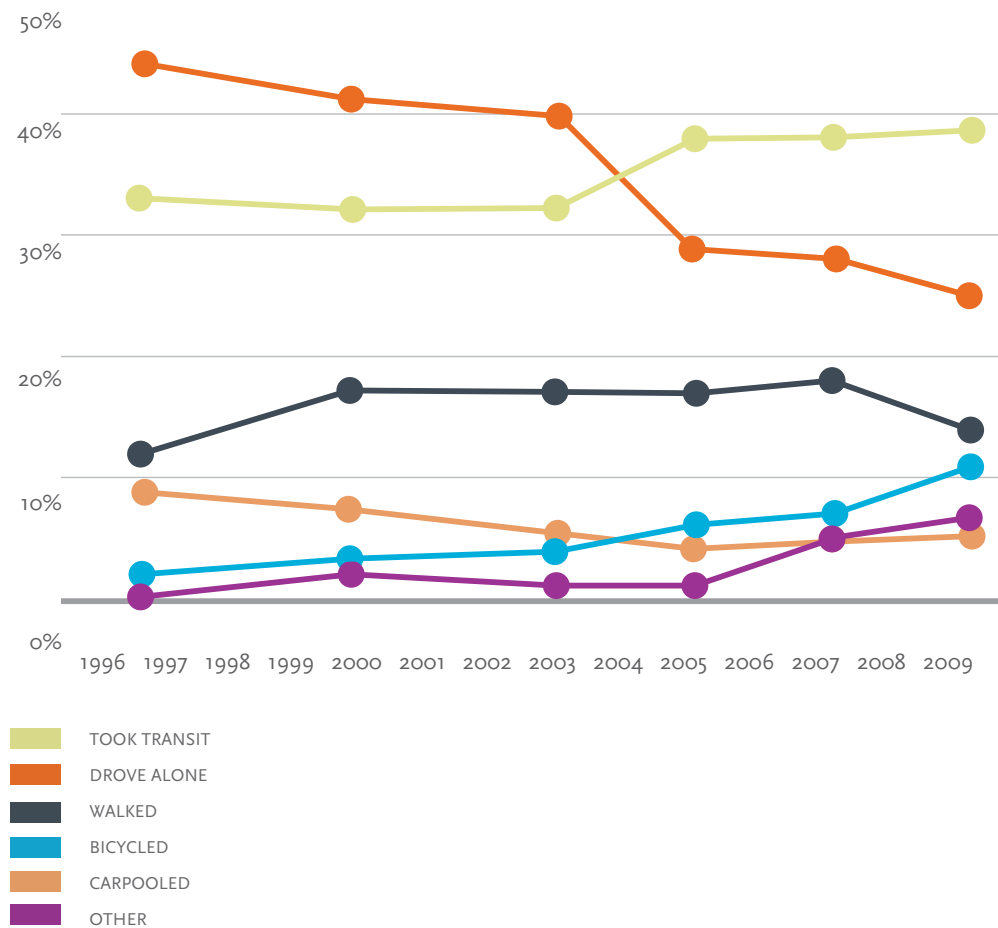


Recent housing projects reflect Portland State's commitment to sustainability.



University housing is an important element of campus life.

STUDENT COMMUTERS MODE SPLIT (1997-2009)



## MOBILITY

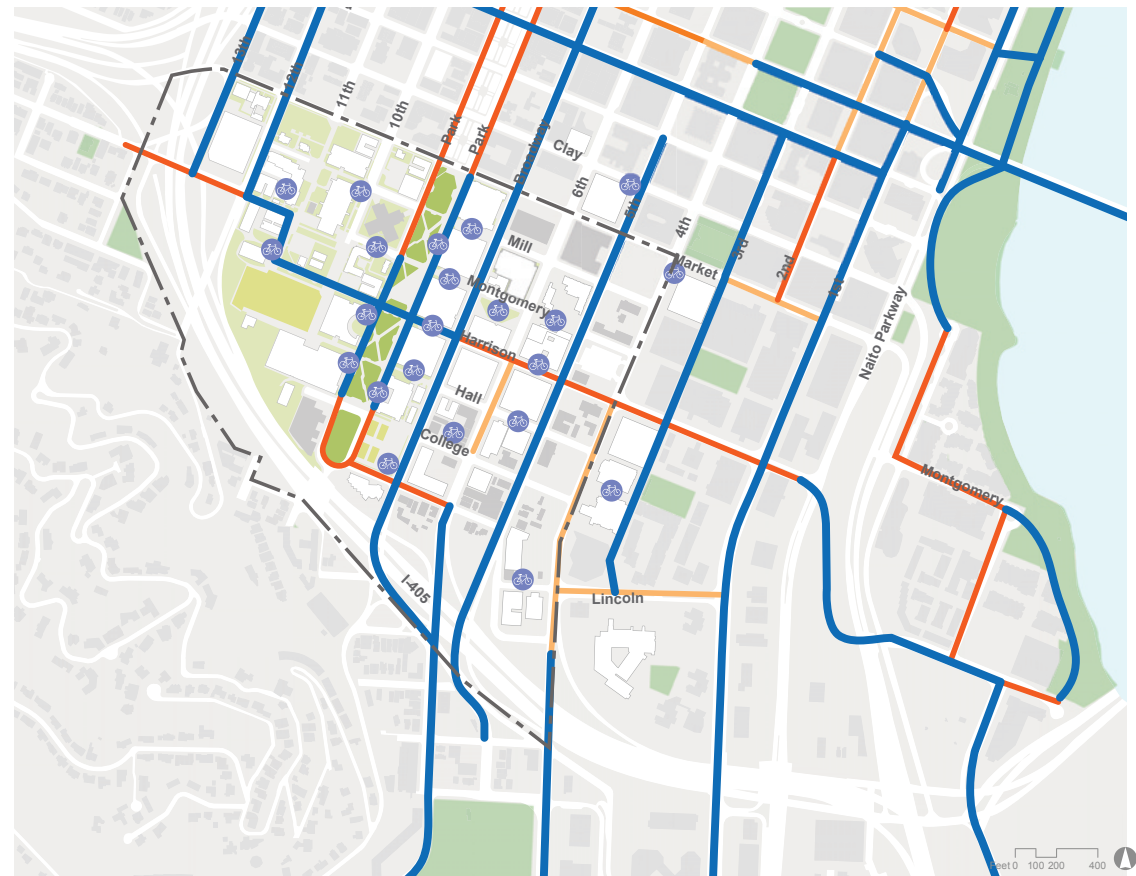
### TRANSIT

Portland State is well served by public transit. The construction of the streetcar line in 2001 and subsequent extensions have greatly improved transit connections between the University and the downtown, as well as offering a direct link to the Pearl District and the Oregon Health and Science University South Waterfront Campus. Running at grade, the streetcar offers 14-minute headways, and electronic reader boards at stops convey arrival information. Portland State is also well served by numerous bus routes that run along the major roadways and provide connections to neighborhoods throughout the Portland metropolitan region. The expansion of the MAX light rail down SW 5th and 6th Avenues provides new transit opportunities for members of the Portland State community. The new MAX line creates a new transit center at the Urban Plaza. This is the busiest transit stop in the region and the only place where the Portland Bus mall, Portland Streetcar service and MAX lines intersect. A future transit node between SW College and SW Jackson will become a focal point of residential activity and provide a starting point for a future MAX extension along SW Lincoln Street to the South Waterfront, Southeast Portland, and Milwaukie. The University District is located within the “Free Rail Zone”, which allows free use of the Streetcar and MAX throughout downtown and the Lloyd District.

BICYCLE CIRCULATION

Portland has a strong bicycle advocacy community, and the commitment to cycling as an alternative form of transportation is reflected in the city's desire to provide safe and accessible bicycle pathways. Portland State is the city's principal cycling destination, and the University District has several bicycle routes running through it. SW Broadway and SW 12th Avenue have dedicated bicycle lanes, and the Park Blocks provide off-street pathways. A portion of the SW Broadway bicycle lane has been converted to a new cycle-track facility, providing a safer link to the University District. The Hawthorne Bridge provides an important east-west bicycle link, connecting the downtown to areas of the city east of the Willamette River. Numerous sheltered bicycle-parking facilities on the Portland State campus offer parking for residents and commuters alike. The Portland State Bicycle Co-op, a 200 square-foot facility where faculty, staff and students have gone for the past five years to work on their bikes, has recently expanded into the new PSU Bike Hub. This 2,000 square foot facility provides parking and support facilities in the new Academic and Student Recreation Center. The University is also developing two covered and secure bicycle facilities on campus. One opened in February 2010 and is being partially funded through a grant from Metro. The other is scheduled to open in June 2010 and is partially funded by TriMet.

BICYCLE CIRCULATION



- BIKE LANE
- LOW TRAFFIC STREET
- CONNECTING STREET
- BICYCLE PARKING
- EXISTING UNIVERSITY DISTRICT BOUNDARY



The New Cycle track Along SW Broadway

The recently approved Portland Bicycle Plan for 2030 allocates \$613 million dollars over the next 20 years to substantially expand the city’s bicycle network. Portland State shares the city’s desire to make bicycling a fundamental pillar of Portland’s fully integrated transportation system and a key component in achieving sustainability goals.

PEDESTRIAN CIRCULATION

With the exception of two particularly busy north-south streets, SW Broadway and SW 4th Avenue, the narrow streets and short blocks of Downtown Portland make the University District an ideal pedestrian environment. On campus, the Park Blocks and restricted vehicular access west of SW Broadway allow uninterrupted pedestrian access to the campus core. A number of pedestrian pathways bisect the Park Blocks, connecting the academic buildings along SW Broadway with the



Bicycle Parking Along Neuberger Hall

PARKING	SPACES	CHARACTERISTICS
Bicycle Hub	0	Full service bike repair Bike accessories Workshops and classes offered
Bicycle Garages	202*	Secure/Sheltered Eco-roof Community access
Short Term Racks	694	Spread throughout campus Near Academic/Service buildings

\* Harrison St. Garage currently in design phase

residential buildings on the western edge of campus. Several pedestrian sky bridges were built in the 1970s to connect some of the key academic buildings. Running along SW Montgomery and SW Harrison Streets, these bridges allow staff, students, and faculty to avoid crossing SW Broadway on foot. They also serve as important utility corridors. Unfortunately, these bridges also channel important pedestrian activity away from the street.

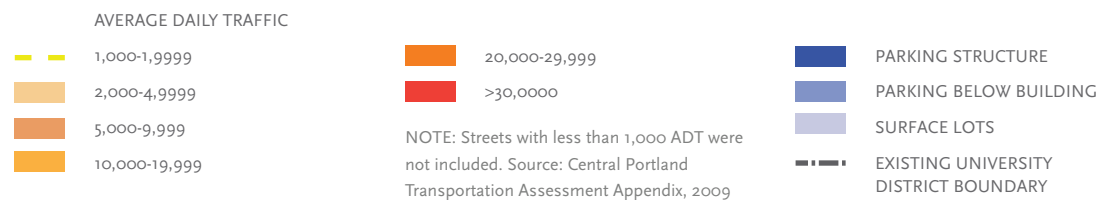
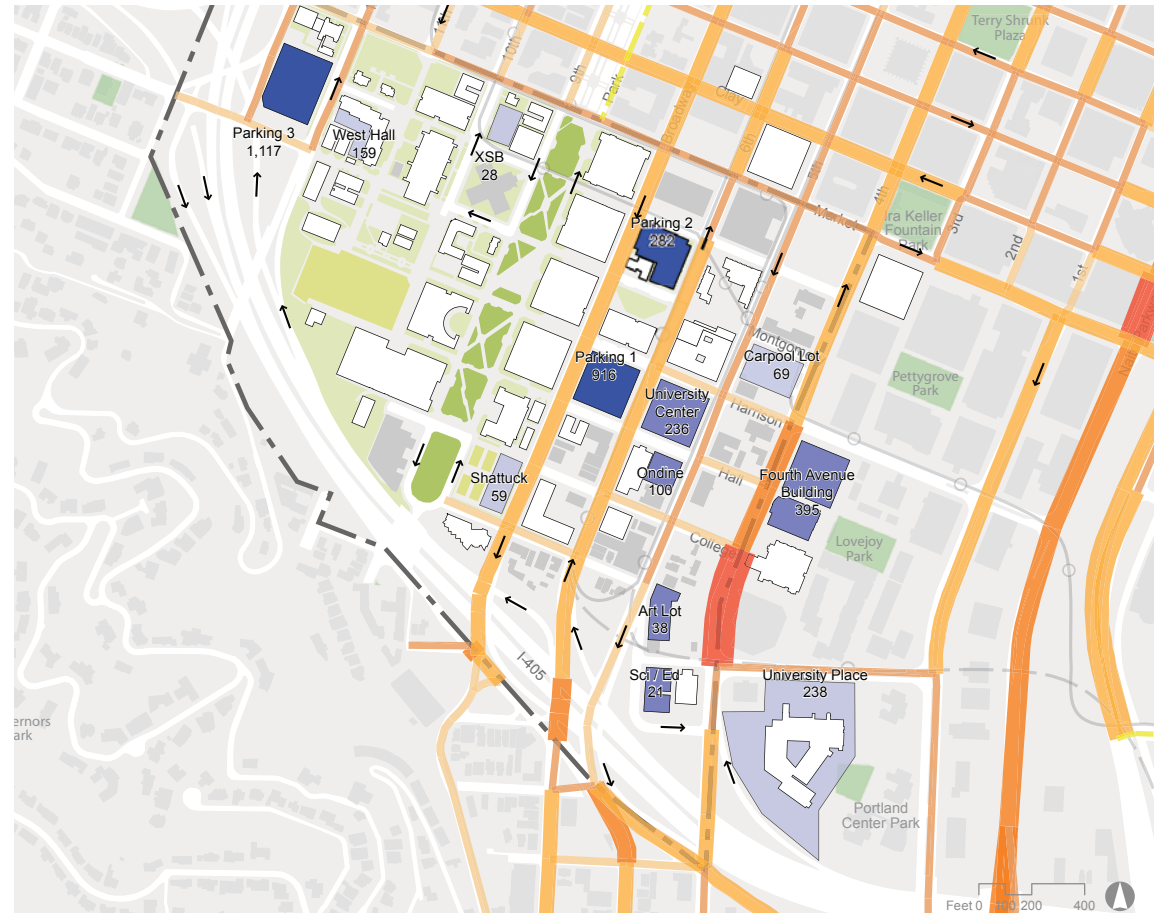
**VEHICULAR CIRCULATION**

The construction of the I-405 highway and creation of several one-way streets in the 1960s, have had a significant impact on vehicular circulation within the University District. In particular, the north-south streets in the district are generally busier and are more automobile-focused in their composition and land use than the east-west streets. The current configuration of the I-405 ramps channel traffic from the highway through the district en route to the downtown. While the extension of the streetcar and MAX lines has had an impact on traffic flow and commute patterns throughout the district, vehicular traffic remains heavy.

**PARKING**

There are close to 4,700 parking spaces in the University District. A majority of these spaces are owned and managed by Portland State for University use. A number of privately-owned parking lots provide parking for commercial services in the

EXISTING PARKING AND TRAFFIC





On-street Parking Along SW Broadway

district, and there is metered on-street public parking. Overall, average hourly, daily, and monthly parking rates at university facilities are lower than at privately owned and operated parking facilities within three blocks.

The majority of on-campus parking is located in several large parking structures and garages distributed throughout campus. The largest of these, Parking One and Parking Three, account for more than half of the 3,686 university-owned parking spaces. Parking One and Two are located along SW Broadway, and both are connected via the pedestrian bridge network to a number of key academic buildings. Several additional buildings have smaller parking facilities for staff, faculty, and students. The current parking ratio of .95 spaces per 1000 gross square feet is high compared to other urban universities though it should be noted that the amount of available student parking is relatively low. With the recent investments in public transit, the number of Portland State students, staff, and faculty who commute alone via automobile has declined from close to 50 percent in 1999 to 25 percent in 2009. The University has actively pursued a policy of promoting transit use by students and staff, offering discounted TriMet passes and marketing transportation options other than driving alone.



## SPACE NEEDS

### CURRENT SPACE USE AND NEEDS

Portland State’s most recent expansion in enrollment has coincided with a period of building growth on campus. From 1998 to 2008, more than 550,000 gross square feet of additional space was built by the University, nearly doubling the amount of instructional space on campus. New buildings include both new housing (Broadway) and academic buildings (Urban Center) that respond to the urban context and reflect Portland State’s role as Portland’s primary university.

Using the University’s data on existing space, enrollment, and research, an analysis of the University’s space needs was conducted as part of the Framework Plan process. This analysis was designed to develop overall estimates of the space requirements for Portland State; it is not driven by detailed projections of departmental enrollments or extracurricular program requirements. Dividing the campus space into categories defined by the Higher Education General Information Survey (HEGIS), the analysis uses a set of guidelines that are consistent with current Oregon University System standards to determine space needs.

Despite the increase in built space on campus over the last decade, the inventory analysis shows deficiencies in a number of

### CURRENT PARKING COUNTS

	GENERAL SPACE	RESTRICTED	OTHER	TOTAL
Fourth Avenue Building	—	284	111	395
5th Avenue	—	24	—	24
Art Lot	—	—	38	38
Carpool Lot	64	—	5	69
Science/Education	—	21	—	21
XSB	—	24	4	28
Ondine	V	96	4	100
PS1	718	—	198	916
PS2	196	—	87	283
PS3	825	—	292	1117
Shattuck	—	—	59	59
UCB	66	115	58	239
UPL	230	—	8	238
West Hall	—	152	7	159
<b>TOTAL</b>	<b>2099</b>	<b>716</b>	<b>871</b>	<b>3686</b>

CURRENT SPACE NEEDS\*

HEGIS CODE	USE	EXISTING FLOOR AREA (NASF)	TOTAL SPACE NEED (NASF)	SURPLUS/ (SHORTFALL) (NASF)
100	Classroom Space	155,841	173,066	(17,224)
200	Laboratory Space	134,360	124,755	9,605
250	Research Laboratory	128,705	160,881	(32,176)
300	Office Space	343,273	403,377	(60,104)
400	Library, Study, Media Space	102,569	171,232	(68,663)
500	Recreation & Athletics	91,177	137,930	(46,773)
600	General Use	170,457	409,295	(238,838)
700	Support Space	97,069	79,027	18,042
800	Health Space	3,723	17,225	(13,502)
900	Residential Space	464,235	443,925	20,130
		1,691,409	2,120,712	(429,503)

\* examines current conditions and does not include University’s goals for additional housing, enrollment expansion or research growth

areas, both academic and non-academic. Portland State needs to increase its total space by approximately 429,000 net assignable square feet to meet the space needs of the current enrollment.

A substantial shortage in the “General Use” category accounts for more than half of the deficit. General Use facilities include a broad range of student-life spaces at Portland State, including assembly and exhibition space, dining facilities, lounges and retail space, student union space, meeting rooms, and other support spaces. Examining these categories in greater detail, fifty percent of this deficit is in the student union/student life category. This suggests that additional lounges, merchandising space, recreation rooms and meeting rooms are needed on campus. In an urban context such as Portland, however, deficiencies in student-life space can to some extent be offset by availability of neighborhood amenities, and a sustainable approach to planning should take advantage of the University’s context to minimize the need for new construction.

In order to continue offering a first-class education, the University should adopt a flexible strategy towards the provision of new academic spaces. Making better use of existing resources through retrofit or improved utilization of current space will help offset the need to construct new buildings.

