

- Public-Private Partnerships
- Downtown Development
- Urban Renewal
- Transit-Oriented Development
- Housing Affordability
- Environmental Policy
- Redevelopment
- Social Policy
- Economic Development
- Alternative Financing
- Fiscal Impact Analysis
- Economic Impacts
- Market Studies
- Community Visioning
- Sustainable Development

Thriving Urban Waterfronts: They Don't Just Happen Austin, Texas

Abe Farkas

March 24th, 2014



Mar 18, 2014, 6:46am PDT

Which city is keeping it weirder: Portland or Austin?



Andy Giegerich
Digital Managing Editor-
Portland Business Journal
[Email](#) | [Twitter](#) | [Google+](#)

That whole Portland vs. Austin thing? Thanks to a new analysis that essentially compares the two towns' peculiarities, it's on. It's really on.

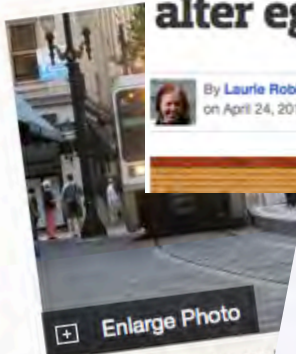
The blog Sparefoot.com issued an analysis that, by taking into

Austin is Portland's unofficial sister city and sunny alter ego



By **Laurie Robinson**, *The Oregonian*
on April 24, 2011 at 11:16 AM, updated April 25, 2011 at 9:43 AM

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Cathy Cheney
Is Portland on the right track
than Austin?

Tall bikes would be the trump card, I thought



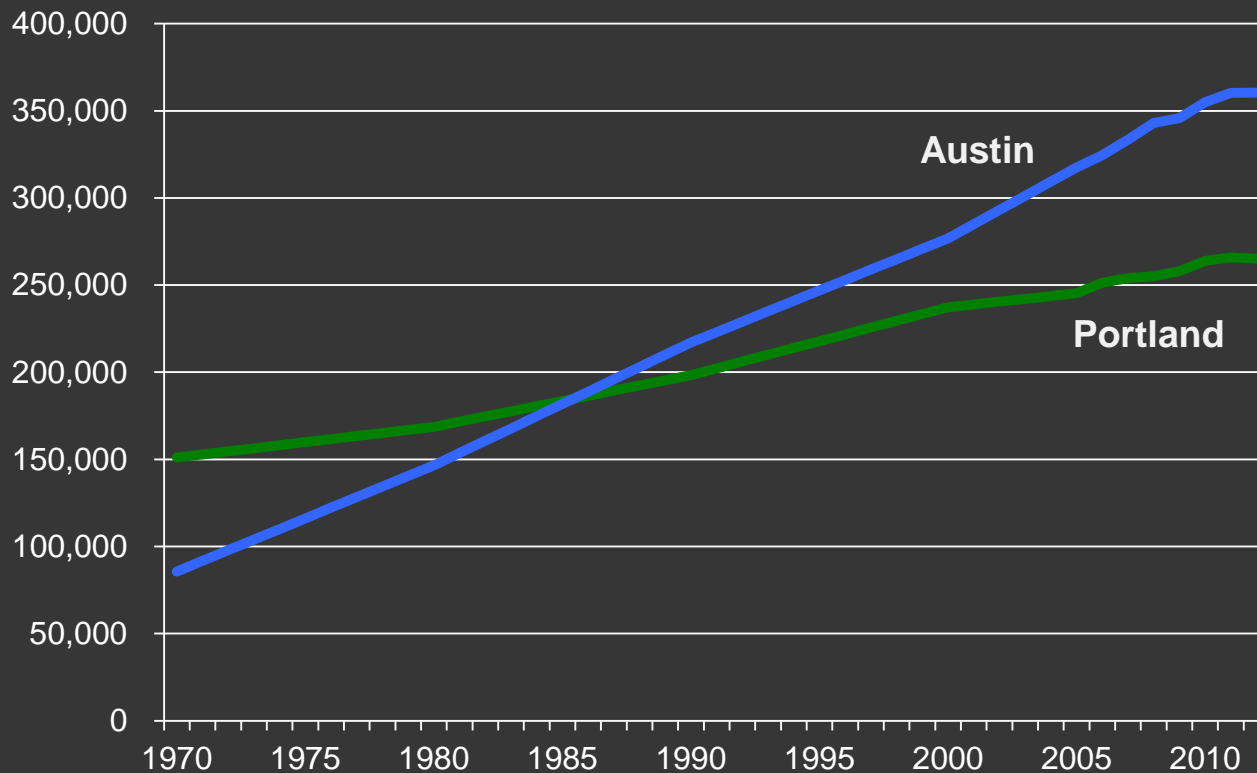
Delta Rae



We can pickle that.