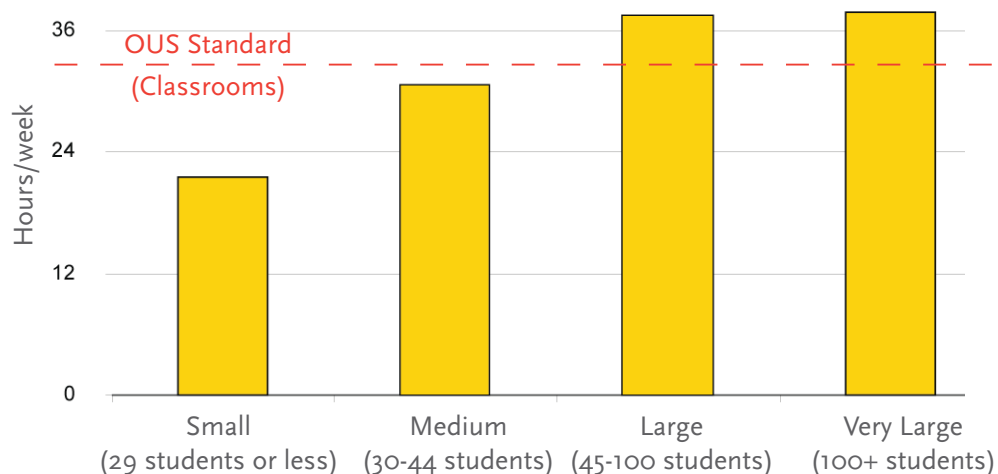
UTILIZATION

The Oregon University System establishes a minimum utilization rate of 33 hours per week for classrooms and 18.5 hours per week (average of graduate and undergraduate standards) for laboratory spaces. The system also expects that an average of 60% of classroom seats will be filled during scheduled classes. No target utilization rate or seat occupancy is specified, but the System numbers can be taken as targets. When combined with the total numbers of weekly student contact hours on the campus, these numbers produce what is known as a “space factor”. The calculation that Portland State has a shortage of classroom space is based on this calculation.

While this analysis shows that there is a shortage of classroom space at PSU, this deficit is exacerbated by a misalignment between available classroom size and the demand for larger instructional spaces. If classrooms are designated according to the University’s classification (small, medium, large, very large), a different picture of the classroom shortage emerges. Portland State’s student contact hours are concentrated in larger classes, and the use of larger instructional spaces consistently exceeds the Oregon system standard. Smaller classrooms, by contrast, are more numerous and are consistently under-utilized, falling below the OUS minimum, presumably because there is little demand for such spaces. The result is that the average use of

AVERAGE HOURS SCHEDULED/WEEK

(By classroom type)



classrooms at PSU (as distinct from seat occupancy) falls below the OUS standard, reducing the calculated space shortage. The poor match between classroom inventory and demand makes PSU’s challenge in scheduling classes more acute. On the other hand, PSU has an unusually large percentage of night classes, and this distribution of classes over a broad time spectrum from morning to late at night means the University still has opportunities to get more mileage out of its existing inventory through careful scheduling. This potential for highly efficient use of classrooms does not change the reality that PSU exceeds the System standard, and has a calculated space shortage.

In recent years, research expenditures at Portland State have increased substantially. The construction of the Engineering Building in 2005 signals an increased emphasis on science and research. Recognizing this trend, the analysis examines research laboratory space separately from instructional laboratory space. Based on standards for the relationship between faculty and research space needs, current faculty levels at Portland State would indicate a need for additional research space. This demand will expand in the future if the University is successful in achieving its long-term goals for increasing research.

## REGULATORY FRAMEWORK

### ZONING

The University District was established by Portland State, the Oregon State System of Higher Education (OSSHE), and the City of Portland in 1995 as a sub-district of the Portland Central City Plan District. The land within the University District is currently zoned CX(d) for Central Commercial use; RX(d) for Central Residential; and OS(d) as designated open space. Overall, the district is zoned for dense commercial development in the core, framed by residential zoning and periphery commercial zoning along the highway. While both CX and RX zoning allow for a mix of uses, several are subject to conditional use

review. RX in particular limits the amount of new non-residential development and requires conditional review for university uses.

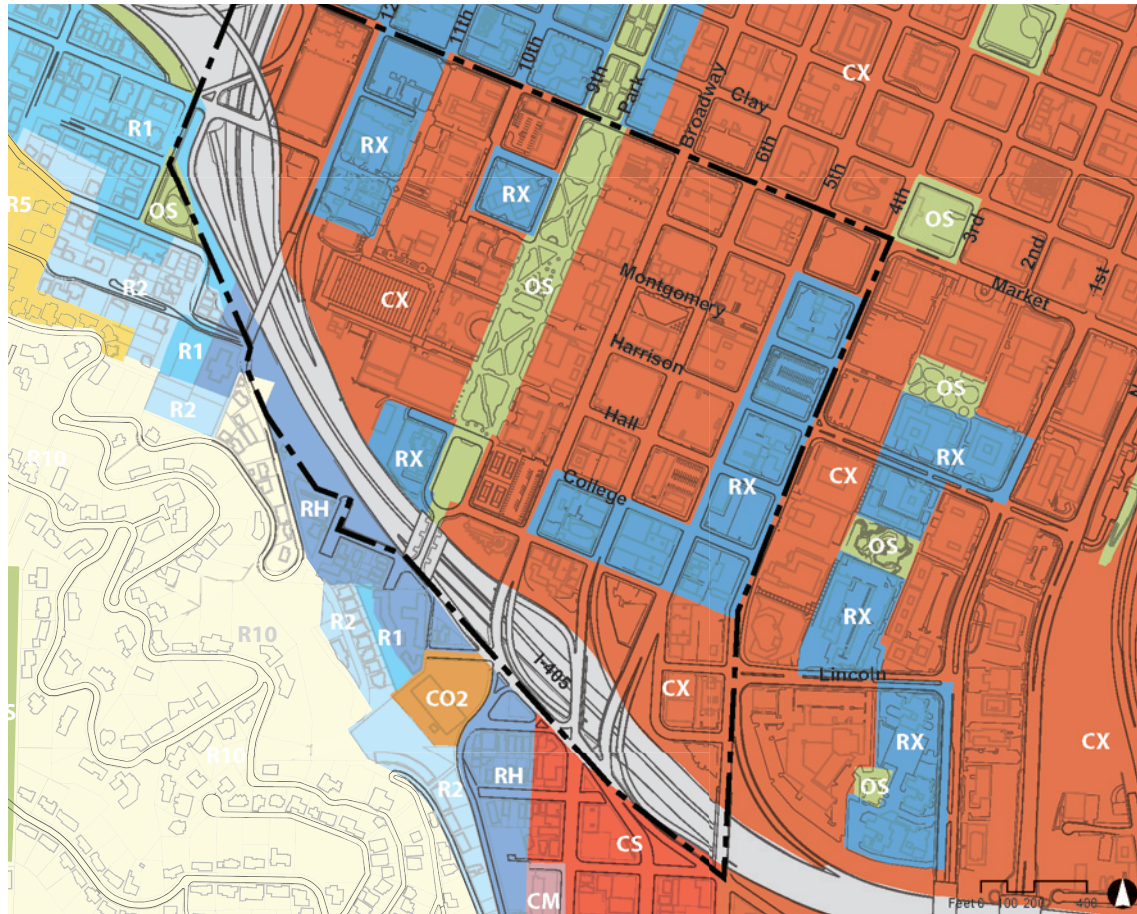
### FAR

All of the land within the current University District has an allowable floor-to-area (FAR) ratio of 6:1, with the exception of the three-and-a-half blocks north of the Urban Center, which allow a 9:1 ratio. Stepping down in density, University Place, near the southwest edge of the district, is allowed a FAR of 2:1. The existing overall gross FAR in the University District, excluding the highway and Park Blocks, is approximately 1.44, well below the maximum allowable FAR. At 2.74, the average ratio for university-owned property is higher but still provides opportunities for future development within the existing zoning requirements. However, the current allowable FAR does not align with the city's goals for increased density along transit corridors.

### HEIGHTS

Height allowances within the University District are greatest on the blocks to the north of the Urban Center, permitting buildings as high as 300 feet. The typical height limit in the remainder of the district is 125 feet. This limit is reduced to 100 feet along the academic spine of the campus to reduce shadowing of the Park Blocks on the west. Within the current zoning code, there is

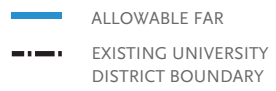
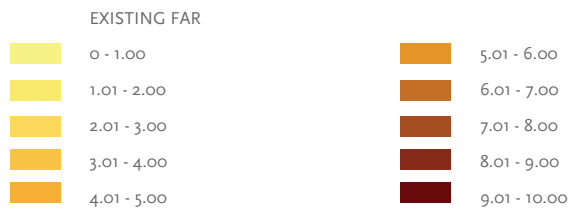
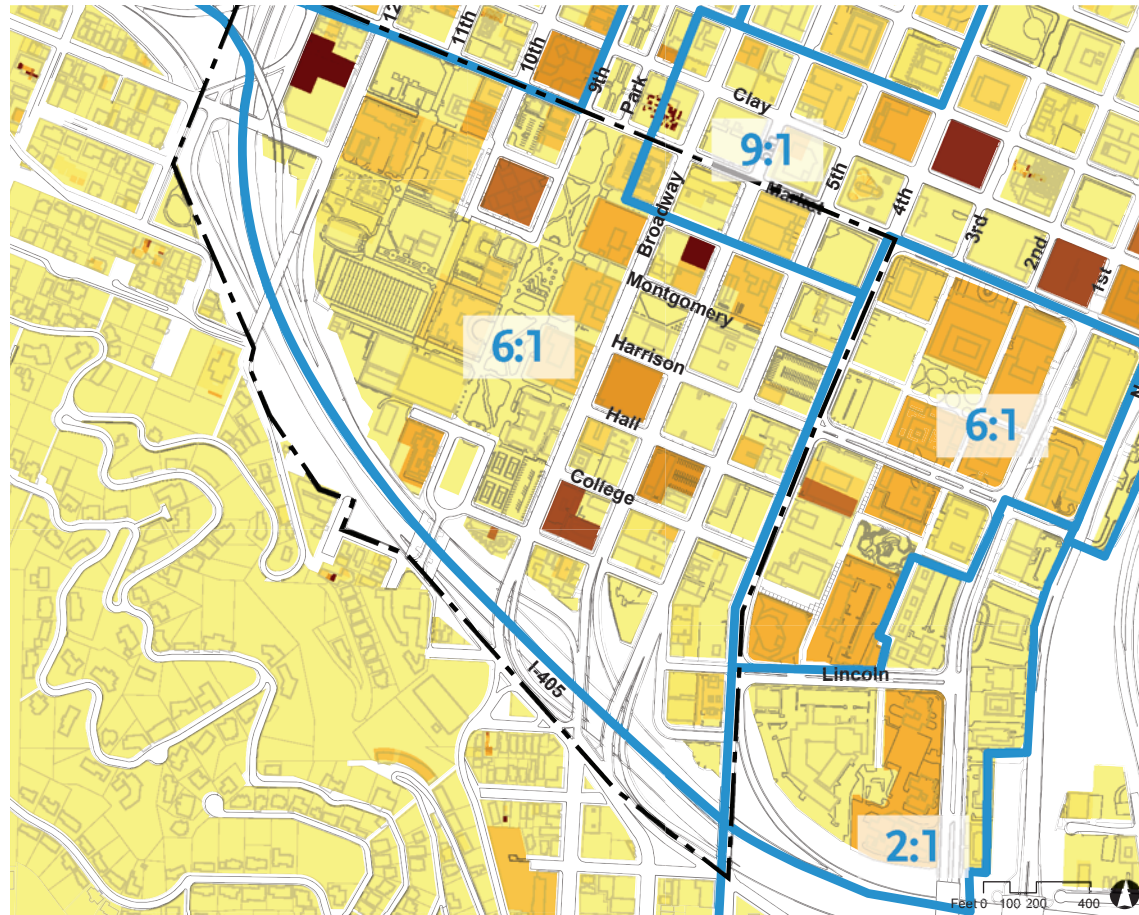
CURRENT ZONING



- COMMERCIAL ZONE
- RESIDENTIAL ZONE
- OPEN SPACE ZONE
- EXISTING UNIVERSITY DISTRICT BOUNDARY

SOURCE: City of Portland Title 33 Zoning Code

ALLOWABLE & EXISTING FAR

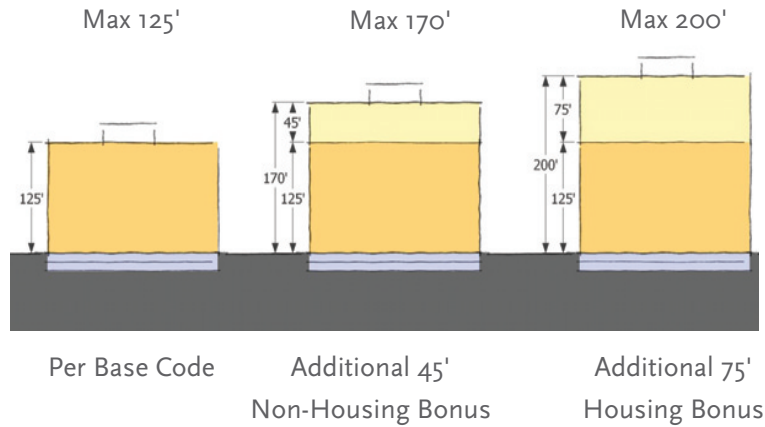


SOURCE: City of Portland Title 33 Zoning Code

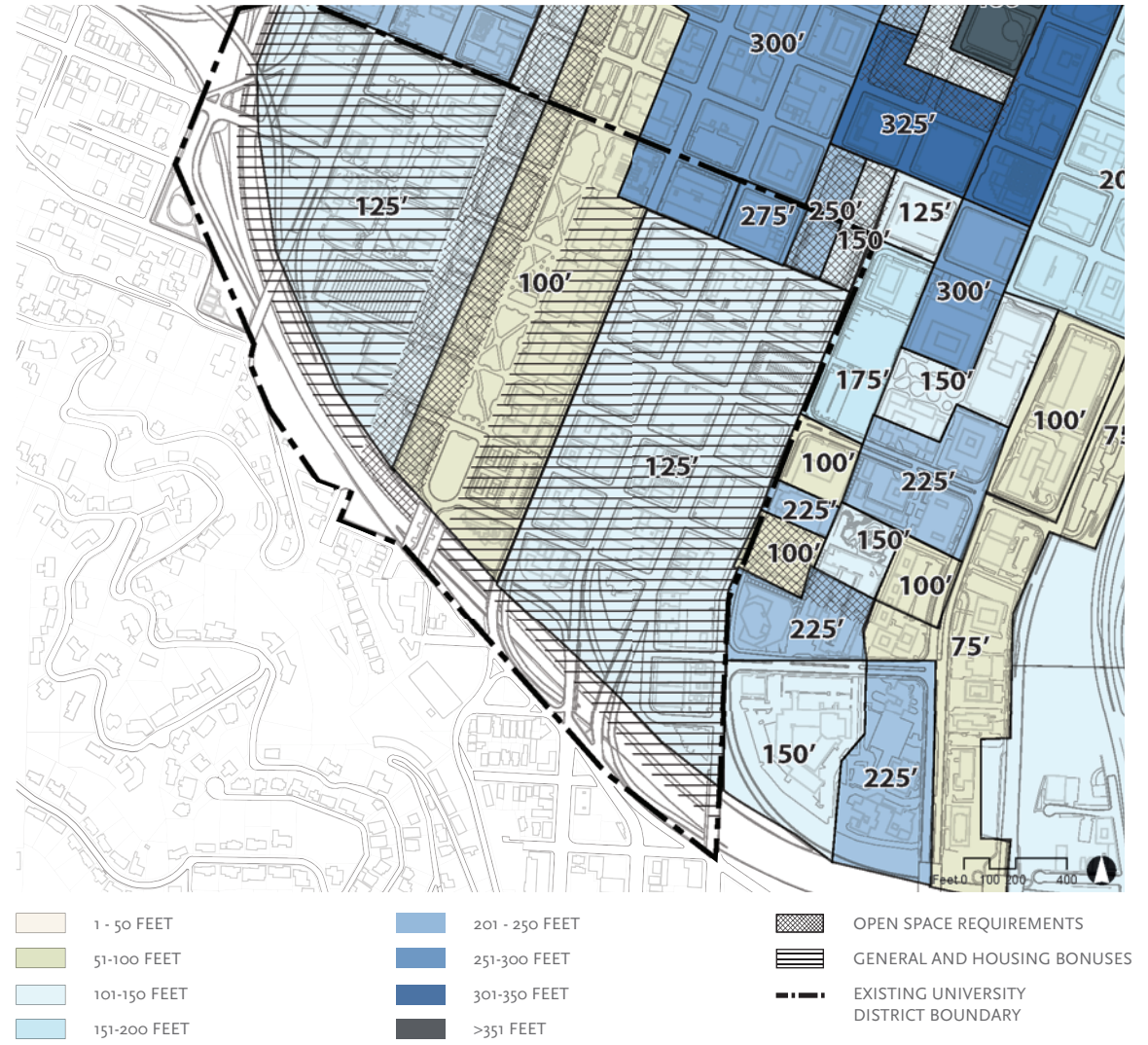
capacity to add an additional 45 to 75 feet to existing structures along this spine. Some of Portland State’s buildings along the Park Blocks were designed for possible future vertical expansion. However, as with FAR, current height limits may not be consistent with future plans for the district, including the desire for density along transit corridors.

Current land use restriction may prevent the University from achieving its goals for future development. Implementing more flexible zoning that allows dense commercial, residential and institutional uses would help ensure that development in the district is aligned with the Framework Plan and reduces the amount of regulatory review. Increasing allowable FAR and height allowances near transit will permit future density to concentrate in areas that have the transportation infrastructure necessary to support addition development. The University District needs to have a regulatory framework in place that allows the University to respond to future opportunities.

HEIGHT BONUSES



CURRENT ALLOWABLE HEIGHTS



As part of the new Central City Plan, the current zoning code and designations will be up for review. The overall character of the University District has shifted since the original plan's adoption in 1988, and the Framework Plan will provide input to the update of the zoning code. Within the Central City Planning process, Portland State will need to work closely with the City to ensure that the regulatory framework honors the University's development needs and goals and the desire to create a vibrant, mixed-use district.

SOURCE: City of Portland Title 33 Zoning Code





### CHAPTER 3

## UNIVERSITY DISTRICT FRAMEWORK

Portland State's University District Framework Plan establishes a physical framework for growth, rooted in the University's commitment to sustainability and its history of civic engagement. The Framework Plan adopts a flexible approach to future development, expanding the University District to accommodate institutional growth, developing partnership opportunities to foster research and innovation, and creating a laboratory for sustainable neighborhood development. Within the district, centers of activity embody the core values of the plan, providing focal points for future investment. Blending of public and private uses, transparency on the street level, integrated indoor and outdoor spaces and exemplary sustainable development define these centers, creating a public realm that expresses innovation and embodies the spirit of a sustainable urban University.



## PROGRAM AND PROJECTED GROWTH

### GOALS FOR FUTURE GROWTH

Future growth at the University will be driven by three primary goals: to support the state’s educational access goals, to develop a stronger sense of campus community, and to expand research opportunities at the University.

### EDUCATIONAL ACCESS

Viewing education as the key to economic growth, the Oregon state government has set an ambitious goal for educational attainment in its *40/40/20 Plan*. By 2025, this plan challenges Oregonians to achieve the following: forty percent of Oregonians will have a bachelor’s degree or better, forty percent will have an associate or post-secondary certification, and twenty percent will have a high school diploma. To accomplish this goal, the Oregon University System will need to increase enrollment substantially over the coming decades, doubling the number of students in the public University system. To achieve this, Portland State would have to more than double current enrollment, expand staff and faculty levels, and build more additional space than the current University District could accommodate.