Number of Housing Units, 1970-2012



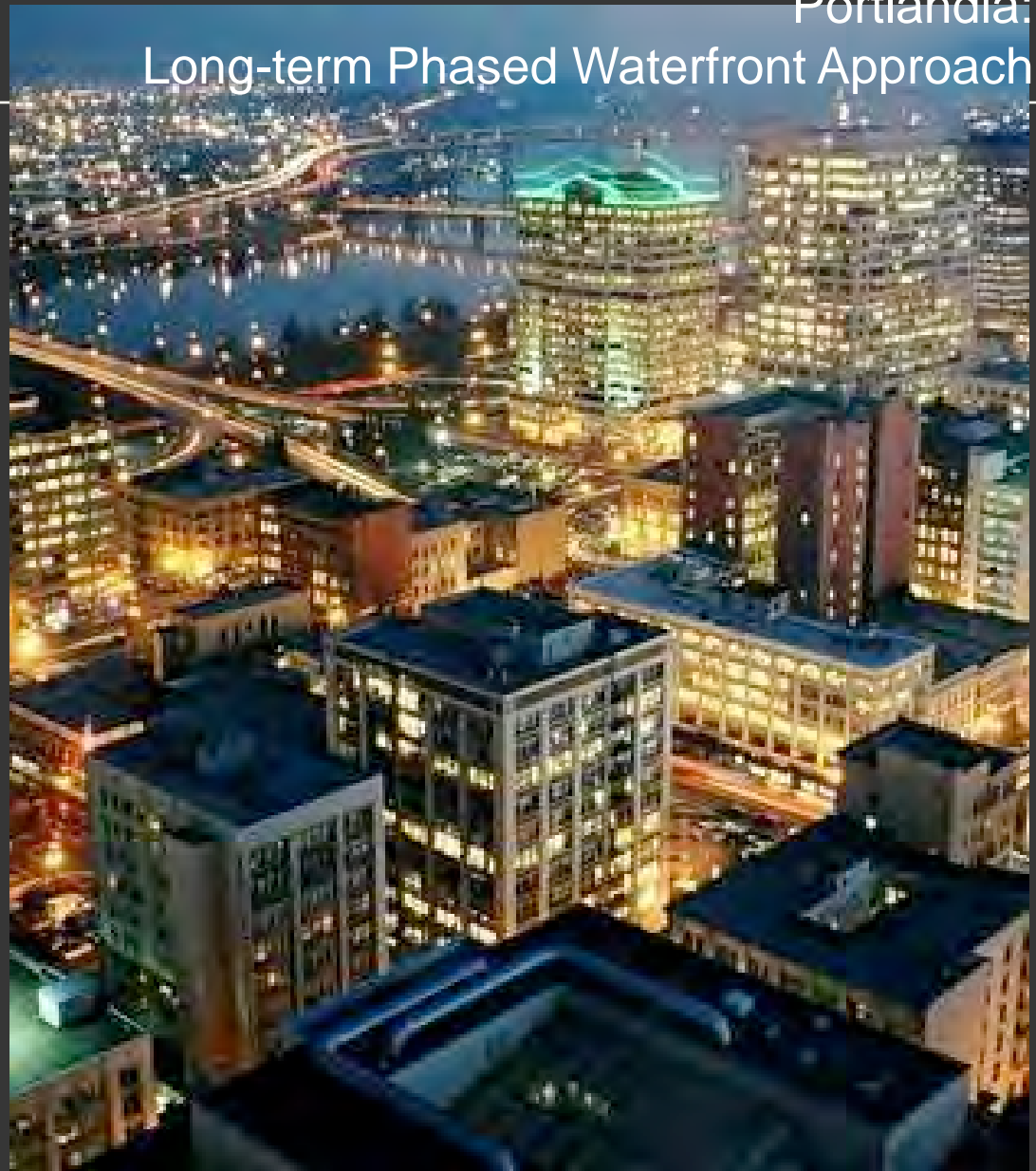
Portland Experience

Planning/Development
History/Context

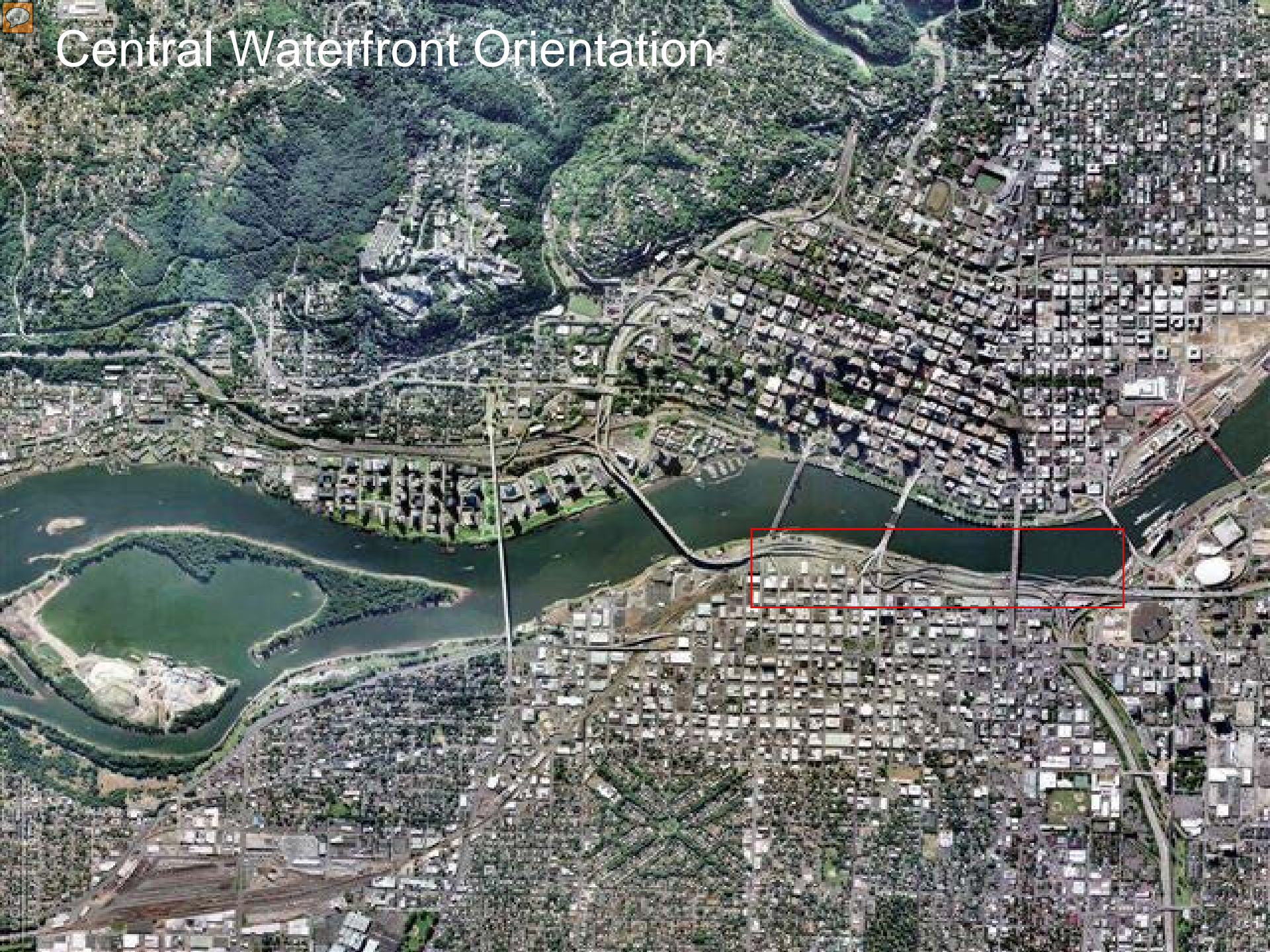
- History of land use and transportation planning (1972)
- Civic leadership and community involvement
- City/Regional goals for housing, jobs, environment, transportation
- Local Development Toolkit
- Implementation Agency
- Public and Private collaboration

Regional Characteristics:

- 1.4m population
- 25 cities/3 counties
- 800,000 jobs
- 467 square miles
- Four light rail lines
 - 4.1% of regional trips
 - 45% Portland central city trips



Central Waterfront Orientation



Urban Waterfront Redevelopment

“The river is the Central City’s most significant geographic feature and binding element”



Start with a Vision – Know where you are going

- Community Plans (high level)
- Area Planning (detailed level)

Organic Factor – Build from situational strengths

- Finding Balance –
social/economic/environmental
- You need a toolkit
- Partnership is like a
marriage – “give and take”

PHASE I: Central Downtown Waterfront

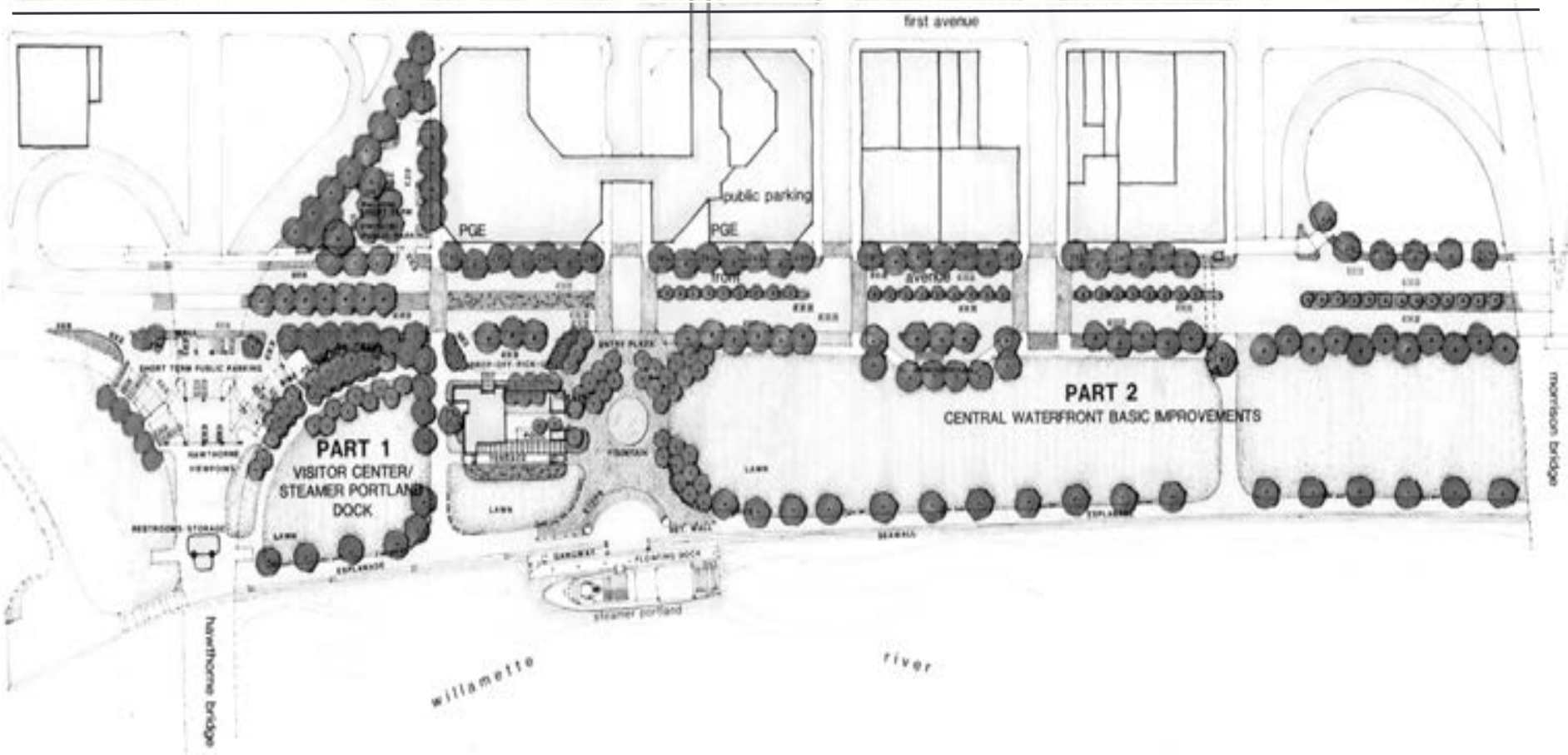
Starting at the beginning



Portland 1960







Waterfront Park Plan





PHASE II: SOUTH DOWNTOWN



South Downtown Waterfront





Riverplace Infrastructure

Public Amenities/Mixed Use



Riverplace Retail



Density, Urban Form, Open Space



PHASE III: EAST BANK

ESPLANADE





Esplanade/Freeway Challenges



floating Walkway Construction



Floating walkway





Connecting Esplanade to Street Level

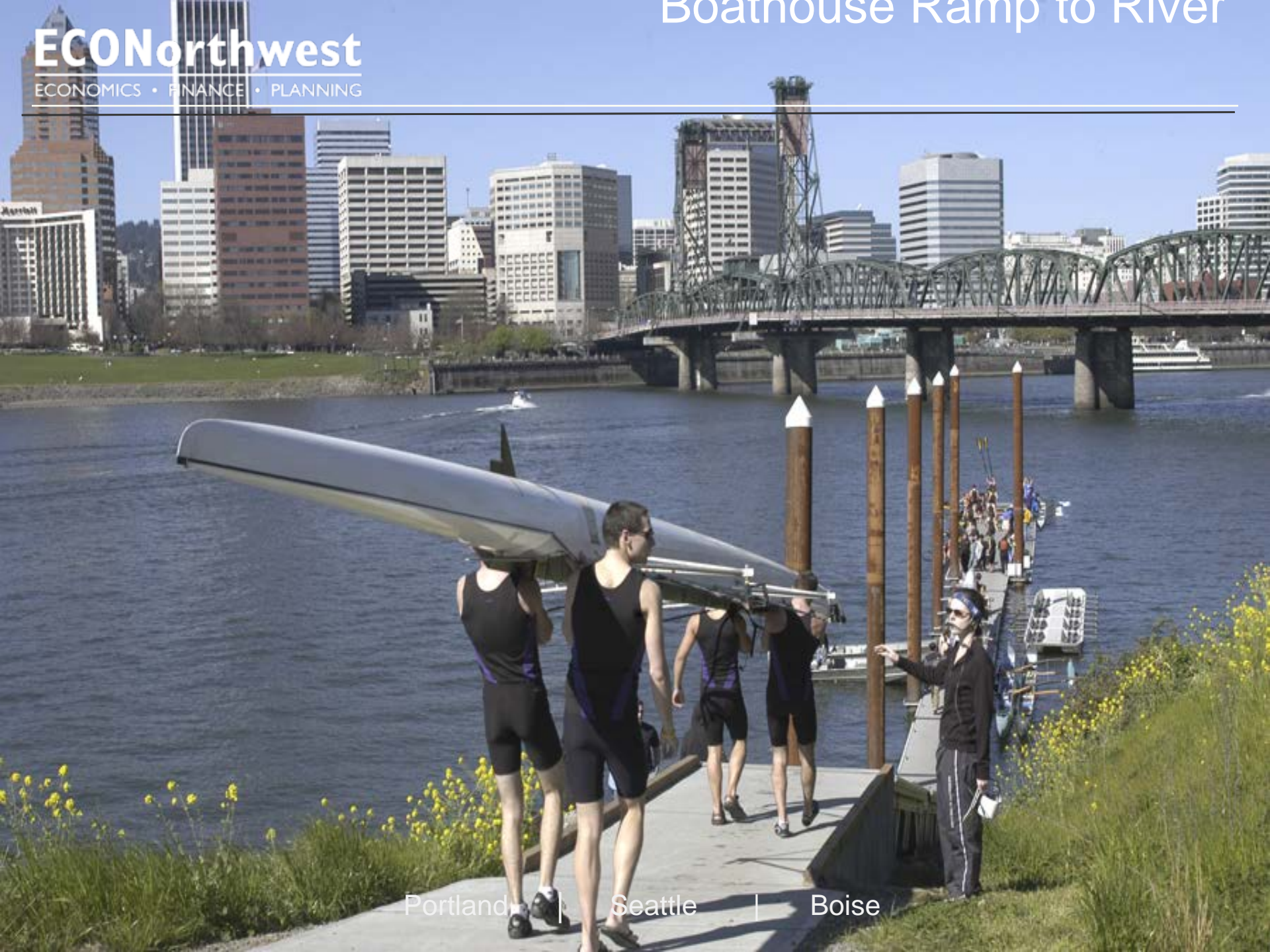
Scenes on the Esplanade



ECONorthwest

ECONOMICS • FINANCE • PLANNING