### CAMPUS COMMUNITY

The University believes that developing a stronger sense of community on campus is critical to ensuring the institution’s

long-term success. Many of its students want a more traditional college experience with a greater emphasis on student life and the elements of a residential campus. The success of recent housing projects has convinced Portland State that developing a larger student presence in the University District will help accomplish this goal. Student feedback has been

### THREE STUDENT ENROLLMENT SCENARIOS

GROWTH SCENARIO	HEADCOUNT 2008*	2019	2034
OUS Projection	24,000	27,400	32,300
Historic Projection	24,000	28,600	36,100
40/40/20	24,000	33,600	48,600

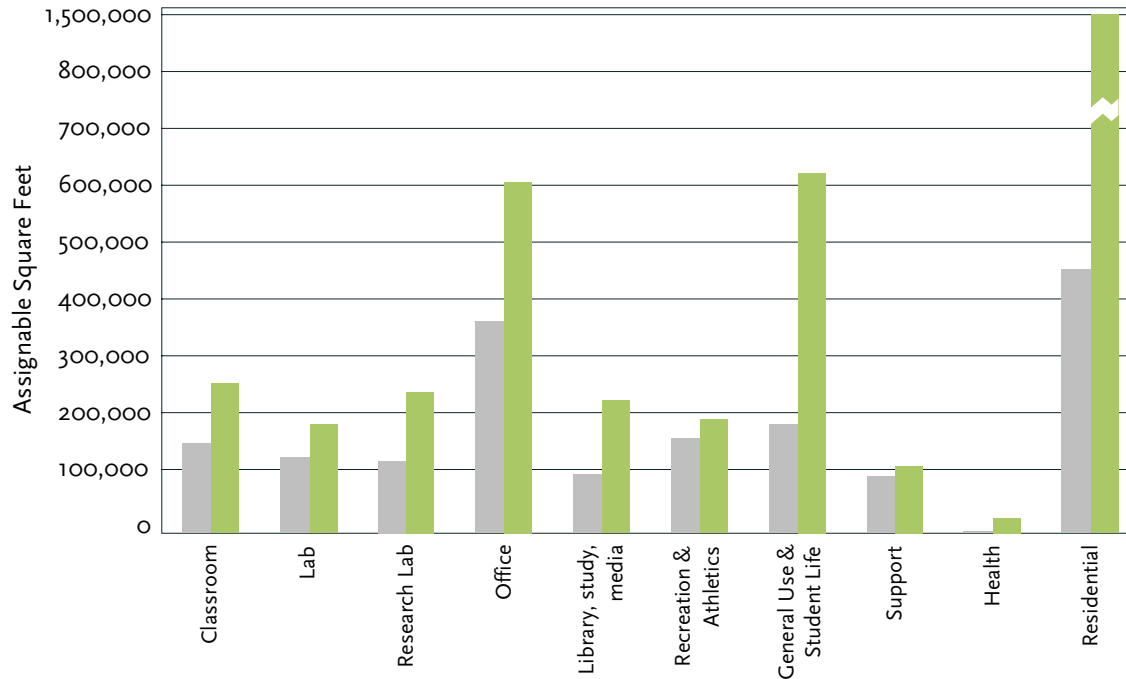
\* Projections were completed using Fall 2008 data, current enrollment is higher.

positive to the provision of a broader range of housing types on campus, including family-friendly housing options. Providing additional housing within the University District will allow students to live in a supportive environment where intellectual exploration and new friendships can flourish. Recent studies have shown that University housing has a positive impact on student retention rates and academic performance.<sup>1</sup> Clustering future student housing near transit will ensure that students are also connected to the rest of Portland and can take full advantage of the city’s cultural amenities.

1. Georgia Institute of Technology. (2008) *Annual First-Time Freshman Retention Study* (p.4). Atlanta, GA

FUTURE SPACE NEEDS

■ CURRENT SPACE  
■ DEMAND FOR FUTURE SPACE



EXPANSION OF RESEARCH

Over the past several years, Portland State has dramatically increased its profile as a research institution. Last year, research at the University increased to \$53 million. This represents an increase of 200 percent over the past decade and puts the University on track to achieve its goal of \$100 million in annual sponsored research. University-driven research could provide a valuable economic boost to the metropolitan region, and Portland State is actively pursuing future

possibilities for collaborative research with private-sector and institutional partners. The growth of research in areas related to sustainability and green technology is a major goal of the University’s economic development strategy.

GROWTH PROJECTIONS

To understand the implications of future growth on Portland State’s physical space needs, a number of enrollment growth projections were tested in the development of the Framework Plan. In addition to the 40/40/20 Plan projections, the team analyzed a growth projection based on past growth (Historic Projection) and projections provided by the Oregon University System (OUS Projection). Portland State selected the historic growth model, the median of the three projections, as the basis for determining the capacity of the University District to accommodate the University’s future growth needs. This projection assumes growth of 500 additional students per year, adding 12,500 additional students to the current headcount by 2034.

Unless the University develops additional space, it is clear that current space deficiencies will continue to grow as enrollment increases. The chart to the left divides the space into the HEGIS categories discussed in the previous chapter. Based on this information, the following high-level conclusions can be drawn from this analysis.

### HOUSING

Over 1.5 million assignable square feet of additional housing will be required to accommodate twenty-five percent of students in University housing.

### RESEARCH

To achieve the University's research goals, research facilities will need to double over the next 25 years, adding over 100,000 asf.

### STUDENT LIFE

As the campus becomes more residential, the University will need to triple the amount of student life space.

### LIBRARY

Millar library does not have sufficient study and service space and will need to add more than 100,000 asf to accommodate projected growth.

The space needs analysis conducted during the Framework Plan process was carried out at a fairly high level. A comprehensive analysis will be required to explore these findings in greater detail, as a follow-on to this planning effort.

### FUTURE DEVELOPMENT

To adhere to the planning principles and strategic goals articulated earlier in the Framework Plan while accommodating this anticipated enrollment growth to 36,000 students, the University will need to build or acquire more than 4 million gross square feet of additional space over the next thirty years. This includes approximately 7,000 additional beds, equating to more than 2 million gross square feet of additional housing distributed

throughout the University District and in other key locations.

It also includes an increase of 150,000 assignable square feet of research laboratory space at the University. Actual research space requirements will be driven by research policies at the University, and available funding.

Examining the current built fabric of the district, its zoning, and the University's goals for the quality of the physical environment, the team determined the development capacity of the district. To improve the district's blend of city and University, the plan recommends that forty percent of new development be set aside for the private sector. This will create a vibrant district, accommodating a range of uses and residents, in addition to University students. **With this private to public ratio, the University District will still be able to accommodate Portland State's anticipated demand for additional academic space to meet the enrollment target of 36,000 students.** However, the district's capacity to absorb the amount of new housing required may be limited. In order to meet the University's housing objectives, a flexible approach to development, utilizing partnership opportunities and the establishment of housing in adjacent districts and satellite locations, will be required.

### FUTURE DEVELOPMENT DISTRIBUTION

PSU non-residential	2.6 M gsf	—
PSU residential	1.6 M gsf	—
Subtotal	4.2 M gsf *	60 %
Private non-residential	1.9 M gsf	—
Private residential	1.0 M gsf	—
Subtotal	2.9 M gsf **	40 %
TOTAL	7.1 M gsf***	100%

\* 4.2M gsf includes 0.6M gsf (15%) allocated for parking at 0.5 spaces/1000 gsf for academic use

\*\* 2.9M gsf includes 0.6M gsf (20%) allocated for parking at 0.7 spaces/1000 gsf for private use

\*\*\* 7.1M gsf includes approximately 760,000 gsf replacement

FUTURE POTENTIAL DEVELOPMENT

- EXISTING UNIVERSITY BUILDINGS
- FUTURE DEVELOPMENT
- UNIVERSITY DISTRICT BOUNDARY



## THE EXPANDED UNIVERSITY DISTRICT

To accommodate projected growth, the Framework Plan proposes expanding the current boundary of the University District to include the blocks between SW 4th and 3rd Avenues and the University Place parcels south of SW Lincoln Street. The expanded district will give the University flexibility in accommodating a variety of future growth needs while providing the capacity for compatible private development in alignment with the city's goals for high-density mixed-use development in Downtown Portland.

Future development in this Expanded University District will also take advantage of new and proposed transit investment along SW 5th and 6th Avenues and on Lincoln Street.

Immediately beyond the University District, Portland State would like to see development that is symbiotic with the University and leverages potential partnership opportunities.

### AREA OF INTEREST A

The University envisions that infill development in this area to the east of the Expanded University District, constructed by others, could take advantage of underutilized land and accommodate a mix of private or joint public/private uses that leverage the University's proximity. South of I-405 and north of SW Kelly Avenue, Portland State sees the opportunity for

community-focused development that provides job opportunities for local residents, building upon the success of the Portland State Business Accelerator.

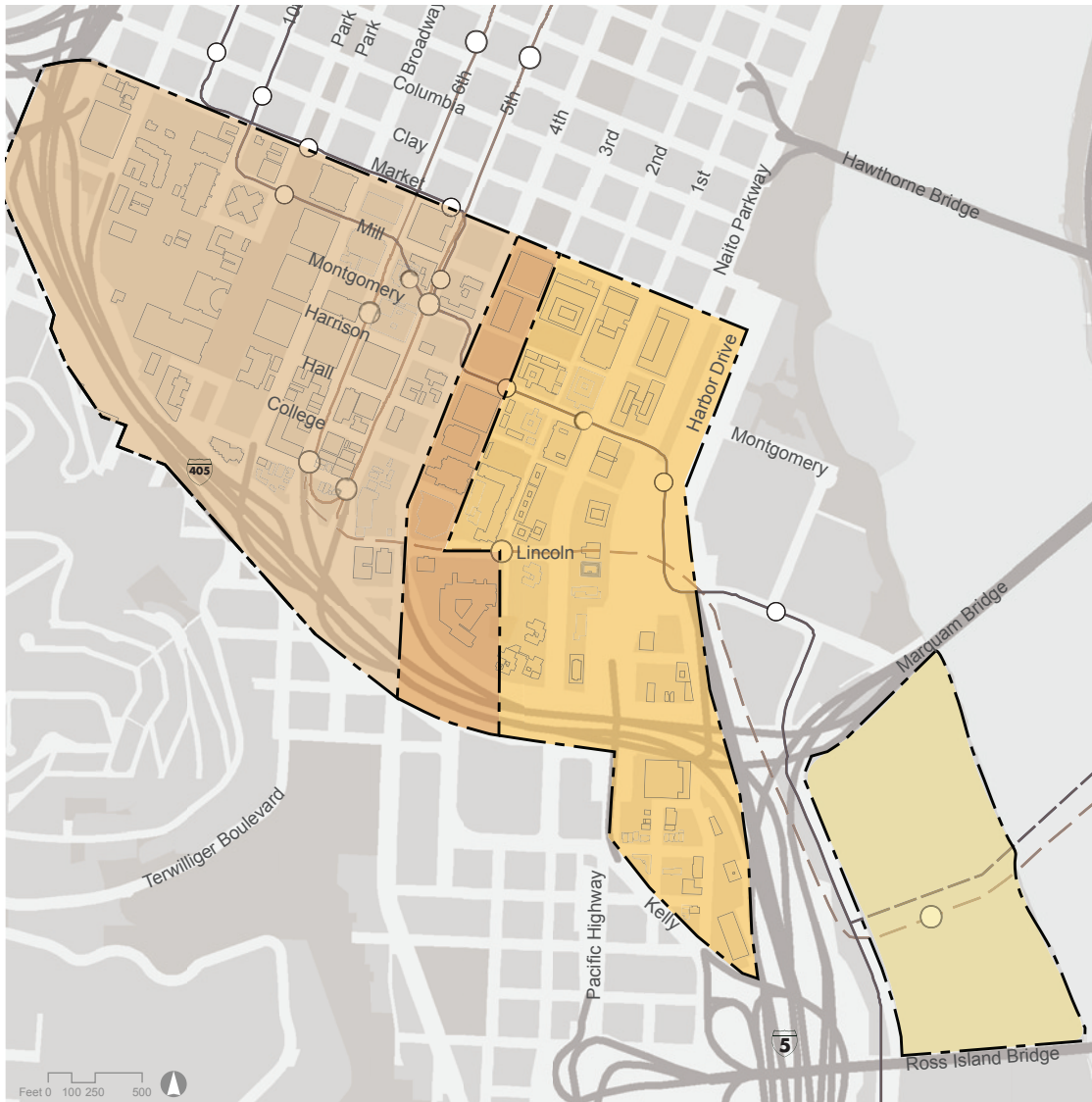
### AREA OF INTEREST B

East of I-5 and south of the Marquam Bridge, Portland State sees opportunities for partnering with Oregon Health & Science University at their proposed South Waterfront campus. Possibilities exist for the development of joint facilities that would capitalize on shared institutional objectives. The proposed Portland-Milwaukie Light Rail extension will connect this site to the Portland State campus, greatly improving the site's accessibility and linking two of the EcoDistrict pilot projects.

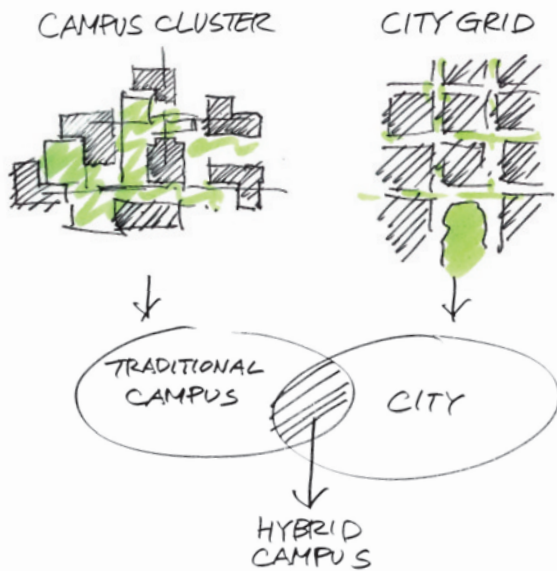
### SATELLITE OPPORTUNITIES

Throughout the city and region, Portland State will explore partnership opportunities with other institutions, community colleges, secondary schools, and private industry. The University may also facilitate the development of student housing beyond the University District along transit lines, helping to meet goals for student accommodation while taking advantage of lower property values outside of the downtown and investing in neighborhoods with large Portland State student populations.

PROPOSED UNIVERSITY DISTRICT BOUNDARY



- EXISTING UNIVERSITY DISTRICT
- PROPOSED EXPANDED UNIVERSITY DISTRICT
- AREA OF INTEREST A  
(Mixed Use-Private and/or Private/University Partnership)
- AREA OF INTEREST B  
(OHSU Partnership Opportunities)



## FRAMEWORK PLAN DEVELOPMENT STRATEGY

The City of Portland is recognized nationally for its culture of civic engagement, its stunning natural setting, and its commitment to sustainability. These shared characteristics are the metropolitan area's most valuable assets and have, together with sophisticated urban planning and design, and a comprehensive transit network, resulted in a vibrant and highly desirable place to live and work. To succeed in an increasingly global economy, Portland must leverage these assets to create a model for sustainable economic growth. Portland State and other universities can provide the catalyst for this growth, educating a highly skilled workforce and providing the attractive, collaborative, interdisciplinary research environment necessary to attract entrepreneurs and innovators.

Located in downtown Portland, the Portland State campus is seamlessly integrated with the surrounding neighborhood. Unlike some urban universities that have delineated campus boundaries, Portland State's footprint is intermingled with a variety of different businesses, residences, and private offices. The blending of the campus and city experience is one of Portland State's greatest strengths and essential to the University's identity as a sustainable, urban research University.

Looking ahead, the Framework Plan seeks to leverage Portland State's urban environment, deep-seated commitment to sustainability, and entrepreneurial culture. Working at the scale of the street, the block, and the building, the Framework Plan's planning and design principles provide the tool box for the physical transformation of the University District to embody the spirit of an urban sustainable learning community. Land uses are layered, campus and city activities mingle, public spaces flow through buildings, and the city's infrastructure is brought to the surface so that, in essence, the invisible is made visible and the district becomes a learning



UNIVERSITY DISTRICT FRAMEWORK PLAN



laboratory. The public realm expresses innovation, fostering the serendipitous exchange of ideas, and new development provides opportunities for public and private partnerships to flourish, creating a foundation for economic growth.

Within the University District, the Framework Plan establishes three centers that serve as focal points for future development. All three have a blend of public and private uses; transparency within buildings; integrated indoor and outdoor spaces; and exemplary sustainable development. However, each focal point has a dominant theme, supporting the complex needs of the University in achieving its goals. Each center embodies the core values of the plan, namely: optimize land use & accommodate growth; ensure institutional distinctiveness & campus/city integration; maximize connectivity; capitalize on the Portland experience and support partnerships.



The Park Blocks at the Smith Memorial Union



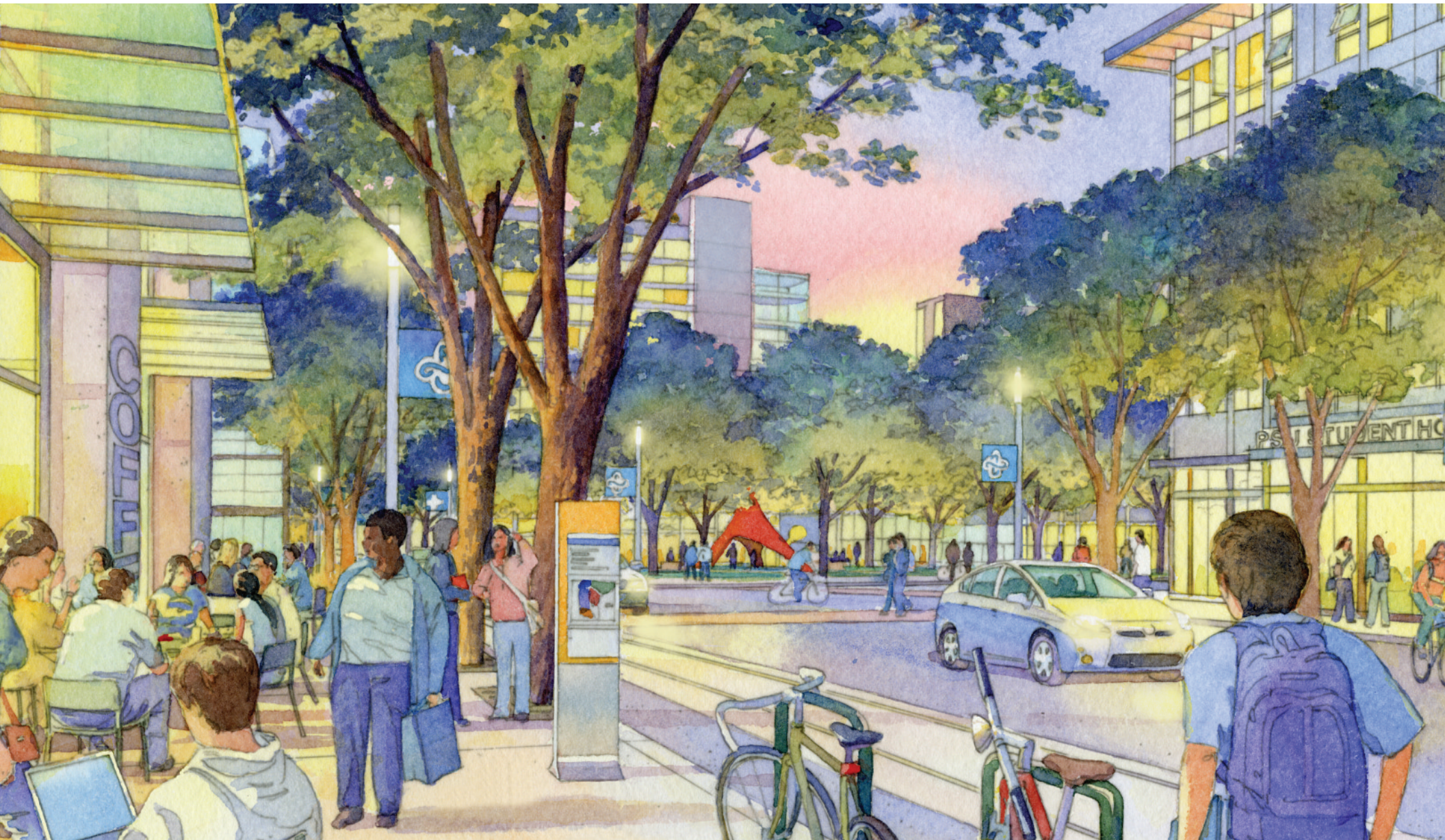
- ① PARK BLOCKS
- ② NEW ACADEMIC DEVELOPMENT
- ③ MONTGOMERY GREEN STREET
- ④ LINCOLN HALL
- ⑤ CRAMER HALL

### PARK BLOCKS CENTER

The Park Blocks Center leverages the capacity for significant additional development in the area west of the Park Blocks to create a reinvented academic hub for the campus. A mix of instructional, office and research space will promote interdisciplinary collaboration in a development form that showcases to the city the creative and innovative academic endeavors that characterize Portland State. Transparent and inviting ground floor spaces will engage the community in the University's academic life and will reinforce its role as a learning laboratory for the city.