Boathouse Ramp to River



Portland | Seattle | Boise

PHASE IV: RIVER DISTRICT

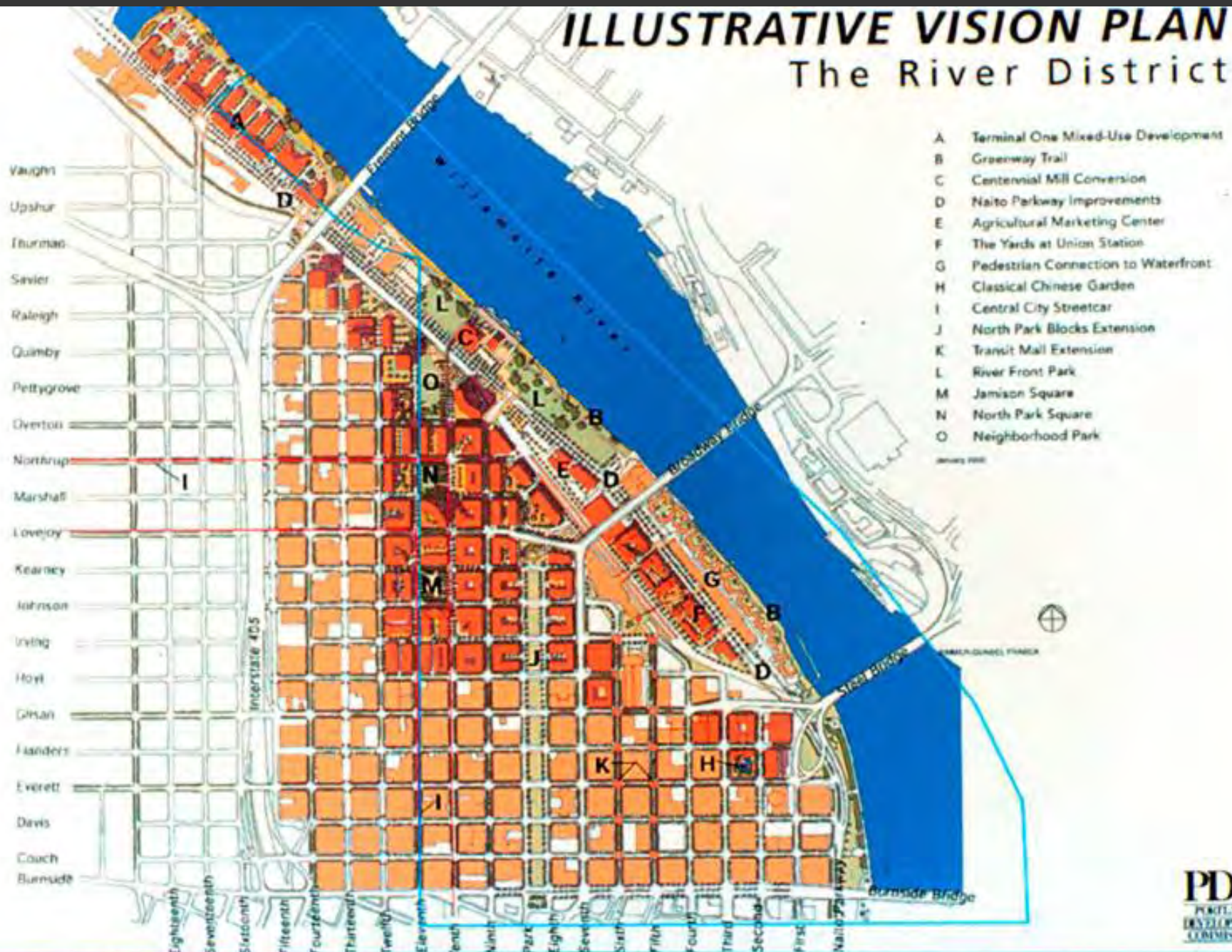


River District 1991



ILLUSTRATIVE VISION PLAN

The River District



- A Terminal One Mixed-Use Development
- B Greenway Trail
- C Centennial Mill Conversion
- D Naito Parkway Improvements
- E Agricultural Marketing Center
- F The Yards at Union Station
- G Pedestrian Connection to Waterfront
- H Classical Chinese Garden
- I Central City Streetcar
- J North Park Blocks Extension
- K Transit Mall Extension
- L River Front Park
- M Jamison Square
- N North Park Square
- O Neighborhood Park

January 2002

Parks, Walkability & Waterfront Connections

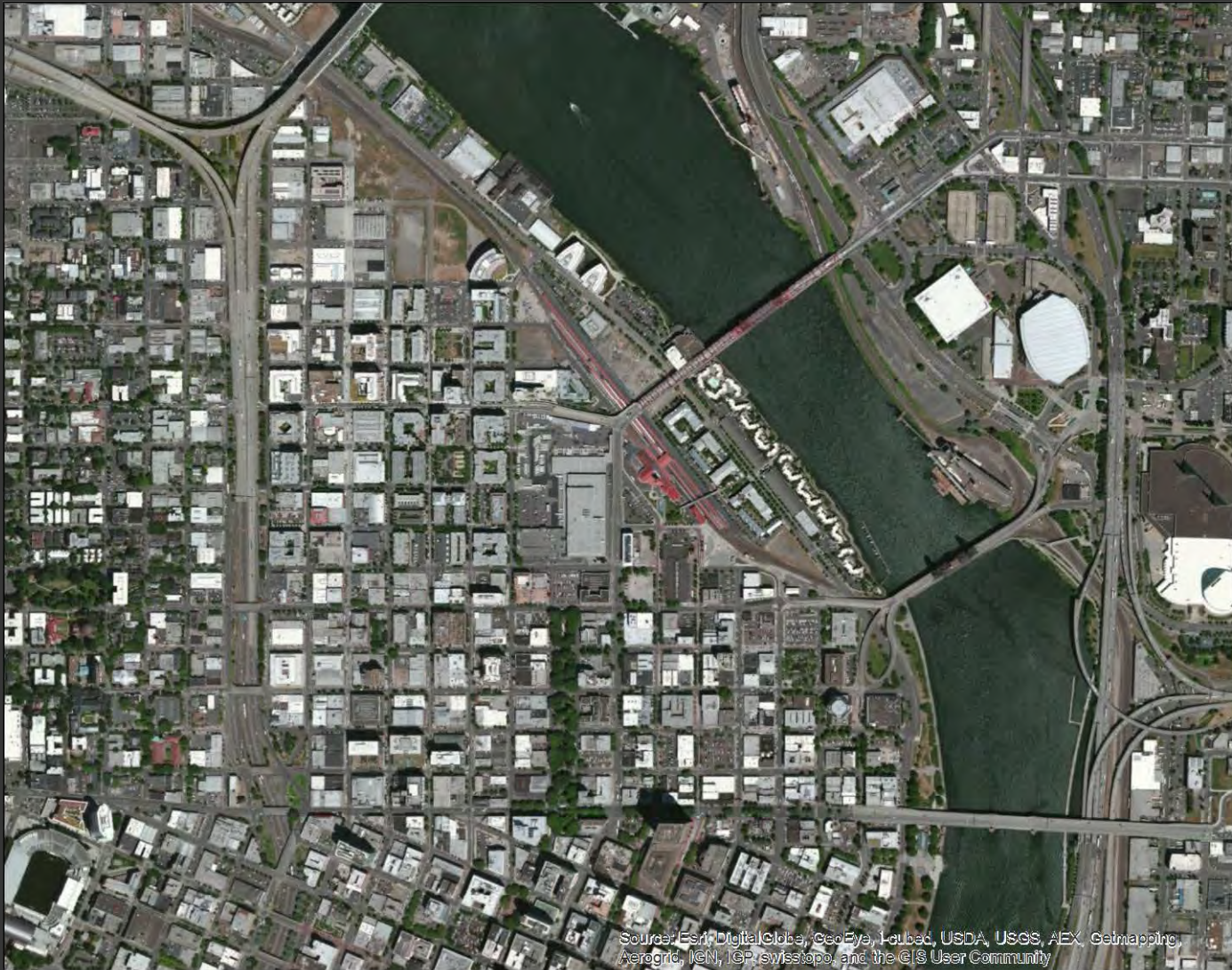


Portland Streetcar









Source: Esri, DigitalGlobe, GeoEye, IGN, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