Pedestrian connections across the currently discontinuous segments of SW Montgomery Street will create a new cross-campus pedestrian and bicycle corridor, the Montgomery Green Street. The Green Street will provide valuable public space, showcase the environmental and social benefits of green infrastructure, and function as a gateway to the campus core. A new quadrangle at the intersection of SW 11th Avenue and SW Montgomery Street in the Park Blocks Center will tie into this corridor, expanding on the district's system of connected open space.

Development in the Park Blocks Center will be of a slightly lower density than in the rest of the district, supporting a more traditional campus character around the Park Blocks, while still allowing for significant enrollment growth and a new, vital energy. Redevelopment of the Science Building 1 block and infill construction will help create an active campus edge along SW Market Street.



Looking up SW 5th Avenue toward SW College Street



- ① LIVING/LEARNING CENTER PARK
- ② COLLEGE STREET
- ③ NEW HOUSING / MIXED USE
- ④ MONTGOMERY GREEN STREET
- ⑤ BROADWAY HOUSING

### LIVING/LEARNING CENTER

Focused on providing housing to meet the needs of Portland State's diverse student body, a new living/learning node at the intersection of SW College Street and SW 5th Avenue will become an important center for student life in the district. A diverse mix of uses including housing, retail, and other student support spaces will anchor the SW 5th and SW 6th Avenue transit corridor. A potential new park will provide a focal point for student life and public recreational activities, offsetting the dense urban fabric. This new green space will also help strengthen the east-west open space connection from the Park Blocks along SW College Street to Lovejoy Park and the necklace of Lawrence Halprin designed open spaces. The first development to expand the Living/Learning Center will be a significant student housing project at the Max Green Line turnaround. A joint project between the University and a private developer, College Station will add between 600-1,000 additional beds to the existing housing supply. This project will begin transforming the southern edge of the University District into a vibrant center of student life. The future expansion of MAX service down SW Lincoln Street in 2015 will connect this node to other potential partnership institutions including Oregon Health & Science University (OHSU), the Oregon Museum of Science and Industry, and Portland Community College.



View down Montgomery Green Street towards the City Gateway Center



- ① URBAN CENTER PLAZA
- ② MONTGOMERY GREEN STREET
- ③ ACADEMIC AND STUDENT RECREATION CENTER
- ④ LIVING/LEARNING CENTER PARK
- ⑤ OREGON SUSTAINABILITY CENTER

### CITY GATEWAY CENTER

The intersection of SW Montgomery Street and SW 5th Avenue will become a major gateway to the University District and a dynamic center for sustainable development, exemplifying the bridge between the University and the city. As a key location in the proposed EcoDistrict, the new center will showcase the benefits of sustainable design, illustrated by the Montgomery Green Street, the proposed Oregon Sustainability Center, and other facilities and open spaces. New academic facilities as well as private sector office and research space will provide opportunities for sustainable businesses to collocate, creating possibilities for future collaboration.

Active ground-level uses, including retail, will enliven the street, and together with new plazas and public spaces, will create a varied and engaging public realm. The intersection of several transit lines including the Streetcar and the MAX Line, creates an important transit hub, connecting the district to the larger metropolitan region while supporting the city and University's sustainability goals. Anchored by the Urban Center Plaza, the City Gateway Center will be characterized by incubator spaces for business development, and by R&D space developed commercially, in conjunction with spaces occupied by the University.

## AN ECODISTRICT AT PORTLAND STATE

Launched in 2009 by the Portland Sustainability Institute (PoSI) in partnership with the City of Portland, the EcoDistricts Initiative is a comprehensive strategy to accelerate sustainable neighborhood development. Building upon the region's broad commitment to sustainability, growth management, mobility and community engagement, the EcoDistricts Initiative will bring together community groups, private developers, utilities and government to explore sustainability on a district level. Focused on the intersection of buildings, infrastructure and people, the EcoDistricts strategy sets clear sustainability performance goals, guides future investment, and monitors results over time.

### THE PORTLAND STATE ECODISTRICT PILOT

Portland State's University District Framework Plan supports the EcoDistricts Initiative and shares the same sustainable objectives. The University District has been identified as a prime candidate for an EcoDistrict pilot, due largely to the opportunity for Portland State to act as a catalyst in its implementation. The district's location at the center of the regional transportation network and the wide range of services available will help distinguish it from the other pilot areas. The presence of the University will bring leadership, teaching, and research capacity to establish, monitor, and refine the EcoDistrict on an on-going basis.



While the ultimate intent is to include most, if not all, landowners, residents, and users of the district, the University is the one best positioned to establish systems to advance the EcoDistrict model. Existing networks (such as the district steam and chilled water loop and Photovoltaic arrays) coupled with proposed systems (such as Green Streets) provide a strong foundation for the proposed district. An EcoDistrict Toolkit being developed will identify a set of performance measures for development and activities in the district. It will be refined as the pilot districts are implemented.



## SYSTEMS APPROACHES

The EcoDistrict pilot at Portland State will call for new code provisions, expanded transportation options, and reinvestment in a new generation of buildings and infrastructure that work together to reduce resource consumption. New and renovated buildings will incorporate advanced green building strategies to reduce their consumption of energy, water, and materials, while district infrastructure systems will facilitate the trading of resources between buildings and site areas.

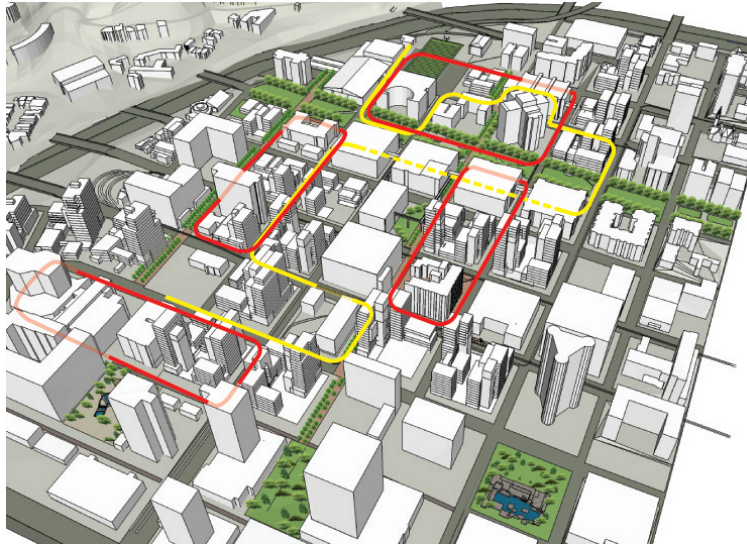
In one example of this concept, a district steam and chilled water loop can be used to balance thermal demands from one building to another. Buildings with demand for heat pull heat from the loop, while buildings with demand for cooling sink heat into the loop. By mixing uses and paying attention to the adjacency of uses, the demand for heat generated from conventional sources (e.g., heat plants and fossil fuels) can be reduced through this type of balancing. Such systems can also take advantage of a mix of energy production strategies, including co-generation, waste-to-energy, and alternative fuels.

Beyond energy use for thermal comfort, electricity production within the EcoDistrict should make maximum use of renewable technology, with a large role for photovoltaic systems in particular. By working at a district level, agreements or code

provisions can be worked out that balance building scale, and related issues of desired density, with access to sunlight for the generation of photovoltaic power, daylighting of buildings, and improving the quality of open space. Energy strategies that have a direct return in reducing greenhouse-gas emissions will be the most valuable for reducing the carbon footprint of the EcoDistrict.

An EcoDistrict would use a blend of green building and green infrastructure to reduce demand for treated, potable water. Rainwater would be captured and re-used, assuring that a ‘fair share’ is returned to ground and surface waters. Non-potable water—grey water from sinks, showers, and some process uses—would be used for certain non-potable needs, including irrigation and toilet flushing.

Water and energy are two of the major resource flows that can be improved through the implementation of the pilot project. However, there are many other systems that should be addressed in a comprehensive EcoDistrict strategy. In addition to Water and Energy, the EcoDistricts Initiative has identified Community Vitality, Air Quality & Carbon, Access & Mobility, Habitat & Ecosystems, and Materials Management as other performance areas.



EcoDistrict Energy Loops

### THE UNIQUE POTENTIAL OF PORTLAND STATE'S ECODISTRICT PILOT

The University has already taken steps that can become the basis of an EcoDistrict, including:

- A long-established district energy system, currently being upgraded, which integrates geo-thermal loops for heat storage
- Photovoltaic arrays on two campus facilities: Cramer Hall and the new Academic and Student Recreation Center

- Pioneering use of rainwater for building uses at Epler Hall, the Broadway Building, and the new Academic and Student Recreation Center
- Green street systems for stormwater management
- Robust teaching and research programs devoted to building social capital and sustainability

However, the proposed EcoDistrict centered on Portland State is not limited to the campus. The University's research and development potential is intended to be used as a catalyst to create an entity that is self-sustaining and mutually beneficial to private-sector partners, as well as to the University.

A set of goals and four initial strategies have been identified to help establish the EcoDistrict concept in this pilot area. These goals and strategies are based on a review of several existing plans and policies, including the City of Portland and Multnomah County's 2009 Climate Action Plan, as well as program statements for other pioneering district scale projects throughout the world. The goals include:

- Treatment of 100 percent of stormwater
- Use of non-potable water as a resource for reuse
- Eighty percent reduction in greenhouse gas emissions by 2050

- Creation of a district that is ultimately carbon neutral
- Support for the health and wellness of residents
- Reshaping local economics to value the localized flow of resources with minimal environmental impact

The following four specific strategies have been identified as those most likely to help establish the model in the Portland State pilot EcoDistrict:

- Develop a pilot Green Street to provide a model of equitable stormwater management

- Identify a first-priority micro-district for development of integrated, energy-balancing techniques and development of renewable energy capacity
- Create a comprehensive, district-wide database to serve as a benchmark of existing resource use patterns; from this database, future improvements attributable to changes in both behavior and infrastructure could be measured
- Prepare a benefit-cost framework that can be used to analyze and prioritize investments by all parties, factoring in the time value of money, including forecast energy and resource cost models

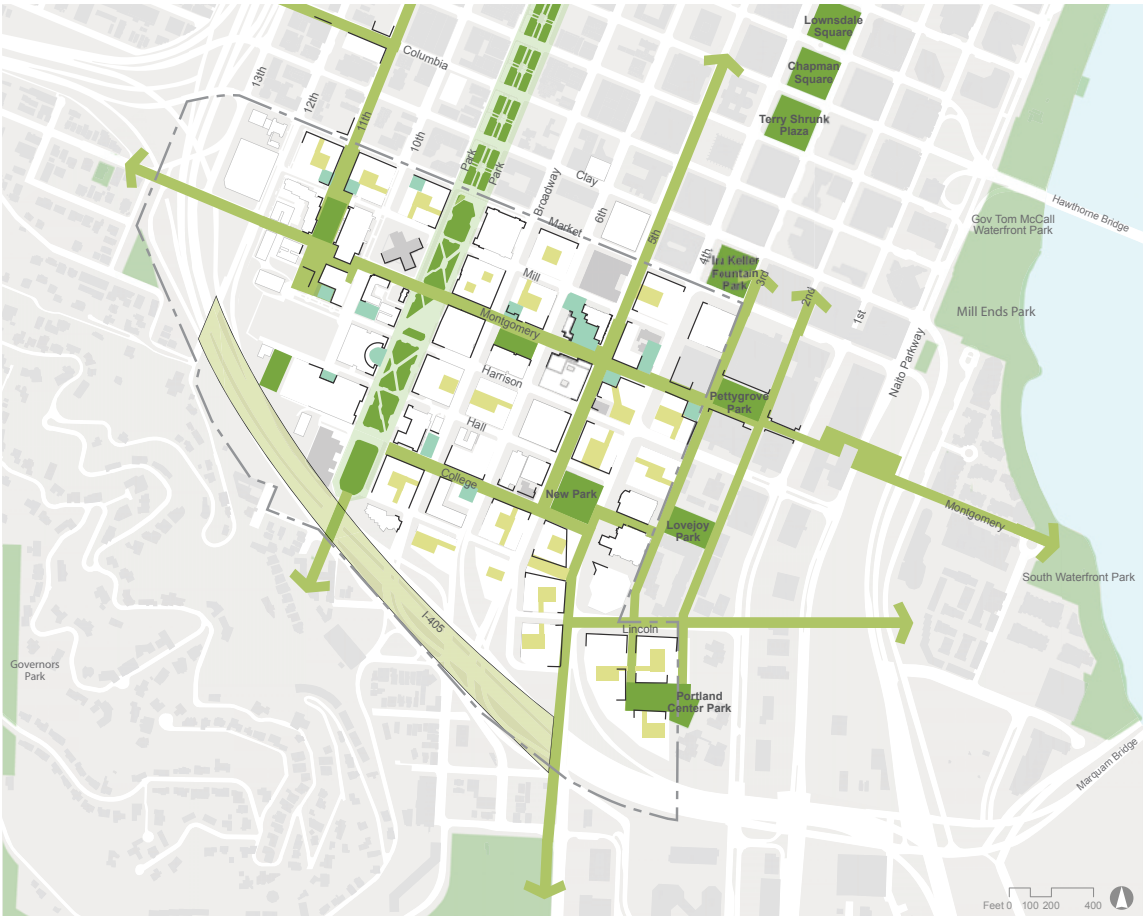
The intent of identifying these preliminary goals and strategies is to provide input into the development of the EcoDistricts Initiative. University faculty and researchers will be called upon to determine the specific set of strategies for the University District pilot project. All future development in the University District should contribute to the realization of the EcoDistrict pilot within Portland State's urban, sustainable learning environment.

Strategies developed to further the EcoDistrict pilot project should also support the University's goals, as stated in the Climate Action Plan, to achieve climate neutrality by 2040.



Creating opportunities for innovation

# OPEN SPACE NETWORK



- PARK
- PLAZA
- COURTYARD
- POTENTIAL FOR FUTURE HIGHWAY DECKING
- GREEN CONNECTIONS
- EXPANDED UNIVERSITY DISTRICT BOUNDARY
- ACTIVE EDGES

## OPEN SPACE FRAMEWORK

Increasing the amount of available open space within the University District and improving access to it are important strategies of the Framework Plan. Currently only seven percent of the land in the district is classified as public open space. Enhancing the open space network will improve the pedestrian experience, provide safer connections to adjacent neighborhoods, link the campus to the regional open space network, and expand the opportunity for more student activity and interaction outside of the classroom. It will also provide opportunities to make visible the best practices of the EcoDistrict so that the district's open space can serve as an extension of the learning environment.

The Framework Plan proposes the creation of a number of new or enhanced open spaces and connections throughout the district. The system of linked parks, plazas and corridors will serve as a green network that ties the district together. In particular, the creation of the Montgomery Green Street will provide a valuable east-west linkage, connecting the Park Blocks to the proposed City Gateway Center at SW Montgomery Street and SW 5th Avenue. New pocket parks along SW Montgomery Street will create a series of interconnected public spaces. These spaces can be used to provide outdoor educational opportunities and much needed social space for students.

Other district corridors could be developed as Green Streets as well. The Park Blocks will continue to be a substantial civic park space and a defining feature of the Portland State campus, serving as a center of campus life and linking the district to the rest of the city.

SW Montgomery Street and other Green Streets in the district will connect the campus to Pettygrove and Lovejoy Parks and the necklace of other spaces designed by Lawrence Halprin east of SW 4th Avenue. Widely used, these parks provide valuable open space for the surrounding community and are important cultural landmarks. The Framework Plan improves access to these parks, linking them to the district's expanded open space network. Future planning efforts should explore improving east-west pedestrian and cycling connections through these blocks while carefully preserving the original parks.

New development proposed in the plan will add thousands of additional residents to the district over the coming decades. The scale and density of this development will have a profound impact on the neighborhood character, replacing low-density commercial development with multifamily housing and new commercial uses. To enhance the sense of community, mitigate the visual impact of the additional density, and establish a strong foundation for the new neighborhood, it will be

important to provide new parks and plazas for residents. These shared spaces provide opportunities for community interaction and help create a forum for neighborhood life.

A new park between SW 4th and 5th Avenues will create an important open space for the district and the proposed Living/Learning Center. As the primary open space for the district's new housing, a park in this area will become an important social space that could be programmed for a variety of civic and cultural events for members of the Portland State community. Ground-floor uses in adjacent buildings will help activate the park. Better pedestrian access along SW College Street will connect the new park to the existing campus core and to the system of linked open spaces throughout the district.

Connecting the campus to the city's broader open-space network will help improve access to the campus and allow students, faculty, and staff to take advantage of regional open space amenities. The close proximity of the Willamette River provides an opportunity for the campus to connect to the Tom McCall Waterfront Park and the riverfront multi-use trail. Duniway Park, located south of campus, is another important open space amenity; providing better connections along SW 4th Avenue would allow students to take advantage of its playing field and track. The University encourages future planning efforts to

explore the feasibility of capping portions of I-405 with new park space or athletic fields. Providing additional open space over the highway will improve pedestrian connections between the University District and the residential neighborhoods south of the Highway and could free up land with the district for more intensive development.

## MOBILITY

Improving connectivity within the University District is critical to the long-term success of the Framework Plan. While recent investments in transit have greatly improved accessibility to the Portland State campus, poor pedestrian access and other circulation challenges remain. To address these concerns the Framework Plan proposes: improved transit accessibility, expanded and enhanced pedestrian connections, improved bicycle transportation infrastructure, and the relocation of parking to the periphery of the campus.

The proximity of I-405 has a major impact on circulation within the district and significantly hinders campus access. The Framework Plan strategies will improve connectivity, further planning efforts are needed to address this fundamental concern.

## TRANSIT CONNECTIONS

To leverage the comprehensive transit infrastructure in the district, the Framework Plan concentrates future development near existing and proposed transit nodes. Within the development centers, pedestrians will have direct access to transit, enabling them to easily utilize connections to and from other parts of the city. Increasing development density in these centers will allow more people to make use of transit, providing an attractive alternative to vehicular travel.

The City Gateway Center will become an important transit hub with bus, streetcar and MAX service. Access to transit will support the center's vibrant mix of commercial and academic uses. Employees that work in the center will have direct transit access to their offices, reducing automobile trips to the district. In the proposed Living/Learning Center, students and future residents will benefit from access to transit that allows convenient travel to other areas of Portland. In the Park Blocks Center, streetcar access will contribute to the vitality of the new academic and research hub.

Destination retail in the district will also benefit from proximity to transit connections, which provide access to a large number of potential customers. Transit stops will be well integrated with the public realm, and sheltered stops, electronic trip information, and clear wayfinding will help make transit a convenient and accessible means of transportation.



New MAX Line on 5th Avenue

Extending the MAX line along SW Lincoln Street and across the Willamette River, as currently planned, will be beneficial to Portland State. This new transit line will connect the University to potential satellite locations and facilitate partnership opportunities in Southeast Portland and Milwaukie. It will also improve commuting options for University employees living in Southeast Portland and provide an additional link to OHSU and the South Waterfront EcoDistrict pilot.

## PRINCIPAL STREETS



- PRINCIPAL STREETS
- TRANSIT NODES
- EXPANDED UNIVERSITY DISTRICT BOUNDARY
- ACTIVE EDGES

## PEDESTRIAN CONNECTIONS

The University District Framework Plan proposes a public realm that promotes pedestrian activity and a streetscape that prioritizes the pedestrian experience. More than simple avenues for circulation, the streets of the University District are the zones in which students and faculty as well as residents and visitors interact and experience the city. The Framework Plan proposes that several key pedestrian connections within the district be enhanced by improving east-west connections and calming vehicular traffic on north-south roadways. The streets identified on the following pages are the key streets within the University District Framework Plan, each fulfilling a distinct purpose within the district. While they differ in scale and activity, they all improve the pedestrian experience and contribute to the districts sustainable, urban public realm.