PHASE V: SOUTH

WATERFRONT



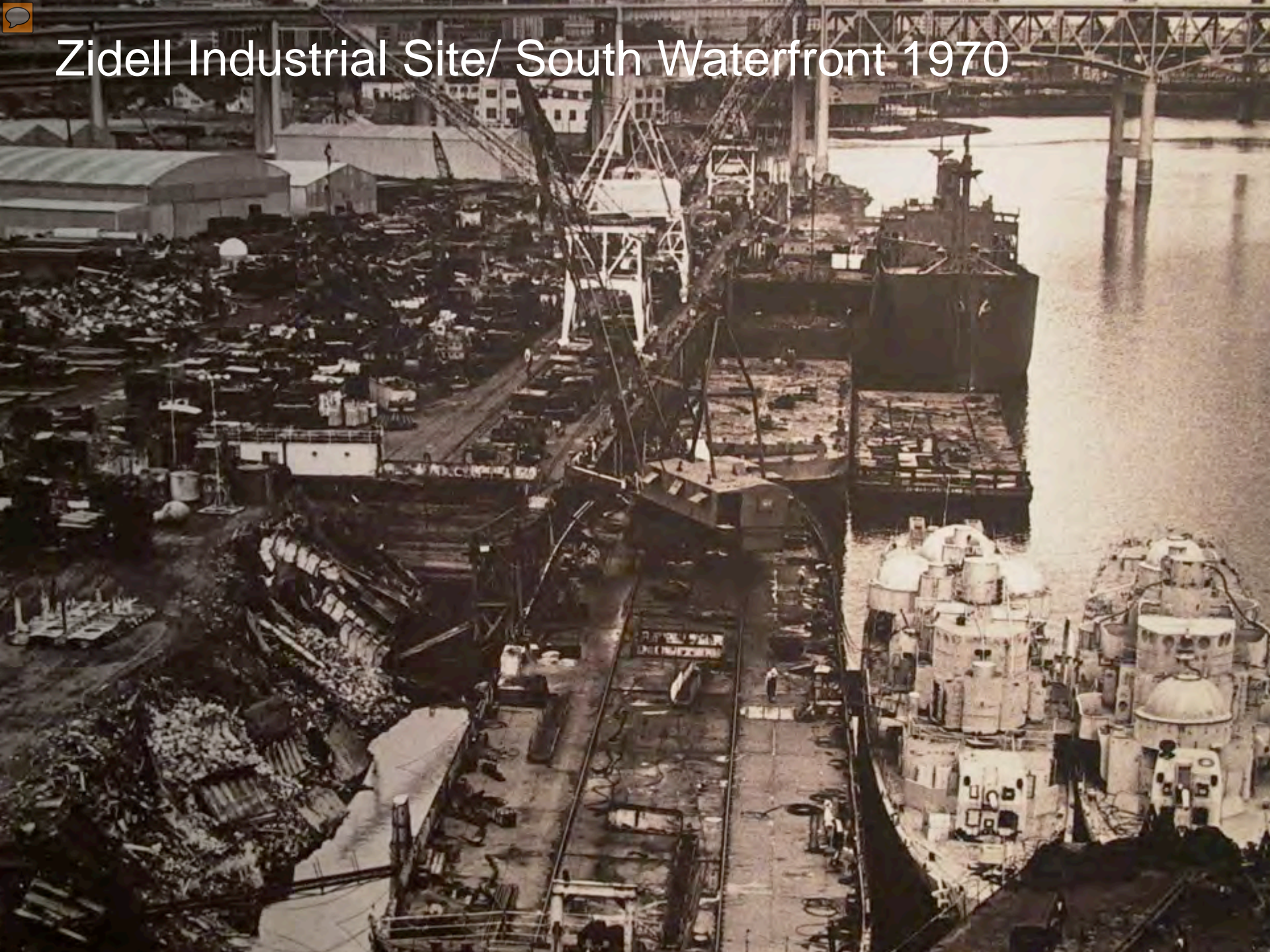
South Waterfront, 1900



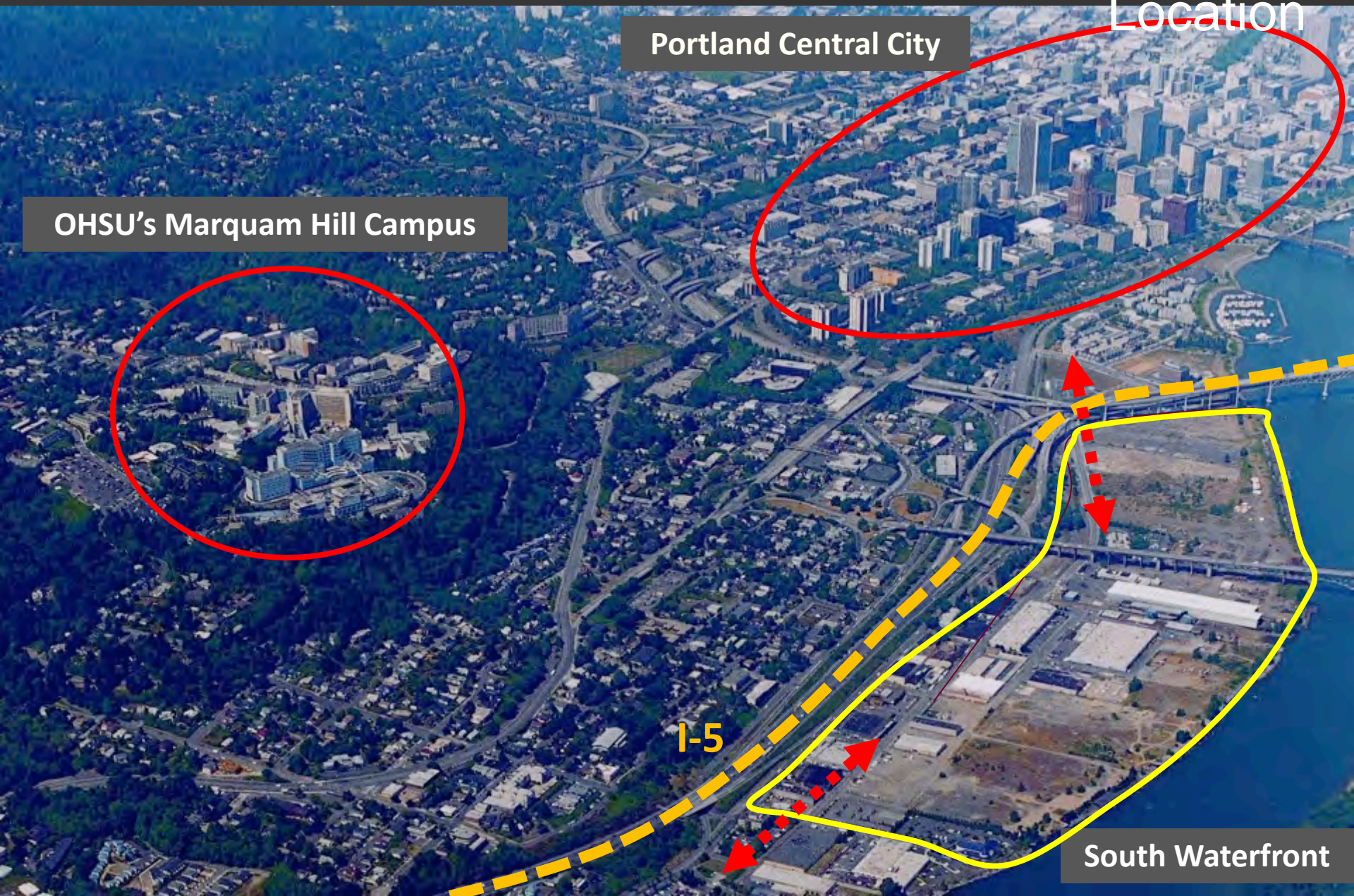
South Waterfront,
1966



Zidell Industrial Site/ South Waterfront 1970



South Waterfront's Strategic Location



Portland Central City

OHSU's Marquam Hill Campus

I-5

South Waterfront



1936

- Heavy maritime industrial uses, shipbuilding / dismantling
- Extending the waterfront east into the river

1969

Willamette Waterfront: South of Downtown Portland

- Brochure prepared to stimulate interest in reclaiming properties along the Willamette River for public use
- Uses / features envisioned included harbor, commercial marine island, international trade center

1988

Central City Plan

- Brought into Portland's Central City as one of eight subdistricts
- Envisioned as a mixed use neighborhood with significant residential and commercial development
- Given development potential that would allow 250-foot heights, 8:1 FARs
- Required housing area identified south of the Ross Island Bridge
- New street connections, gateway / other open space improvements identified

c. 1993

North Macadam Riverfront

- Developed by property owners in the district
- Built on Central City Plan diagrams
- Envisioned a small commercial area, new light rail transit line, new waterfront attractions
- Approximately 1200 residential units, a mixture of one-story townhouses and three-story lock-under apartments, about 17 duplexes

1999

North Macadam District Framework Plan

- Developed by the Portland Development Commission
- Built on the Central City Plan and the North Macadam District Solved Plan, 1996
- Identified a new series of parks and open spaces, a new street network, and commercial and residential concentrations
- Developed to accommodate 8,500 - 10,000 jobs and 1,500 - 3,000 housing units

2002

South Waterfront Plan

- Refined and updated the 1999 vision
- Addressed federal listing of two native species of fish using the Willamette River
- Coordinated with the Marquam Hill Plan, Oregon Health & Science University (OHSU) expansion
- Envisioned life, thinner building types for district

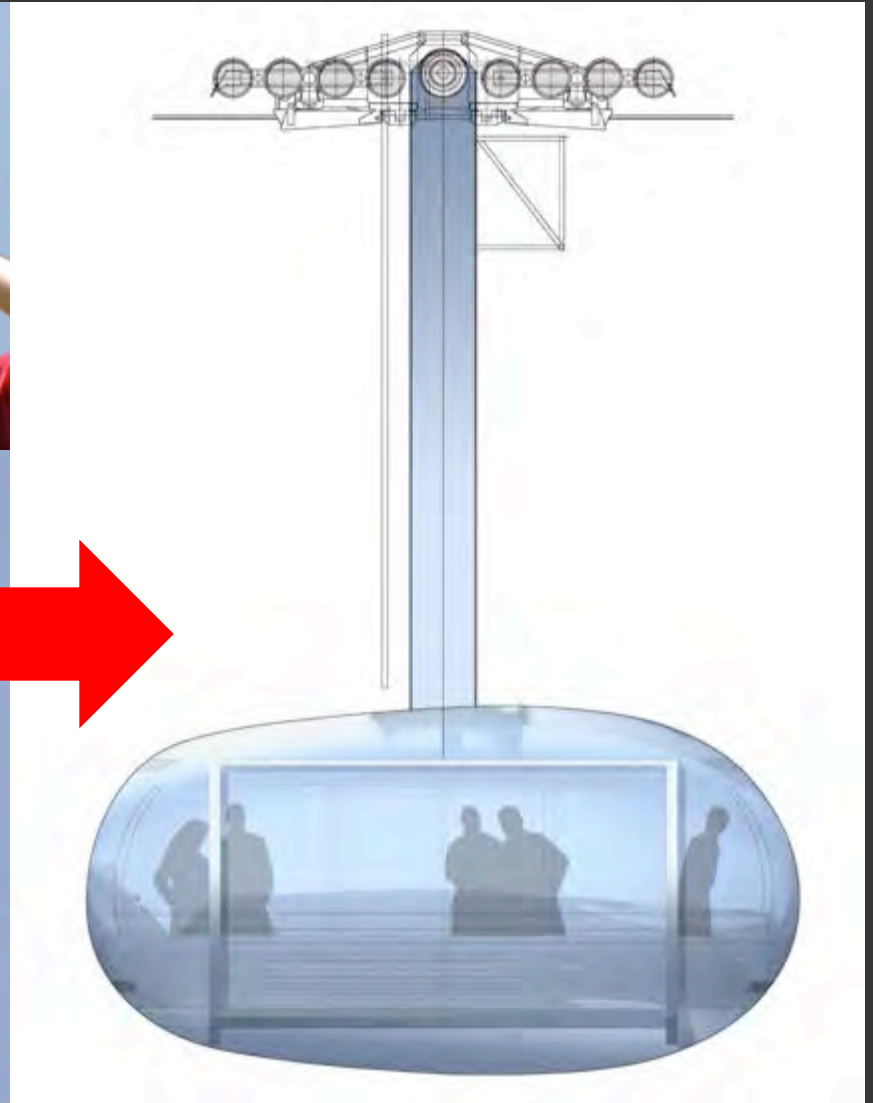
Present

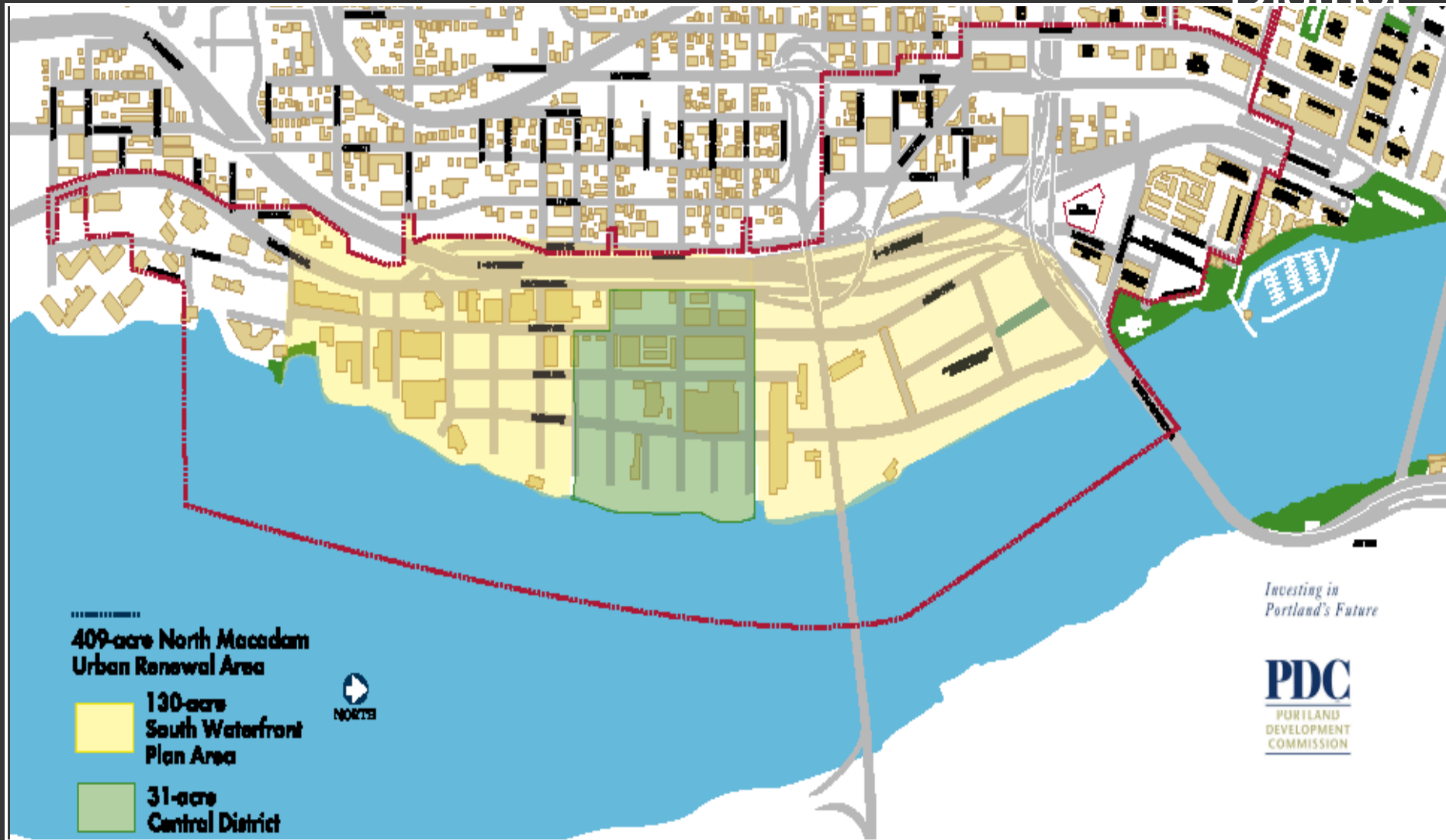
- Three buildings under construction, two in permitting, more in planning phases
- Streetcar extension to Glisan
- Retail from to Marquam Hill under construction
- Neighborhood Park has been acquired by city
- Gateway Development Plan adopted by City Council in 2004