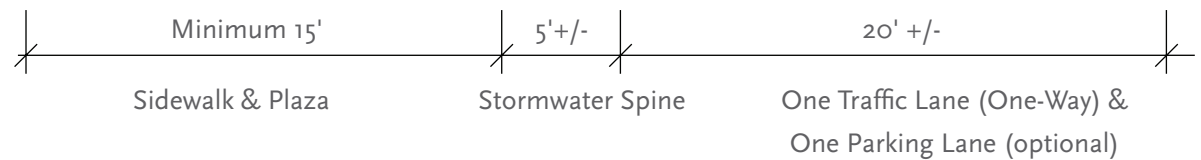
In addition to enhancing these principal streets, future investment should focus on improving access across the I-405 highway. The current sidewalks are narrow and unattractive to pedestrians, lacking both street furniture and plantings. In addition, the volume and speed of vehicular traffic entering and exiting the highway has a significant impact on pedestrian safety. As additional development occurs in areas adjacent to I-405, these issues will be further exacerbated. Looking ahead, Portland State will work with the City of Portland and the Oregon Department of Transportation (ODOT) to explore options for improved pedestrian links across the Highway.



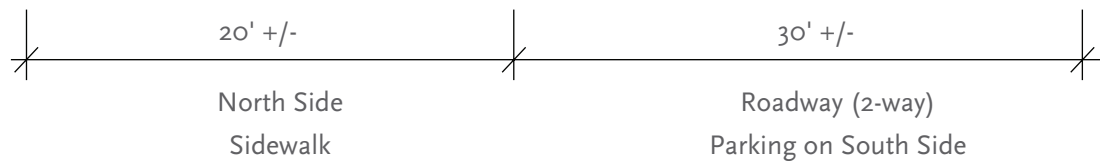
*SW MONTGOMERY GREEN STREET*

SW Montgomery Street will become the principal east-west connector in the University District, linking the Park Blocks to the City Gateway Center and beyond. As part of the City's ambitious Green Streets program, this street will be transformed into a pedestrian connector with limited vehicular access. While the character of SW Montgomery Street will vary by block, the Green Street will provide a valuable demonstration of the EcoDistrict concept. Within the 60-foot right-of-way, the vehicular travel space will be reduced to a one-way lane, allowing service and emergency vehicles access to the block. Wider sidewalks will contribute to a curbless street where pedestrians are the primary users. A stormwater retention zone, which could serve both the street and adjacent buildings, will separate the vehicular from the pedestrian right-of-way, creating a continuous stormwater spine along the length of the street. Wide sidewalks with street furniture will provide space for students and Portlanders to relax and socialize. The preservation of existing street trees will provide shading and create a more comfortable pedestrian environment. Adjacent public space will extend the street's character to the buildings. Fountains and passive water channels will provide visual cues to the street's identity as a Green Street. Native trees and plant species will help support native wildlife while also contributing to the performance of the landscaped stormwater facilities.

Montgomery Green Street



SW College Street



### SW COLLEGE STREET

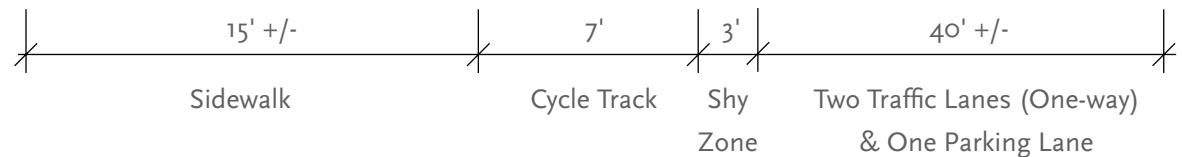
SW College Street will be transformed into a pedestrian-friendly environment that provides an important east-west link from the Park Blocks to the new Living/Learning Center. Vehicular access will be maintained with two travel lanes, one in each direction. Parking on the south side of the street will remain public parking. On the north side of the street, parking will be removed and the sidewalk expanded to nearly 20 feet in width. This will facilitate pedestrian movement to the new park in the Living/Learning Center and encourage outdoor cafés and other activities on this sunny side of the street. An allée of native trees will improve pedestrian comfort, providing shading and protection from Portland’s inclement weather and enhancing the biodiversity of the district. Retail and active uses along the northern edge of the street will cater predominantly to students, reinforcing the street’s identity as an important zone for student life. Small parks and plazas will augment this space and provide additional space for activities. SW College Street should include EcoDistrict demonstration spaces and could be part of the city’s Green Street program. The larger pedestrian zone creates possibilities for future stormwater management solutions and other sustainable practices.

*SW BROADWAY*

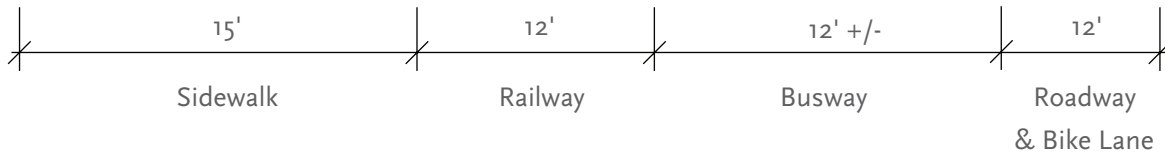
While still the primary southbound vehicular route through the district, SW Broadway will be transformed into a pedestrian- and bicycle-friendly street that could be a model for enhancing busy streets throughout the city. The mayor’s plan to remove a travel lane and replace it with a cycle track has given cyclists an improved southbound connection between the downtown and the University District. The cycle track requires 7 feet of travel lane with an additional 3-foot zone buffering cyclists from on-street parking. The two travel lanes are flanked by on-street parking. In the future wide sidewalks on either side of the street will provide ample space for pedestrians. Within the pedestrian zone, street trees and new street furnishings will help create a friendlier environment, and together with the cycle track and parking lane, screen pedestrians from the street. Important east-west crossings at SW Montgomery and SW College Streets will be reinforced with street bump-outs and paving materials that are different from standard roadway asphalt. These pedestrian crossings will also be signaled to give pedestrians the right-of-way.

The redevelopment and potential repurposing of the academic buildings along SW Broadway, including the addition of transparent and active ground floor uses, will improve the pedestrian experience and provide additional gateways to the campus core.

SW Broadway Avenue



SW 5th Avenue



### SW 5TH AVENUE

The expansion of MAX services along SW 5th Avenue has substantially changed the character of the street. As an extension of the Portland Transit Mall, the street is heavily focused on southbound transit connections. With an 80-foot right-of-way, the street has three travel lanes, two of which are dedicated to transit. In addition to the new MAX lines, a bus-only lane runs down the center of the street. Cyclists and cars use the easternmost lane, separated from the bus lane by a rumble strip of concrete. Separate signals control the various elements of traffic, and are timed to keep traffic moving at 12 miles per hour, allowing bikes and cars to travel at similar speeds. Sidewalks have been widened and new street furniture and public art installed to enhance the pedestrian character. New transit shelters and a comprehensive signage system link station areas to the University District. Stormwater retention basins and native grasses have been installed in a 4-foot planting strip along portions of the roadway to provide an integrated approach to stormwater management.

SW 5th Avenue's intersection with SW Montgomery Street at the city Gateway center is a key arrival point for people traveling to the district. Careful attention to integrating this transit hub with the pedestrian environment along SW 5th Avenue as well as along SW Montgomery Street is important. The same is true at the intersection of SW College Street and SW 5th Avenue in the Living/Learning Center.

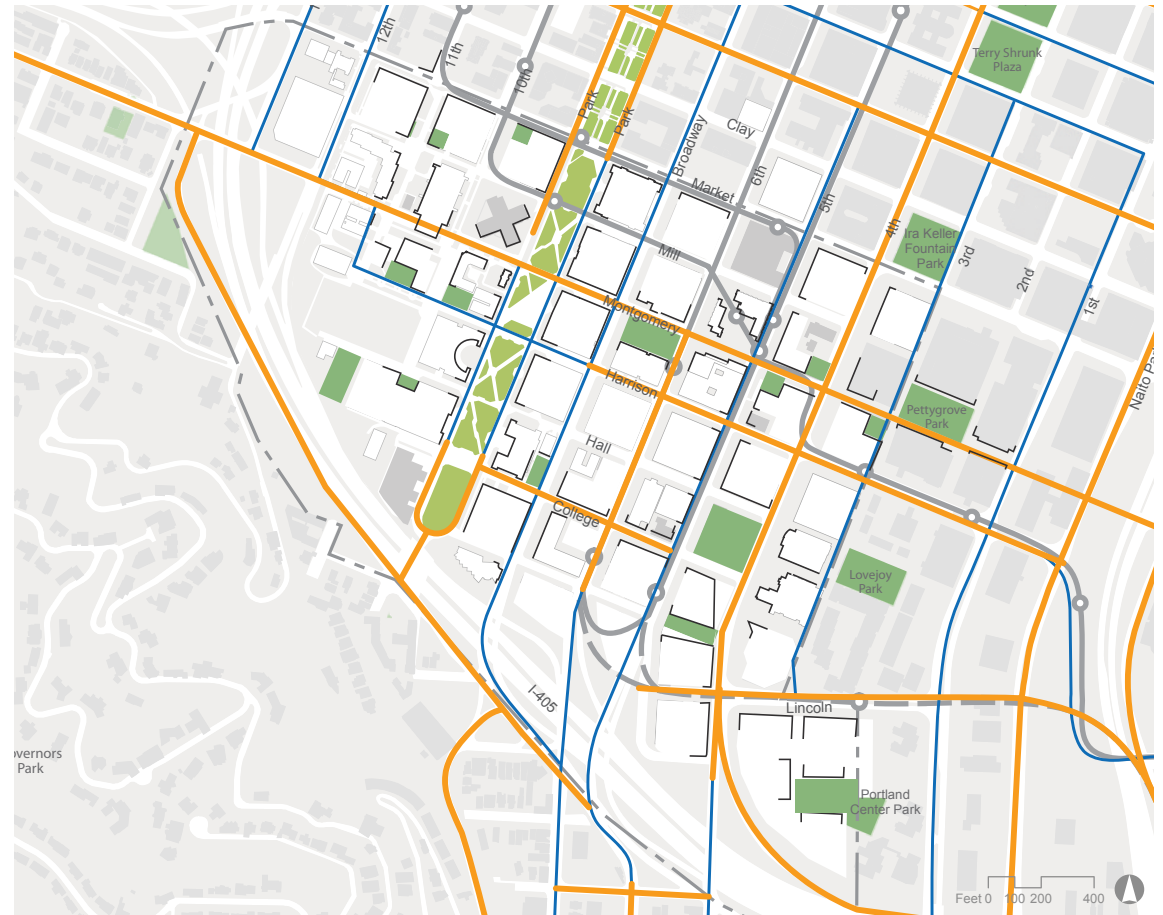
SW 4TH AND SW 6TH AVENUE

In addition to four primary streets, SW 4th and SW 6th Avenue are also important streets within the University District. Both streets are one-way, feeding traffic from I-405 north to the University District. Further study is needed to determine how these streets will be configured once the plans for I-405 have been determined.

BICYCLE CONNECTIONS

Improving the bicycling experience is a key element of the Framework Plan. With over 10 percent of students commuting via bicycle, an expanded University District will need improved bicycle connections. The Framework Plan proposes enhanced north-south connections along SW Broadway and SW 4th Avenue to allow safe and direct connections from the downtown to the southwest. The recent installation of the cycle track facility on SW Broadway is one example of the type of enhanced bicycle lane that should be considered. Connections to the South Waterfront should be implemented in conjunction with the expansion of transit service along SW Lincoln Street, providing better access to OHSU. The University should work with the City and ODOT to enhance bicycle connections across I-405. Opportunities for improved east-west connections throughout the expanded district should be explored, including opportunities to provide bicycle connections across the Halprin Blocks. In addition to improved bicycle connections, sheltered bicycle facilities should be placed at key locations throughout the district. Ultimately, the overall strategy for cycling within the University District will be aligned with the City of Portland’s recently completed *Portland Bicycle Plan for 2030*.

PROPOSED BICYCLE CIRCULATION



- EXISTING BICYCLE CIRCULATION
- PROPOSED BICYCLE CIRCULATION
- TRANSIT CIRCULATION
- - - EXPANDED UNIVERSITY DISTRICT BOUNDARY
- ACTIVE EDGES

## VEHICULAR CIRCULATION

Within the University District a series of one-way streets channel traffic north and south, connecting I-405 to downtown. While the MAX expansion along SW 5th and 6th Avenues will reduce some traffic speeds, these streets continue to function as feeder streets to and from the highway. In order to improve the pedestrian experience in the University District, the Framework Plan proposes using traffic calming methods on north-south streets including SW Broadway and SW 4th Avenue. East-west vehicular circulation will be altered by the University's desire to build stronger pedestrian connections through the district. SW Montgomery Street will be reconfigured as a pedestrian street accessible only to service vehicles. Other east-west streets, including SW College Street, will remain accessible to automobiles, but streetscape improvements will signal that these streets are more pedestrian in their character. Future planning studies will be required to analyze the locations and types of traffic calming best suited for the district's streets.

## PARKING

The Framework Plan seeks to reduce the impact of parking on the University District by reducing parking ratios, relocating the majority of parking to the campus edge and taking advantage of the district's topography to integrate parking into buildings. Together these measures will help reduce traffic congestion and greenhouse gas emissions and promote the use of alternative forms of transportation.

New development in the expanded University District will adopt a parking maximum of .5 spaces per 1000 gross square feet. In addition, a district-wide maximum of .75 spaces per 1000 gross square feet for non-University development will be adopted. This is below the current parking maximum of 1.0 spaces per 1000 gross square feet for office and retail and 1.35 spaces per dwelling unit in the University District established by the Central City Transportation Management Plan. As a result of the recent Central Portland Transportation Assessment, the City has sought to limit the amount of available parking in designated core areas of central Portland and new projects often provide less parking than the permitted maximum. More restrictive parking maximums could be adopted for the district; however, for the purpose of the Framework Plan's capacity analysis, the proposed maximums have been used.

Within the University District, new or replacement parking will be provided in underground lots as new buildings are constructed, but some new parking structures may be built at the edge of the expanded University District, close to I-405. Future underground parking will take advantage of the district's topography, using the grade change to provide additional levels of parking. Parking will be focused at locations like University Place where development parcels larger than a single block allow a more efficient parking configuration.

PROPOSED VEHICULAR CIRCULATION AND PARKING



- POTENTIAL CONCENTRATED UNDERGROUND PARKING LOCATIONS
- EXISTING STRUCTURED PARKING\*
- EXISTING PARKING TO BE REMOVED
- PRIMARY VEHICULAR CIRCULATION
- SECONDARY VEHICULAR CIRCULATION
- EXPANDED UNIVERSITY DISTRICT BOUNDARY

\* Does not include existing underground parking

The removal of Parking Structures 1 and 2 between SW Broadway and SW 6th Avenue is a long-term goal of the Framework Plan. Located close to the center of campus, these important development sites should be used to accommodate future expansions of the academic program. Providing parking close to the campus core brings additional vehicular traffic to the center of campus. Moving future parking to peripheral locations will reduce vehicular traffic on campus, improving the pedestrian experience. Shuttle options and enhanced pedestrian connections will connect these structures to campus, improving accessibility for visitors to the district.

Ultimately, the University will work with the City to develop a long-range parking strategy for the University District. This strategy should explore opportunities to utilize a range of different parking options, including robotic or automated parking solutions.

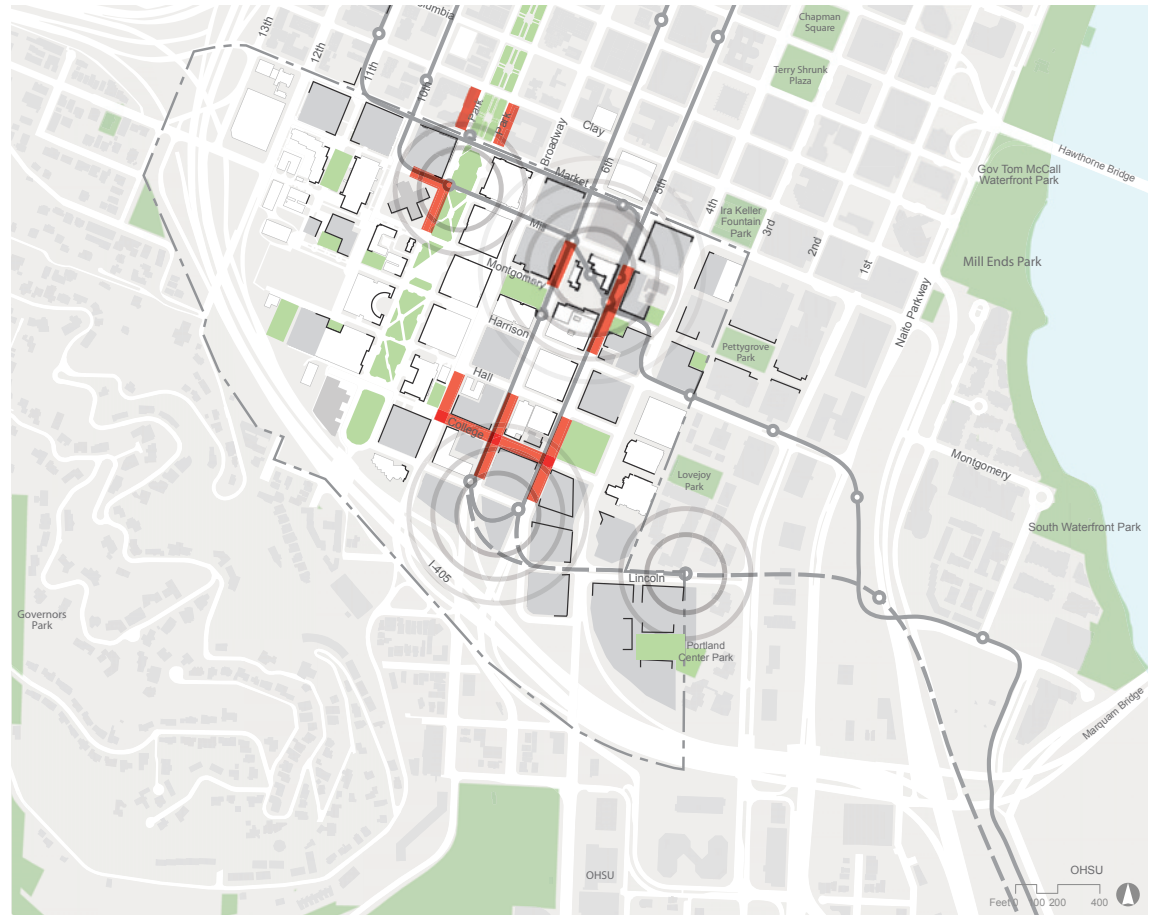
## RETAIL STRATEGY

Providing retail that caters to a range of users is a key component of a successful urban district. A mix of uses in the new centers will allow retail to locate close to offices and residential development. The proximity of transit connections expands the potential market and allows retail to serve a much broader geographic base.

The Framework Plan clusters retail on the ground floor of buildings within or near the three development centers, close to active public spaces and transit stops. Identified areas of retail focus are close to key pedestrian corridors and concentrations of residential development. Aligned with the City's ambitions for retail growth, ground-floor retail in the University District will contribute to the economic activity of the district, help create a vibrant public realm, and enhance neighborhood identity.

The expansion of student housing in the district will generate demand for additional student-oriented retail. This increased demand creates opportunities for student-run businesses which could help foster a creative and entrepreneurial spirit at the University. New retail will also provide additional job opportunities for residents in the surrounding community. The development of neighborhood businesses is a primary goal of the City's economic development strategy and provides a long-term foundation for economic growth.