South Waterfront 2002

Aerial Tram: Evolution of Design





- Horizontal Development Entity

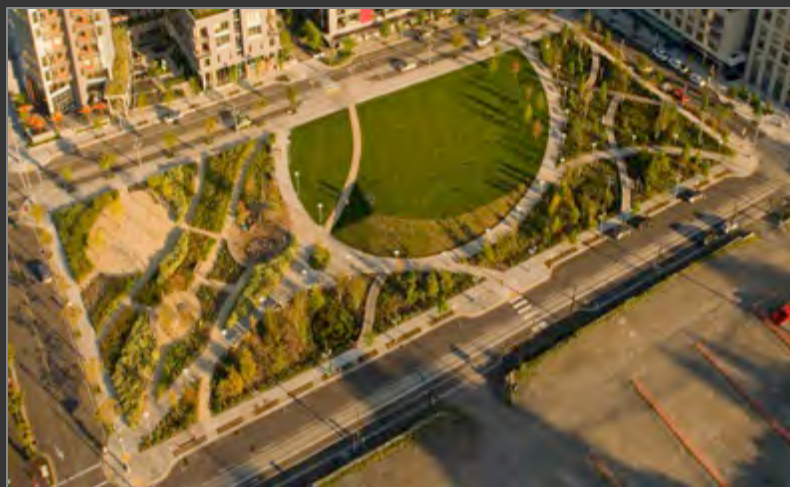


Development Agreement

- **\$1+ B Private Investment (\$3B over 20 years)**
- \$100+M Public Investment
- **2000 market-rate housing units; 400 affordable units**
- Minimum density of 125 units/acre
- **750K SF OHSU (aka 2000+ jobs)**
- Neighborhood Infrastructure: greenway, parks, pedestrian bridge, aerial tram, streetcar, room for light rail
- **Sustainable buildings and environment**
- MWESB and Prevailing Wage



Photo credit: Bruce Foster for the Portland Development Commission



Both photos: Elizabeth Caruthers Park in South Waterfront

Development Agreement – Public Ledger

Public committed:

- Funding
- Revised zoning district
- Park site acquisition
- **Urban renewal financial risk**
- **Political Support**
- Staffing resource

Public received:

- LEED building commitments
- **Open space and greenway commitments**
- Higher density better formed development
- **TIF generation**
- **“Gap Payment” obligation**
- Infrastructure cost-sharing
- **Affordable housing and jobs creation**
- First right of refusal
- District “Jump start”
- M/W/ESB and work force equity programs



OHSU Center for Health and Healing, South Waterfront

Development Agreement – Private Ledger

Private

Commitment:

- Investment in infrastructure
- Investment in development by date certain
- More public amenities than code required
- LEED buildings
- Land for affordable housing reserved
- OHSU main campus remained in City
- Cover TIF risk

Private Received:

- Policy/political support
 - Amenities for private investment
- Infrastructure funding certainty (amount and timing)
 - OHSU funding
 - Increased return on investment

Results to date

- 750K SF OHSU Buildings
- 200 Affordable housing units (rental)
- 2000 Market rate units (condo/apartments)
- 1600 jobs + 700 (2014)
- 2 acre park + riverfront access
- One of most sustainable new urban neighborhoods in US
- \$1B+ in private investment
- \$100M in public investment (local, state, federal)



Future OHSU/ PSU Collaborative Life Sciences Building



Photo Credit: Bruce Foster for the Portland Development Commission





Photo Credit: Bruce Foster for the Portland Development Commission



- Vision/Plans/Code Changes
- Tax Increment (loans, site acquisition, infrastructure)
- Land Banking
- Development Agreements
- Transportation funds (state/fed)
- Parking fees (bonds)

- Local Improvement District
- Tax Credits (Housing, Historic, NMTC, Energy)
- Tax Abatements (market and affordable housing)
- Eminent Domain
- Bonuses



- Air Rights (from open space)
- Public land monetization
- Sole Source Impact Fees
- HUD 108
- EB-5
- Earmarks (ped bridge)



South Waterfront URA Central District



Pedestrian Bridge, South Waterfront

Lessons Learned

- Start with common vision
 - Be bold - be creative
- They said it couldn't be done: prepare for scrutiny and opposition
 - Best outcomes flow from public-private collaboration
- Provide certainty and flexibility
- Listen to your partners needs
 - Don't negotiate for so long that you lose the opportunity



Lessons Learned

- Be Patient – stuff happens you can't control
- Circumstances Change
- Partnerships are situational
- Silver Buckshot more apt than silver bullet
- Mass transit, walkability essential
- Plan with everyone but develop with the willing

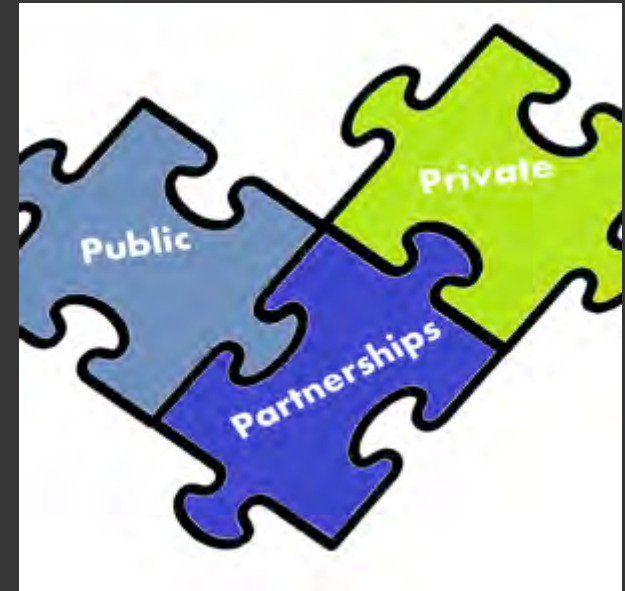


- Rapid growth continues city-wide
- Change is happening in South Central now
- Area struggles with: transportation issues, poor walkability, inadequate waterfront access; housing-jobs balance
- Area lacks agreed upon plan and redevelopment strategy

South Central Property Ownership



- **Individual owner approach**
 - quicker decisions – more developer control
 - mostly developer risk
 - fewer public benefits
- **Partnered approach (private-public)**
 - will be more time consuming
 - shared risks
 - greater public benefits
 - stronger private returns over time



- Development Agreements
- Horizontal Development Entity (willing partners)
- Public Improvement Districts

- Tax Increment Financing (property and sales)
- Tax Credits (Low Income Housing; New Markets; Energy)
- HUD Section 108

- Land Banking
- Land Swaps
- Transfer of Development Rights
- Sole Source Impact Fees

- EB-5
- Bonus
- Crowd Funding



“We are confronted by insurmountable opportunities” - Pogo