## RETAIL CLUSTERS



- AREAS OF RETAIL FOCUS
- ⊙ TRANSIT NODES
- - - EXPANDED UNIVERSITY DISTRICT BOUNDARY
- ACTIVE EDGES



NEW HOUSING



- EXISTING PSU HOUSING
- EXISTING PRIVATE STUDENT HOUSING
- EXPANDED UNIVERSITY DISTRICT BOUNDARY
- ACTIVE EDGES
- 🛏 CONCENTRATIONS OF NEW STUDENT HOUSING
- NOTE: size of circle denotes intensity of use

HOUSING

The University has established a long-term goal to expand the availability of housing for Portland State students. The desire to increase available student housing is based on research that supports the positive impact of University housing on student engagement, academic performance, and retention. Providing a wider range of housing options will also allow the University to accommodate the housing needs of the diverse student body. From a planning perspective, Portland State’s desire to house approximately 25 percent of students in University housing will require an additional 6,500 - 7,000 beds over the next thirty years. To accommodate this growth, the Framework Plan identifies areas for concentrated housing proximate to the campus core, while also looking at strategic housing opportunities throughout the city.

HOUSING IN THE EXPANDED UNIVERSITY DISTRICT

The primary location for future housing within the University District is the proposed Living/Learning Center with additional housing being developed close to the Park Blocks. Near transit and anchored by a proposed park, the Living/Learning Center will become a focus for student life within the University District. The proposed College Station project is a valuable first step towards establishing this center.

## ADJACENT HOUSING OPPORTUNITIES

Beyond the Expanded University District, possibilities exist for the provision of additional near-campus student housing, particularly within the Areas of Interest identified by the University and close to the Goose Hollow neighborhood west of campus. Within these areas, future student housing could be developed in partnership with the private sector and should be located close to existing or proposed transit.

## SATELLITE LOCATIONS

While the University will be able to accommodate the majority of future growth within the Expanded University District either directly or through partnerships, the Framework Plan proposes that additional student housing be provided at various locations throughout the city. Given the diversity of Portland State's student body, many students may prefer to live off campus. Since students make their housing decisions based on more criteria than proximity to campus, there are opportunities for future Portland State housing in areas far from the University District. Portland's extensive transit network allows the University to explore options for developing housing along existing or proposed transit corridors. The availability of less expensive land, proximity to neighborhoods where students currently live, and transit connections to campus, make the development of satellite housing a viable option.



College Station



## PRESERVATION AND REUSE

### HISTORIC PRESERVATION

Within the University District and adjacent areas there are numerous historic buildings and structures that provide important connections to Portland's past. While substantial new development will occur within the expanded University District, Portland State recognizes that historic resources are valuable cultural assets that contribute to the character of the University District and, as such, should be protected. The preservation and reuse of historic resources is also consistent with PSU's overall commitment to sustainability.

On the Portland State campus, the recent renovations of Lincoln and Shattuck Hall are clear indications of the University's commitment to historic preservation. The Lincoln Hall renovations preserved the building's historic character while expanding instructional and practice space for the University's School of Fine and Performing Arts. As the first building purchased by the University when the campus moved to Portland in the 1950s, the building's symbolic value is closely linked to its architectural expression. The creation of a new main entrance to the building on SW Broadway supports the Framework Plan's goal to activate SW Broadway and improve the pedestrian experience.

Broadway Housing



View of Marston House



Renovations of the Shattuck Hall Annex

Originally built as an elementary school, Shattuck Hall has been completely renovated to provide space for the newly accredited Department of Architecture. On track to achieve LEED Gold certification, efforts were made to preserve the original structure while updating it with sustainable features including improved daylighting, increased ventilation, and low flow fixtures. Expanded studio space and new workshops provide the facilities necessary for a first-class program.

Specific building renovation and reuse strategies are discussed in greater detail in the next section.

Looking ahead, the University will work with the City and community stakeholders to:

- Identify historic resources for preservation or rehabilitation
- Develop a strategy to protect these resources and strike a balance between historic and new development in the district

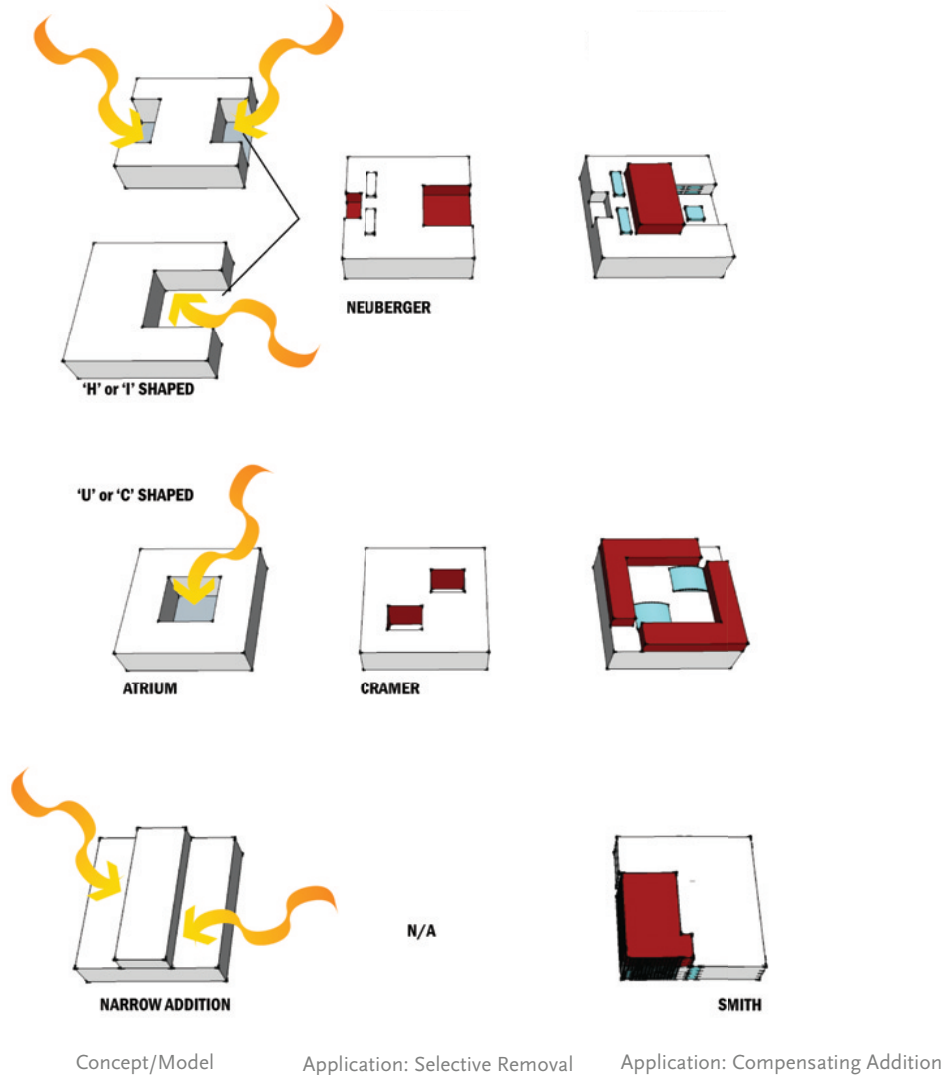
## BUILDING REUSE

Both the Oregon University System and Portland State recognize that there is tremendous value in maintaining and upgrading existing buildings. Making efficient use of existing resources is a fundamental component of sustainability and aligns with the Framework Plan's goals to optimize land use and

accommodate anticipated growth. While new development will be required in the district, existing buildings should be reused and retrofitted when possible. The efficient reuse of local materials is also one of the principal goals of the EcoDistricts Initiative and key to the creation of neighborhood-scale sustainability. Ultimately, the decision to retrofit a building requires the careful weighing of financial costs with environmental concerns and preservation goals.

In order to explore possible reuse strategies, the Framework Plan considers potential renovations to three buildings—Cramer Hall, Smith Memorial Union, and Neuberger Hall, all similar in scale, type, and age—as examples of the types of strategies and approach that should be used in building renovations. Improvements are identified at both a macro scale and a more detailed micro scale. These recommendations are intended to respect the basic configuration of the buildings while improving their relationship to the campus, saving energy and enhancing internal wayfinding.

## POTENTIAL BUILDING INTERVENTIONS



### GENERAL BUILDING MASSING

Neuberger Hall, Cramer Hall, and Smith Memorial Student Union all occupy full city blocks and were built in multiple phases, creating wings of significantly different character. Due to their scale and configuration, the three buildings are inwardly-focused and disconnected from the surrounding environment. Specific design elements of Cramer and Neuberger Halls in particular—which are in mid-century ‘Brutalist’ style—compound this isolation. Future renovation of these buildings should strive to open these buildings to daylight, to the campus environment and to SW Broadway, where pedestrian improvements are planned. Daylighting strategies could include creating new atriums or courtyards that would allow additional light to enter the space. In order to offset the floor area that would be lost because of the selective demolition needed to create atria and courtyards, additional floors could be added to the buildings.

### URBAN DESIGN ELEMENTS

Despite their importance to the campus, these three main buildings lack a sense of connectivity to the larger campus. Several urban design strategies could be applied in tandem with the massing strategies discussed above to improve the presence of the buildings on the campus.

The inward focus of these buildings is partly due to the fullblock massing of the buildings discussed above and partly to the multiple circulation paths inside the buildings, with many rooms that do not have access to the exterior. There are some significant exceptions to this inward focus at Smith Memorial Student Union, such as the second-floor lobby and third-floor balcony of the ballroom, both of which overlook the Park Blocks.

The SW Broadway edge of each building is mostly solid. Neuberger Hall in particular—actually two buildings built in different phases—presents a fortress-like facade to SW Broadway. This includes narrow horizontal windows that provide minimal light and views to occupants and undermine the potential for “eyes on the street” to this side. While the park facade of this facility is more open and transparent, it has a fairly undistinguished face with no indication of the activities beyond, no entries, and no articulation of scale.

A series of sky bridges and underground passages link these buildings to each other and to the central campus. These bridges are widely used by the Portland State community and are also used to route campus utilities. From an urban design perspective these passages undermine attempts to energize SW Broadway and create an active ground plane. As the campus core is strategically redeveloped, these bridges should be removed in the long-term.



Neuberger Hall Facade along SW Broadway

### *NEUBERGER HALL*

Neuberger Hall’s east facade at SW Broadway, as mentioned above, has small windows and presents a fairly impenetrable street frontage. The east side of Neuberger Hall has a daylit atrium at the third and fourth floors, coupled with a set of unique mezzanine levels on the far eastern side. These third and fourth floor mezzanines bring more rooms into contact with the atrium and create a potentially richer, more active environment in this area of the building. The second floor of the building also uses mezzanines within the art studio spaces on the west side and the classrooms on the east. This pattern of vertical complexity is one of the strengths of the building and should be enhanced.



View of Cramer Hall



The Park Blocks Side of Smith Memorial Student Union

The atrium at Neuberger Hall is a significant space, but is fully internal to the building. Opening up the SW Broadway face, through the bank of offices on the third and fourth floor mezzanine levels, is the type of renovation that would express this feature, break up the monotony of the SW Broadway façade and provide views and break out spaces.

#### *CRAMER HALL*

With its dark brick exterior, Cramer Hall is also a fairly impenetrable building. Although it has more windows than Neuberger Hall and has recessed balconies on each facade near the center, it is still inwardly focused. This characteristic is reinforced internally by three parallel north-south corridors. Some of the lounge and balcony spaces in the building have been converted to private uses, and all have high screens that block daylight from the corridors, contributing to the overall sense of disconnection from the exterior. Despite the regular pattern of lobbies designed to let light into the core of Cramer Hall, there is room for improvement. Lighter wall materials, lower privacy screens, and potentially projecting some of the recessed balconies would help bring natural light into the building.

#### *SMITH MEMORIAL STUDENT UNION*

Smith Memorial Student Union was built in four phases. One of these, the Library East facility, has different floor-to-floor heights and mechanical systems than the remainder of the building. This and the two-story ballroom that is entered from the third floor contribute to a complex set of vertical relationships in the building. This complexity is largely disguised on the exterior, which is a modernist slab-and-curtain-wall expression. Despite having large windows on SW Broadway, Smith Memorial



Student Union does not feel connected to the street. Partitions, blinds, posters, and other user-added elements screen out the street. As it improves the streetscape and the buildings, Portland State should develop appropriate strategies that enhance privacy inside Smith Memorial Student Union without limiting visual access to the street.

The following is a list of strategies that should be considered in any major renovation of campus facilities:

- Create stronger entries, including signage (potentially large-scale banners), canopies, lighting, etc.
- Improve the window quality with larger openings, at least in select locations, as well as more visual light transmittance.
- Use furnishings to help buffer interior work spaces from the street edge, and encourage an ‘open blinds’ policy to help promote visibility between interior and exterior, with adequate provision for privacy.
- Develop a series of recurring elements – banners, light fixtures, etc., that identify these buildings as Portland State facilities and help offset their relative heaviness and hardness.
- Make strategic renovations to better connect key spaces with the exterior, animate the street edge, bring in more daylight, and improve wayfinding.

In addition to these interventions, any renovation of these buildings should also include energy delivery system upgrades, improved water conservation, and a strategy for materials reuse in alignment with the proposed EcoDistrict.

## REQUIREMENTS FOR EFFECTIVE DEVELOPMENT

To accommodate future growth, a flexible approach to land-use regulation is required within the University District. Utilizing a variety of zoning and land use mechanisms, the Framework Plan attempts to concentrate new development within the three identified centers while also ensuring that a mix of uses are permitted within the expanded University District and its environs.

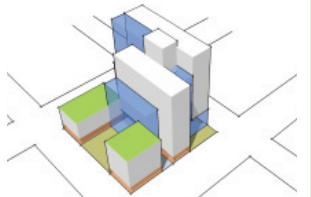
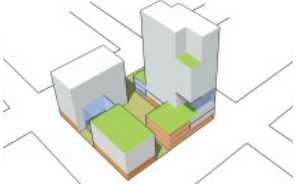
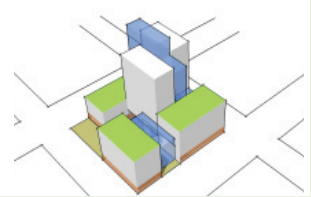
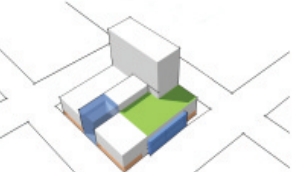
### ZONING OVERLAY

The Framework Plan proposes the establishment by the city of a zoning overlay for the University District. This overlay would not change the underlying zoning classification of parcels within the district, but instead, would establish a flexible set of guidelines and mechanisms to guide future development. A variety of land uses, including dense commercial, residential and institutional uses, would be allowed as long as they are consistent with the overall intent of the Framework Plan and the city’s vision for Downtown Portland. Ultimately, this overlay would reduce the amount of regulatory review and facilitate the creation of a mixed-use district.

### FLEXIBLE FAR

Current FARs for the district vary, the majority of University-owned property is zoned for a 6:1 ratio. The Framework Plan proposes that an overall FAR of 6 be established for the entire expanded University District while an FAR maximum of 10 is allowed within the City Gateway and Living/Learning Centers.

PROPOSED FAR AND HEIGHT MAXIMUMS

	PROPOSED FAR MAX	PROPOSE HEIGHT LIMIT	POTENTIAL MASSING
<p>City Gateway Center</p> 	10	200'	4-6 Story Podium 18 Story Tower
<p>Living/Learning Center</p> 	10	225'	4-6 Story Podium 20 Story Tower
<p>Park Blocks- New Development</p> 	6	150'	4-6 Story Podium 12 Story Tower
<p>Park Blocks-Renovation</p> 	6	150'	4-6 Story Podium (Existing)

In order to accommodate projected growth, the Framework Plan proposes that FAR transfer be allowed within the expanded University District. This would allow total development within the district to remain below an overall FAR of 6 while permitting substantial variations in development density. The City of Portland currently has in place a successful density transfer program that allows private developers to purchase additional FAR allowances. The Framework Plan seeks to build upon this success and create a simplified FAR transfer system. This would permit adjacent parcels with less intense development to transfer density to other sites within the expanded University District. The mechanisms and rules governing these transfers should be clear, thus reducing uncertainty for potential developers. Additional restrictions on massing and building orientation could be utilized to help minimize the impact of additional density on adjacent properties.

The Framework Plan recommends increasing overall height allowances within the development centers by 25 to 30 feet to allow concentrations of taller buildings near transit. Any proposed development that requires an increased height allowance would be subject to review to ensure that it is compatible with the City’s vision for Downtown Portland.

**DEVELOPMENT PARTNERS**

The University is eager to partner with private developers and local property owners on future projects in the Expanded University District. The University can utilize a variety of potential partnership agreement types to finance future growth. As a public institution, Portland State can, through the Oregon University

System and subject to approval by the state legislature, issue bonds to finance future development. Depending on the type of bond (Article XI G or Article XI F), the University can use these bonds to raise project capital and partner with a private-sector developer to build academic space. This type of agreement could allow the developer to lease a portion of the site for future use or, if the developer owns any adjacent property, provide an opportunity for future parcel aggregation.

The University could also establish a partnership such that a private-sector company or another institution provides the initial capital to develop the property, while the University establishes a long-term lease agreement with the partner to service the debt. This partnership could extend beyond the development phase and include the creation of shared space within the new building. Private-sector companies could partner with Portland State to establish joint research facilities that would allow reciprocal information sharing. Additional partnership opportunities are discussed in the implementation chapter.

**FAR TRANSFERS**

CENTERS	PROPOSED BASELINE FAR	DENSITY TRANSFER BONUS FAR	POTENTIAL MAX FAR PER BLOCK	OVERALL MAX AVERAGE FAR
City Gateway*	6	4	10	6
	9	1		
Living/Learning	6	4	10	
Park Blocks	6	0	6	

\* There could be two allowable baseline FARs in this center

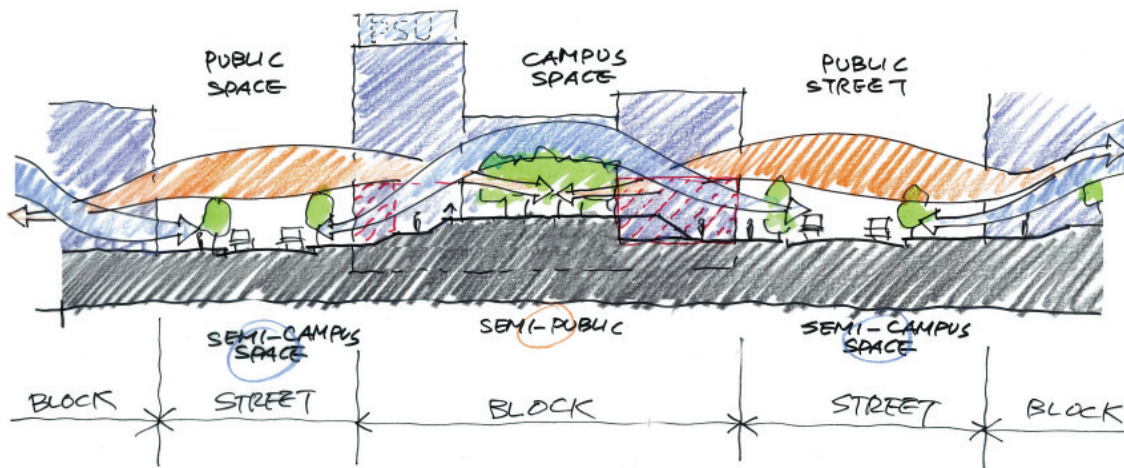


## CHAPTER 4

# UNIVERSITY DISTRICT IDENTITY

The University District Framework Plan creates a new district that is neither city nor campus, but a unique fusion of the two. Boundaries between public and private are blurred; uses are not only mixed, but shared; and a transparency permeates the environment, making the academic and social life of the University visible to all. As part of the City’s EcoDistricts Initiative, the University District will become a “learning laboratory” for urban sustainability.





Integration of City and Campus

The following design principles create a livable neighborhood, which blends sustainable design with Portland's unique urban environment. Within the University District, future development will blur the line between city and campus, enriching the district's public realm and creating opportunities for innovation.

## DESIGN PRINCIPLES

### PUBLIC/CAMPUS REALM

In the University District, the public and private realms are interwoven, blurring the line between campus and city. The buildings and blocks of the University District mix public and private spaces, creating opportunities for chance encounters and redefining perceptions of what constitutes common space.

Plazas and open spaces will help define the University District's new centers, acting as hubs for campus and community life connected via Green Streets. These spaces will extend the public realm from the city street to the block.

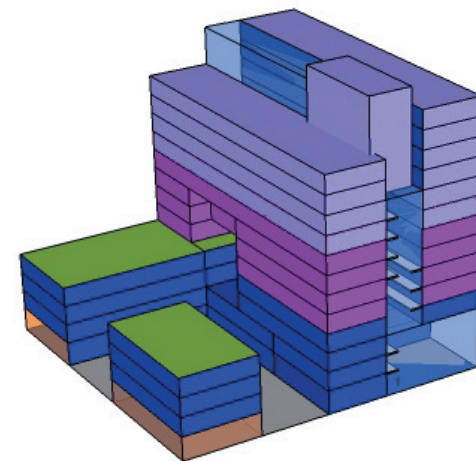
Transparent facades and ground floors with accessible public spaces will activate buildings, opening them up to the community. Collaborative spaces will be interspersed throughout buildings, providing opportunities for informal partnerships to flourish.



Montgomery Street Public Realm

## MIXED USE

Of equal importance to the blend of public and private functions in a dynamic district, is the mix of different uses and activities. Portland State classrooms and offices will be intermingled with private office space and research facilities, providing a vertical mix of uses within a single building. Ground floors will have active spaces, providing retail services to a broad client base. Portland State classroom and academic space will occupy the lower floors, ensuring that campus space is never disconnected from urban space. Office and support space will occupy higher floors that rise above the building podium. The top floors will house commercial office or research clients. This layering of uses will be bisected by common spaces and open atriums that stretch vertically through the building.

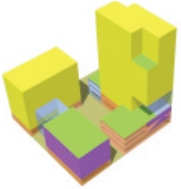
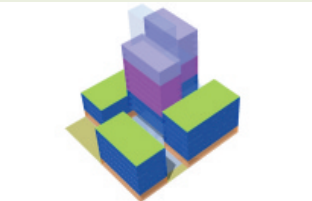
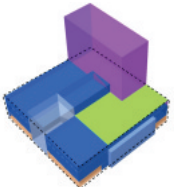


- OFFICE/LAB
- RESEARCH/OFFICE
- ACADEMIC
- ACTIVE SPACE/RETAIL
- GREEN ROOF

Mix of Uses - Building Example



PROGRAM MIX - DEPICTS USES AND CHARACTER OF BUILDINGS

	ACADEMIC	PSU OFFICE/ RESEARCH	ACTIVE *	NON-PSU OFFICE/ RESEARCH	HOUSING	CHARACTER
<p>City Gateway Center</p> 	●	●	●	●	○	<p>Mixed Use Public/Private Partnerships Blend of City and Campus</p>
<p>Living/Learning Center</p> 	●	●	●	●	●	<p>Residential Life Focus Vibrant Open Space</p>
<p>Park Blocks-New Development.</p> 	●	●	●	●	●	<p>Academic Focus Campus Core</p>
<p>Park Blocks-Renovation</p> 	●	●	●	○	●	<p>Renovation/Retrofit Historic Preservation</p>

\* Retail, Student Services, Housing related uses

## DEVELOPMENT CENTERS

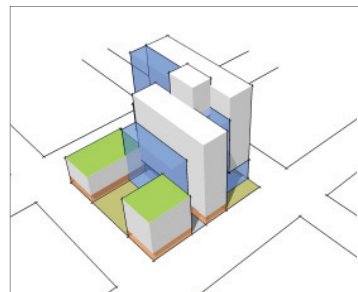


## DENSITY AND MASSING

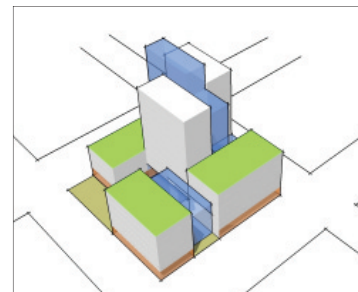
The three centers will focus new development in concentrated high-density nodes. To accommodate this density, careful massing of the buildings is essential to mitigate the impact on the pedestrian street-level experience. Towers will be set back from the street to limit shadowing on the streetscape and open space. Small pocket parks and reduced site coverage will further break up the mass of the block. A varied building frontage will prevent repetition, creating visually interesting blocks. Inner courtyards will open up the block, providing additional public space, as well as ventilation and natural light for building occupants.

Density in the district will be highest around transit hubs. Distinctive architecture will reinforce the district's visual identity.

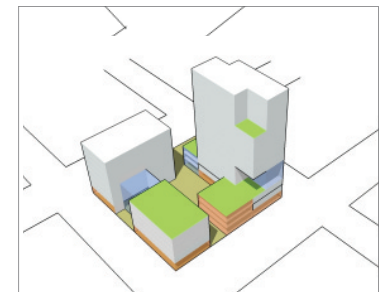
1—CITY GATEWAY CENTER



2—PARK BLOCKS CENTER



3—LIVING/LEARNING CENTER

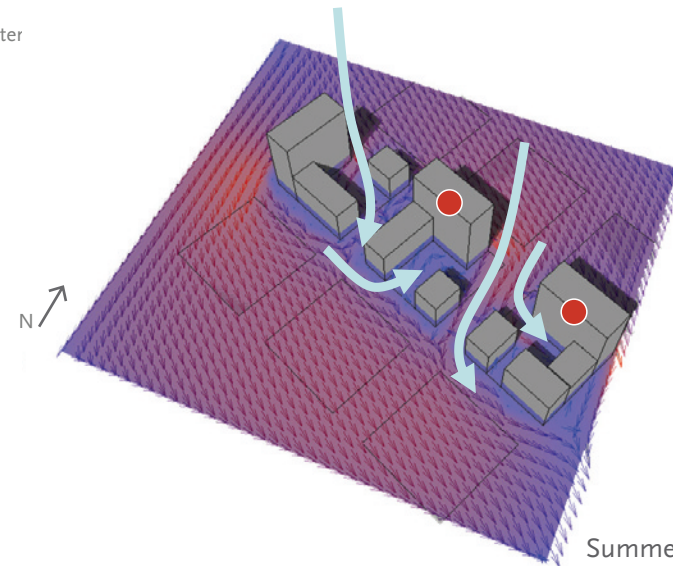
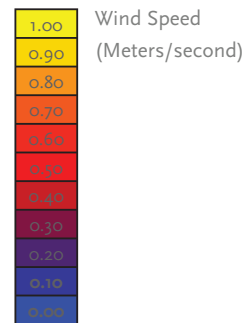


SUMMER AND WINTER WINDS

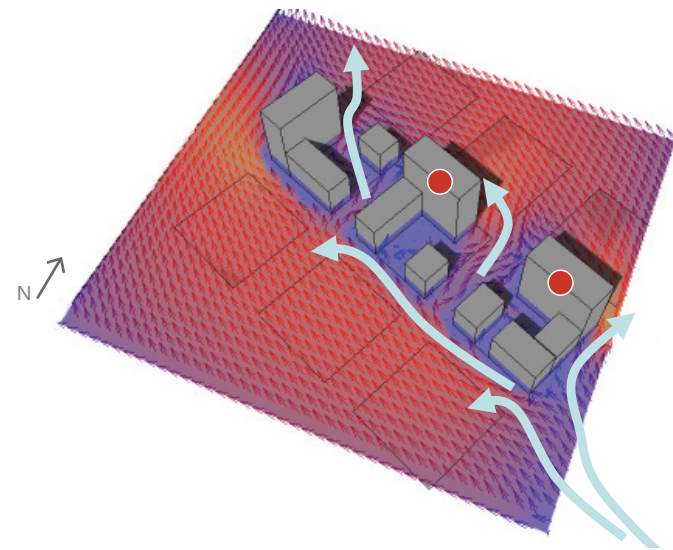
WIND AND PEDESTRIAN COMFORT

Summer and winter winds can have significant impacts on pedestrian comfort. For this reason, buildings should be oriented to minimize adverse wind patterns and to prevent urban canyon effects. On the block level, prevailing wind patterns can be addressed through building placement. Summer winds in Portland tend to flow primarily southward. Orienting open spaces along this axis will allow buildings to take advantage of natural ventilation. Winter winds tend to flow with more intensity in a northwesterly direction. Massing buildings along the southern edge of the block will help protect open space from the wind.

● Ideal block configuration (Summer and winter)

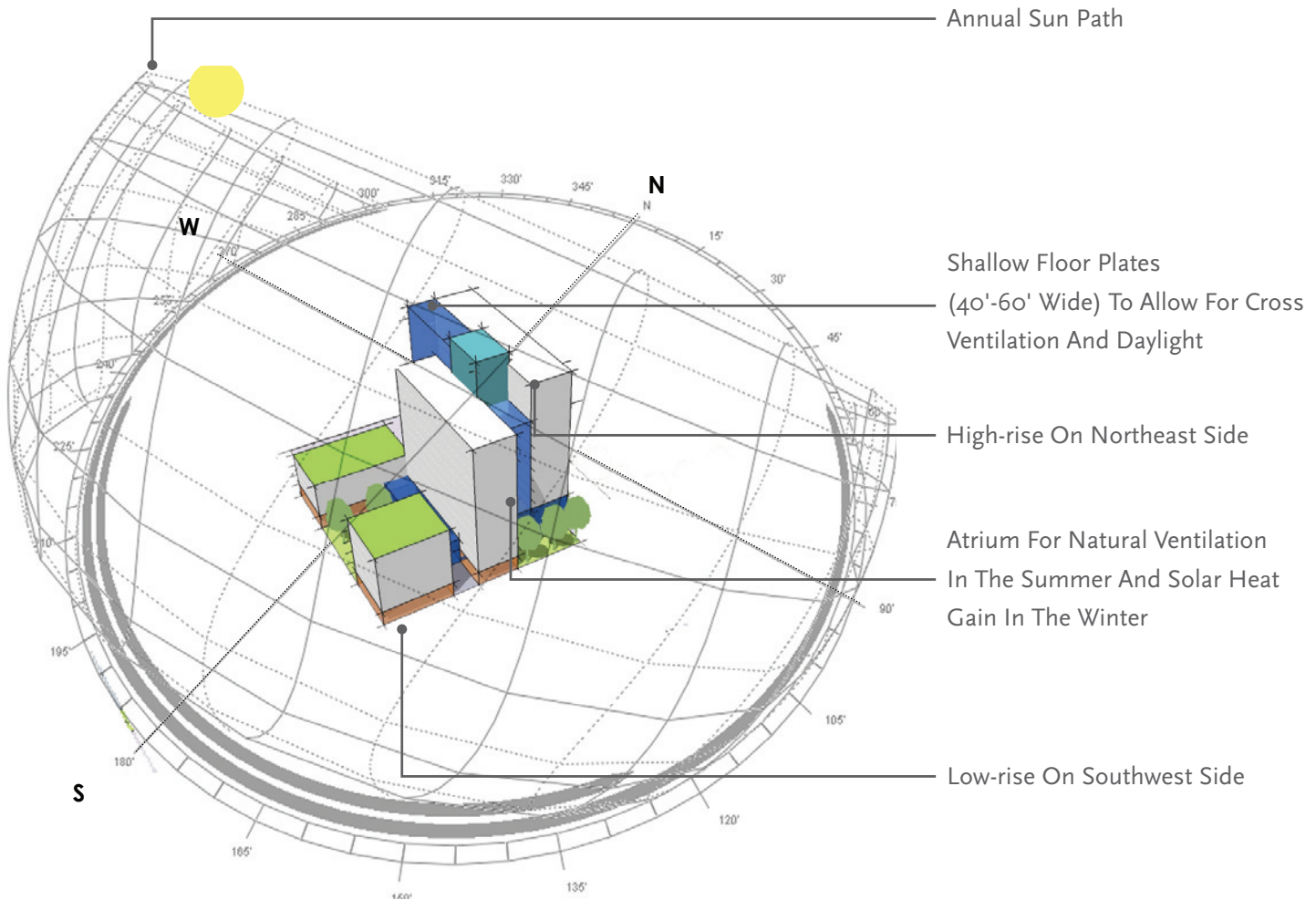


Summer Prevailing Winds

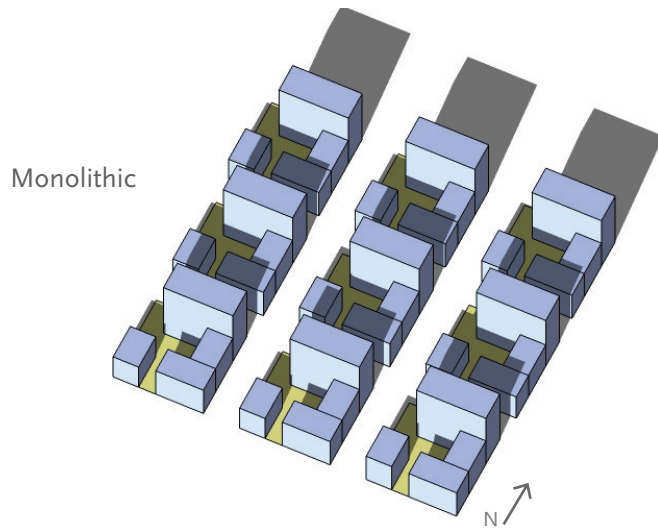


Winter Prevailing Winds

SOLAR ASPECT



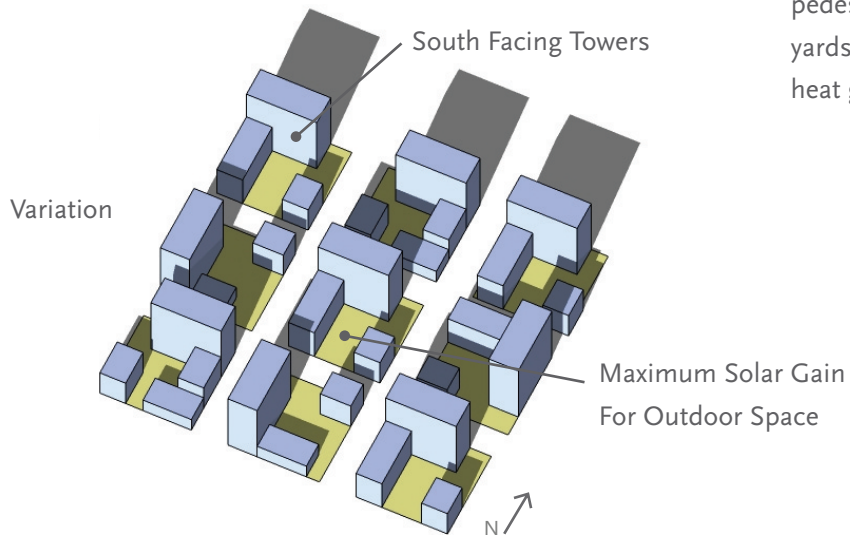
## BLOCK CONFIGURATION

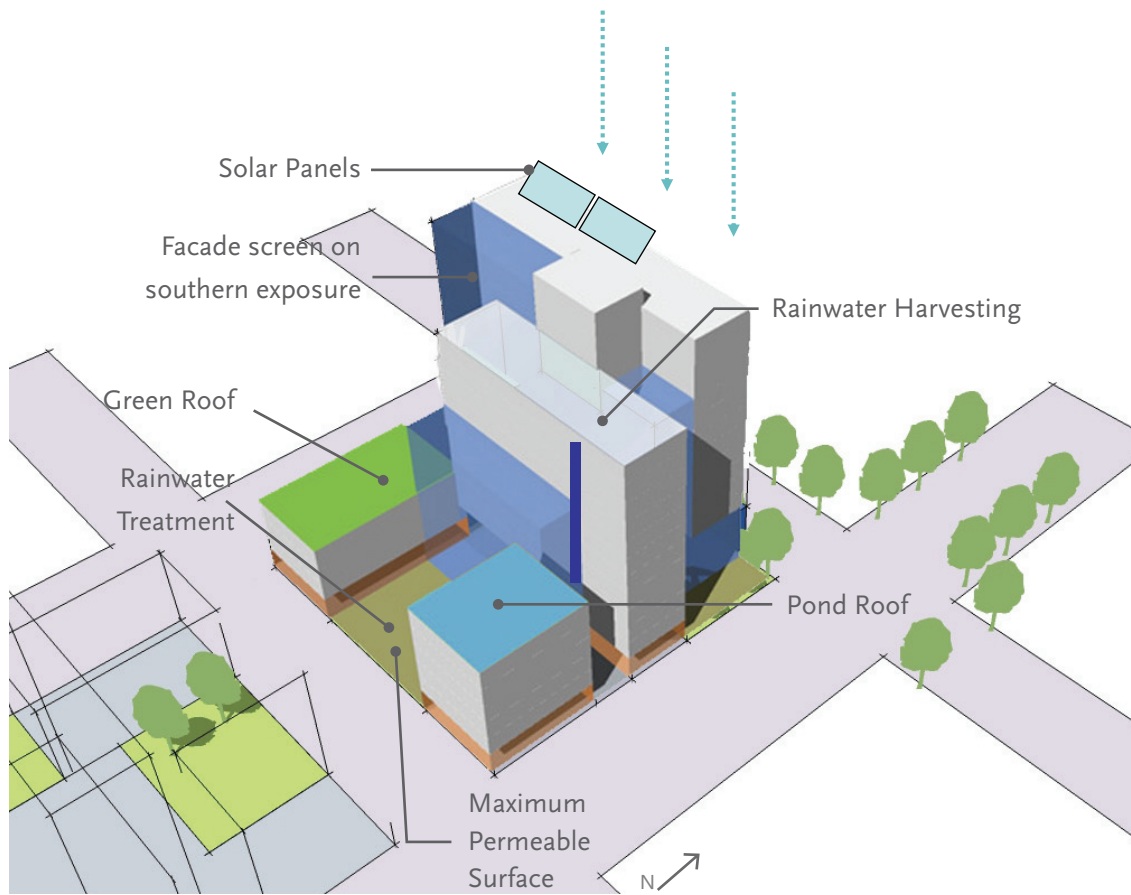


## SUN AND SHADOW

Towers and taller buildings in the district should be oriented towards the south to take advantage of solar heat gain in the winter. This orientation will also ensure ample natural light which, along with shallow floor plates, will reduce the amount of necessary interior lighting.

Variations in block composition are essential in order to minimize the shadowing of outdoor spaces. Creating a mild micro-climate will help activate public spaces and improve the pedestrian experience. Across multiple blocks, aligning courtyards and outdoor space will allow buildings to maximize solar heat gain.





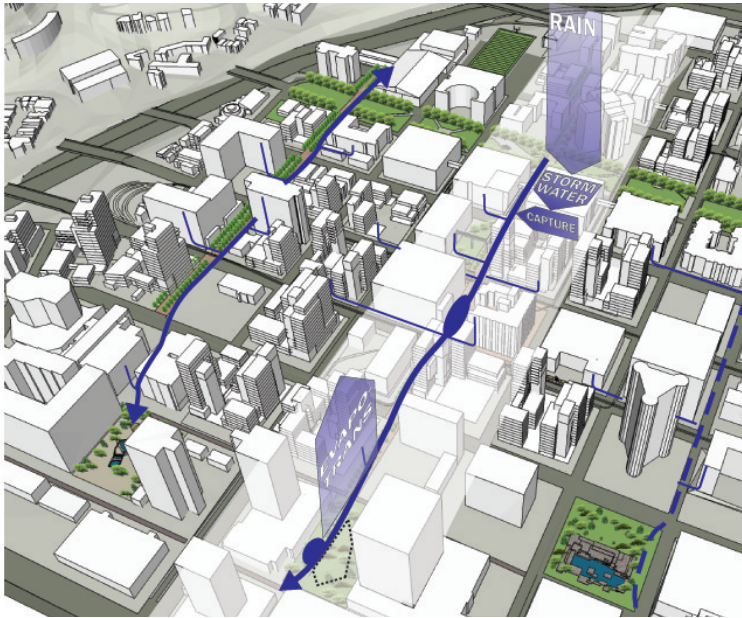
Stormwater Management

## STORMWATER

Minimizing the environmental impact of new development in the University District requires a sustainable approach to water consumption and management. On the street level, a series of visible stormwater capture and treatment features will define the Montgomery Green Street and other Green Streets in the district. They will serve as an important learning laboratories, showcasing the benefits of effective stormwater management. In general, the district will favor pervious surfaces over hard ones, allowing rainwater to percolate through the soil and reduce the impact of run-off on the public sewer system.

Within each block, plazas and parks provide opportunities to restore the natural landscape and green roofs and rainwater harvesting basins will collect rainwater, possibly reusing it on site for irrigation or other non-potable applications.

Beyond the block, a district-wide strategy for stormwater management as part of the EcoDistrict, will explore opportunities to holistically manage stormwater and building water discharge, reduce water consumption through conservation, reuse and recycle water, and maintain the availability, affordability and reliability of the water supply.

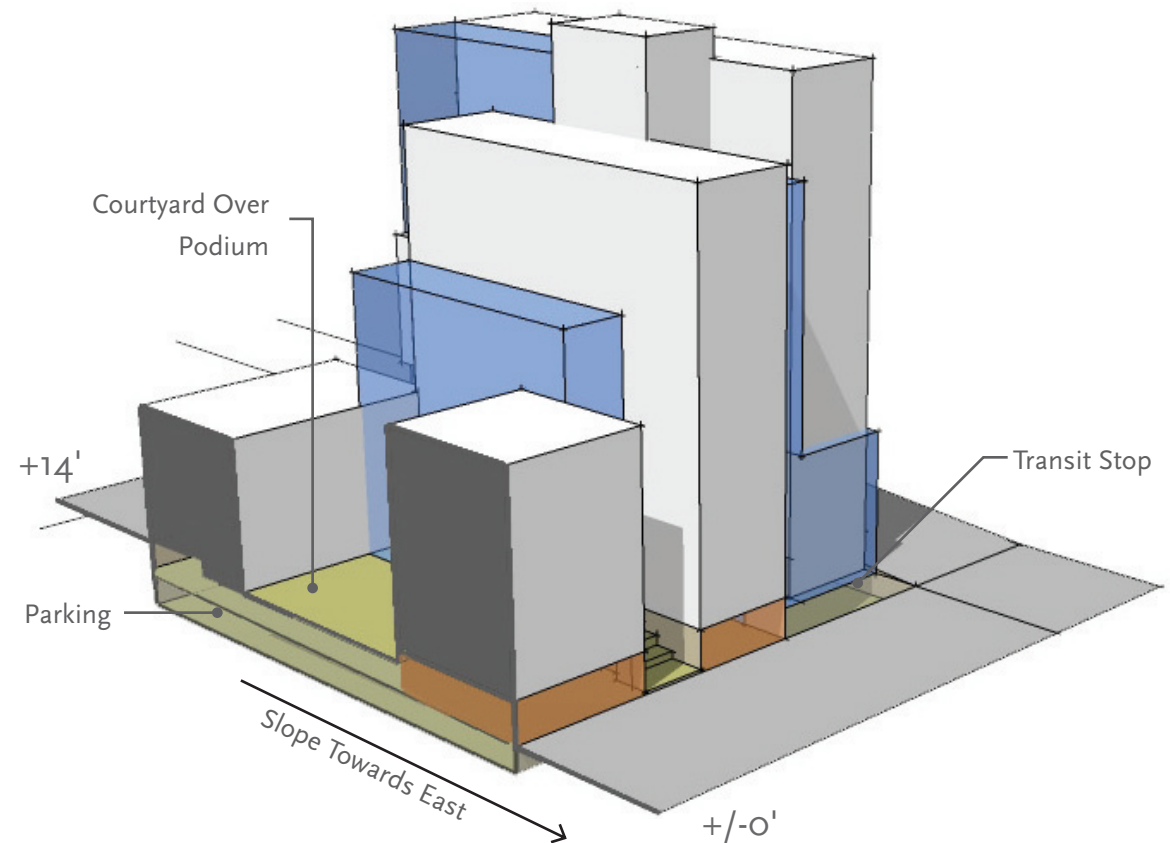


District Stormwater Management

### MOBILITY AND PARKING

Transit access is a critical component of the Framework Plan's vision for the future. Each of the centers has a strong transit connection to the rest of Portland. Development within these centers will respond to transit, with building entrances positioned in close proximity to transit stops.

Parking in the district will take advantage of grade changes to provide additional underground parking where possible. In order to ensure that the pedestrian experience is not negatively impacted by parking, service and access ramps will be located away from prominent pedestrian routes.



Mobility and Parking





## CHAPTER 5

# IMPLEMENTATION

Portland State has a long history of collaboration with both government and private industry. Successful implementation of the University District Framework Plan will require the University to build upon its past successes and work collaboratively with a range of partners within a regulatory framework that facilitates future development. A district-wide implementation strategy will allow the University to make efficient use of resources, realize the EcoDistrict pilot, leverage partnerships, and support the City's goals for sustainable economic development.



## IMPLEMENTATION APPROACH

The following strategies provide a high-level approach to implementing the University District Framework Plan. It is critical that the University work closely with both public and private sector partners to ensure the Framework Plan's success.

### INTEGRATION WITH THE PORTLAND STATE UNIVERSITY ECONOMIC DEVELOPMENT STRATEGY

The University District Framework Plan is closely aligned with the Portland State University Economic Development Strategy and the Portland Economic Development Strategy. The University's Economic Development Strategy seeks to align future growth and development with the city's economic development agenda. It establishes a ten-year Investment Strategy that identifies three key investment issues that the University must address to successfully support and catalyze economic development in Portland and the metropolitan region, and to sustain University growth. These investment strategy issues are:

- Communication and coordination with partners
- Alignment with regional economic-development goals
- Planning and development partnerships

Within each of these areas, a number of implementation strategies have been identified by the University. Of the three areas, the planning and development partnership strategy is most closely aligned with and supported by the University District Framework Plan. Through the Framework Plan, Portland State has the opportunity to contribute to many ongoing city initiatives that relate to physical planning: the Central City Plan update, the creation of a new urban renewal area for the west side of downtown, updates to the University District plan and its boundary, and the establishment of the pilot EcoDistrict at Portland State. Specific implementation actions recommended in the Portland State University Economic Development Strategy that are also part of the Framework Plan implementation strategies include:

- Updated University District and new urban renewal area
- Expanded partnership opportunities with the public and private sector
- A model sustainable built environment

### UPDATED UNIVERSITY DISTRICT AND NEW URBAN RENEWAL AREA

To ensure that Portland State has sufficient capacity and funding to support projected growth, the University must work with the City of Portland to establish a new Urban Renewal Area that en-

compasses the University District and identifies and prioritizes specific Portland State projects. Portland State must also work closely with the City to update the University District Plan and redefine the current district boundary.

#### EXPANDED OPPORTUNITIES FOR PARTNERSHIPS WITH THE PUBLIC AND PRIVATE SECTOR

To secure Portland State's capacity to grow within the University District, the University will need to expand partnerships with the public and private sector. The University's recent success in developing partnership ties with private companies should be built upon. To ensure that Portland continues to be a magnet for sustainable business, Portland State will work closely with the PDC to make the district an attractive option for private companies.

#### A MODEL SUSTAINABLE BUILT ENVIRONMENT

Portland State aspires to a leadership position in the creation of a more sustainable physical environment and the growth of a sustainable regional economy. The University supports the creation of the EcoDistrict Pilot project and seeks to work with the community and various stakeholders to make this initiative a success. The close proximity of the South Waterfront EcoDistrict pilot allows the University to work together with OHSU as both pilot areas evolve.

#### BEYOND THE UNIVERSITY DISTRICT

The future of economic development in Portland is built upon partnership and collaboration between the public and private sectors. To meet some of its goals and accommodate long-term growth beyond 36,000 students, Portland State will need to look for partnership opportunities beyond the University District. These include working with other educational and cultural institutions to either jointly develop new buildings or share existing facilities throughout the metropolitan area. In addition, creating shared-space agreements that develop relationships with private property owners and developers city-wide, particularly in locations close to transit, will provide opportunities for expanded University housing options.

## IMPLEMENTATION STRATEGY

The following list of recommendations and action items have been organized according to the goals of the Framework Plan

GOAL: OPTIMIZE LAND USE & ACCOMMODATE GROWTH	ACTION ITEM	RESPONSIBLE (R) & SUPPORTING (S) PARTIES	TIME FRAME
Expand and update the University District	Update the University District planning boundary to include additional blocks to the east of 4th avenue and the University Place parcels south of Lincoln St.	BPS (R), PSU (S)	1- 3 Years
	Ensure that the Central City Plan incorporates the recommendations of the University District Framework Plan	BPS (R)	1- 3 Years
	Participate in the Central City Plan process relative to PSU's interests	PSU (R)	1- 3 Years
Align the recommendations of the Framework Plan with the City's regulatory framework	Incorporate overlay district recommendations into the city zoning update as part of the Central City Plan	BPS (R)	1- 3 Years
	Translate the urban design principles of the University District Framework Plan into the City's regulatory framework	BPS (R), PSU (S)	1- 3 Years

Establish a new urban renewal area that includes the expanded University District	Include the expanded University District boundary established in the University District Framework Plan within the new URA boundary	PDC (R)	1- 3 Years
	Identify and prioritize specific PSU projects such as the Montgomery Green Street, new park space, and development within the three identified centers	PSU (R), BPS (S)	1- 3 Years
	Participate in the implementation of the URA through membership in the City’s advisory committee	PSU (R)	1- 3 Years
Establish the EcoDistrict pilot at Portland State	Establish operating and management agreements and identify potential funding for the district	BPS (R), PSU (S), BES (S), Mayor’s Office (S)	1- 3 Years
	Collaborate with the City and other public institutions to define the EcoDistrict	PSU (R)	1- 3 Years
	Identify a first-priority micro-district for the development of the EcoDistrict in one of the three identified centers in the Framework Plan	BPS (R), PDC (S), PSU (S)	1- 3 Years
	Create a comprehensive, district-wide Database to establish a baseline of existing resource use patterns	PSU (R), District Property Owners (S)	1- 3 Years

Develop a strategy for retrofit or redevelopment of PSU buildings to address deferred maintenance and meet current code requirements and pedagogical needs	Conduct feasibility studies of existing buildings to identify options for renovation and retrofit	PSU (R)	1- 3 Years
	Identify buildings where retrofit is not feasible and establish a plan for redevelopment	PSU (R)	4+ Years
	Develop a financing plan for building renovations and redevelopment	PSU (R)	4+ Years
Develop a parking strategy for the University District	Establish parking maximums for new development based on the recommendations in the University District Framework Plan	BPS (R), PSU (S), PBOT (S)	1- 3 Years
	Examine the parking pricing structure	PSU (R)	1- 3 Years
	Align Portland State’s transportation demand management measures with the new parking strategy	PSU (R)	1- 3 Years
Create a real estate strategy to accommodate future growth	Create an implementation entity within Portland State to assemble strategic properties	PSU (R)	4+ Years
	Work with existing property owners in the district to explore joint-development opportunities	PSU (R)	4+ Years

Develop a strategy for efficient space management	Compile a comprehensive database of campus space	PSU (R)	Beginning now and ongoing
	Conduct a space utilization audit	PSU (R)	1- 3 Years
	Identify opportunities for improving utilization while simultaneously enhancing learning and work environments	PSU (R)	1- 3 Years
	Integrate utilization strategies with renovation and redevelopment plans	PSU (R)	4+ Years

**GOAL: INSTITUTIONAL DISTINCTIVENESS & CAMPUS/CITY INTEGRATION**

Establish design principles for new development within the University District	Establish district-specific urban design guidelines for the public realm and new development based on the design principles and recommendations in the Framework Plan, similar to the approach taken in the Pearl District and including recommendations on lighting, street furniture, signage, etc.	PSU (R)	1- 3 Years
	Work with the city to incorporate University District design guidelines into the City's regulatory framework	PSU (R)	4+ Years

GOAL: MAXIMIZE CONNECTIVITY

Develop Montgomery Street between 6th and Broadway as a Green Street	Create a financing plan for implementing the Montgomery Green Street development that includes contributions from PSU, BPS and possibly PDC	PBOT (R), BPS (S), PDC (S), PSU (S), BES (S)	1- 3 Years
	Incorporate design recommendations of the Framework Plan and the PDC's Montgomery Green Street initiative	PBOT (R), BPS (S), PDC (S), PSU (S), BES (S)	1- 3 Years
	Determine responsibilities of adjacent property owners regarding streetscape design and maintenance	PBOT (R), BPS (S), PDC (S), PSU (S), BES (S)	1- 3 Years
	Coordinate development of the Green Street to incorporate the strategies identified for use in the EcoDistrict	BPS (R), PDC (S), PSU (S), BES (S)	4+ Years
	Align development strategies with the Montgomery Green Street improvements	PSU (R)	4+ Years
Improve cycling connections throughout the University District	Coordinate PSU bicycle improvements with the Portland Bicycle Plan for 2030	PSU (R)	Beginning now and ongoing
	Implement priority bicycle improvements identified in the University District Framework Plan	PBOT (R), PSU (R)	4+ Years



Create strong pedestrian connections across I-405	Work with PBOT and ODOT to create pedestrian friendly, “green” connections across I-405	PSU (R)	4+ Years
	Participate in study of I-405 corridor access improvement to ensure consistency with the goals and principles of the Framework Plan	PSU (R)	1- 3 Years

**GOAL: CAPITALIZE ON THE PORTLAND EXPERIENCE**

Improve the pedestrian environment of key streets in the University District	Develop detailed plans and design for key pedestrian streets identified in the Framework Plan including College Street, Montgomery Street and Broadway	PDOT (R), PSU (S), BPS (S), PDC (S)	1- 3 Years
	Identify a phasing and financing strategy for pedestrian streetscape improvements	PDOT (R), PSU (S), BPS (S), PDC (S)	1- 3 Years
	Retrofit buildings along Broadway to create a stronger street presence and ground floor transparency	PSU (R)	4+ Years
	As the University expands eastward, examine the impact on the north-south streets	PBOT (R), PSU (R), BPS (S)	4+ Years

<p>Develop additional open space in the University District including park and recreation spaces</p>	<p>Working with district property owners and PSU, prepare a plan for development of new open space in the University District considering strategies such as an open space improvement district, transfer-of-development rights, use of state or federal funding sources, or leveraging EcoDistrict resources</p>	<p>PDC (R), BPS (S), PPR (S)</p>	<p>Beginning now and ongoing</p>
<p>Develop additional shared community/general use space</p>	<p>Conduct a study to determine the amount and type of general use space needed and the potential for shared community use</p>	<p>PSU (R)</p>	<p>1- 3 Years</p>
	<p>Identify appropriate locations and potential development partners</p>	<p>PSU (R)</p>	<p>1- 3 Years</p>

GOAL: PARTNERSHIPS			
Establish partnership agreements with other universities and local educational institutions	Continue to explore partnership opportunities with OHSU for educational programs, research, and joint facilities development	PSU (R), OHSU (R)	1- 3 Years
	Develop a program for integrated educational delivery with community colleges in the region	PSU (R)	4+ Years
Develop additional business incubator space in alignment with the City's economic development strategy	Expand the capacity for business incubators in the University District and Areas of Interest through property acquisition or public/private partnerships	PSU (R), PDC (S)	Ongoing
Establish agreements with developers and work with the City to ensure that 40% of new development is private sector driven	Create lease, lease-to-own or public private partnerships agreements that leverage Portland State's position in south downtown	PSU (R), PDC (S), BPS (S)	1-3 Years
Develop partnership agreements with cultural institutions and non-profits	Share space and develop joint programs and productions with local cultural institutions and non-profits	PSU (R)	4+ Years



## CHAPTER 6

# CONTRIBUTORS

Several members of the Portland State community participated in the development of the Framework Plan. Students, faculty, staff, administrators and neighboring residents and property owners participated in numerous work sessions and meetings, contributing insightful ideas, thoughtful comments, and challenging questions throughout the process. Special thanks are extended to staff at the City of Portland and the Portland Development Commission, who have been involved with the development of the Framework Plan since its inception.



## OUTREACH AND COORDINATION

A highly interactive and inclusive planning process has driven the development of the Framework Plan. Throughout the planning effort, a series of workshops and meetings were held with members of the Portland State community as well as with representatives from local neighborhood groups and city and government agencies. At these meetings, attendees were given the opportunity to respond to analysis and framework alternatives while also offering their perspectives on the role of the University as a catalyst for future growth.

### CAMPUS ECONOMIC AND PLANNING ADVISORY COMMITTEE

The Campus Economic and Planning Advisory Committee (CEPAC) and the CEPAC Design Sub-Group met with the planning team on numerous occasions throughout the process to review and guide the Plan's progress. With representatives from a number of city organizations as well as the University, both groups offered comments and insightful direction on the materials presented.



Meeting with Student Representatives

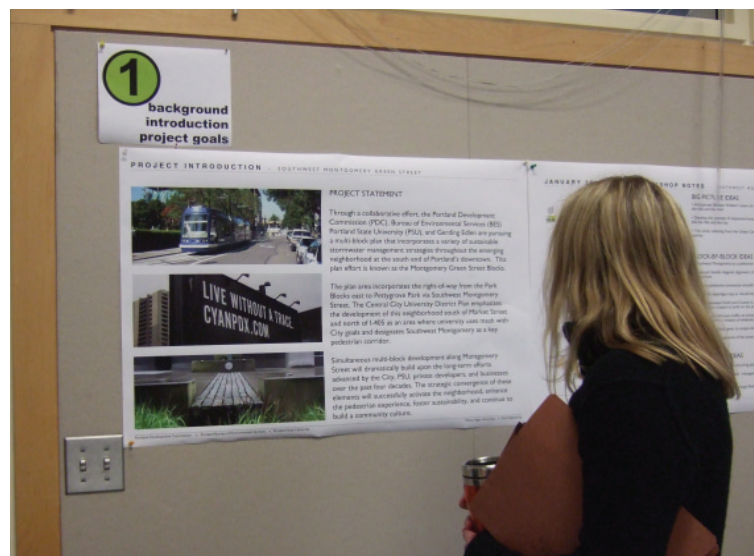


Framework Plan Charrette

The following is a chronology of the Framework Plan Process.

NOVEMBER 17 -19, 2008

Meetings with the following groups and people were held to support the development of an initial analysis of campus conditions: CEPAC, the Portland Development Commission (PDC), the PSU Foundation, President Wim Wiewel, and various representatives from Portland State.



Montgomery Street Workshop

JANUARY 20-21, 2009

The first round of analysis was presented to various stakeholder groups including: CEPAC, the CEPAC Design Sub-group, Student Government, and the Portland Bureau of Transportation.

As the planning process progressed, the planning team developed a number of alternative plans. Each alternative proposed a different approach to the development of the Framework Plan and the locus of new development.

MARCH 17-18, 2009

In addition to meeting with a Portland State student focus group, the team held a community open house with representatives from the surrounding neighborhood groups, including the Portland Downtown Neighborhood Association, the South Portland Neighborhood Association and the Goose Hollow Foothills League. On March 18th, a Framework Plan charrette was held with members of the Portland State community and representatives from the Bureau of Planning and Sustainability (BPS). At this meeting, the group divided into smaller discussion groups, each focusing on a particular element of the Framework Plan. In addition, three framework alternatives were presented to those in attendance.

MAY 27-28, 2009

A composite of the three alternatives presented in March was shared with various stakeholders. Groups met with included CEPAC, PDC, members of the Oregon Sustainability Center (OSC) design team. An open house was held at Portland State for all members of the University community.

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