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## Lents: Alternatives for the Future

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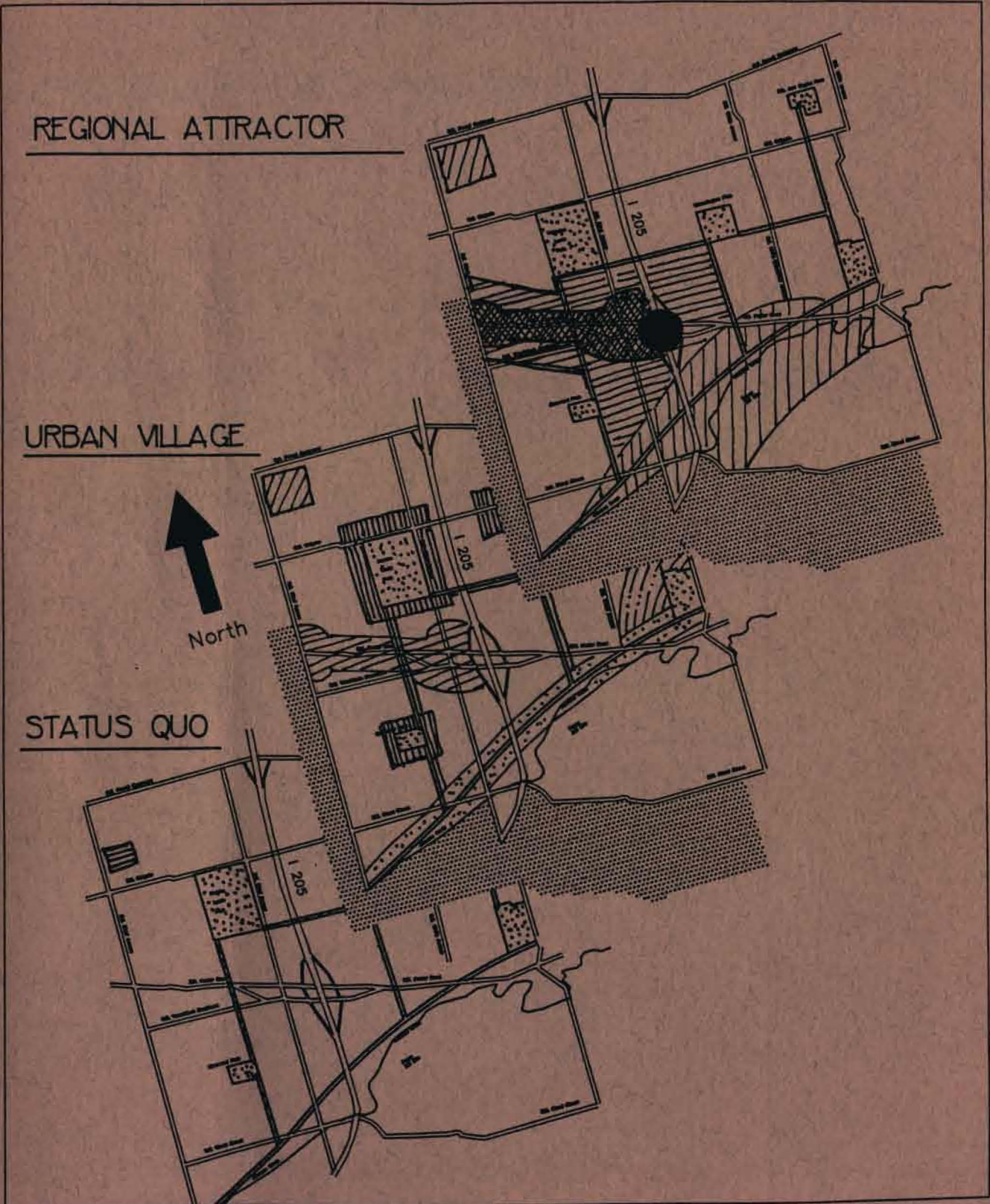
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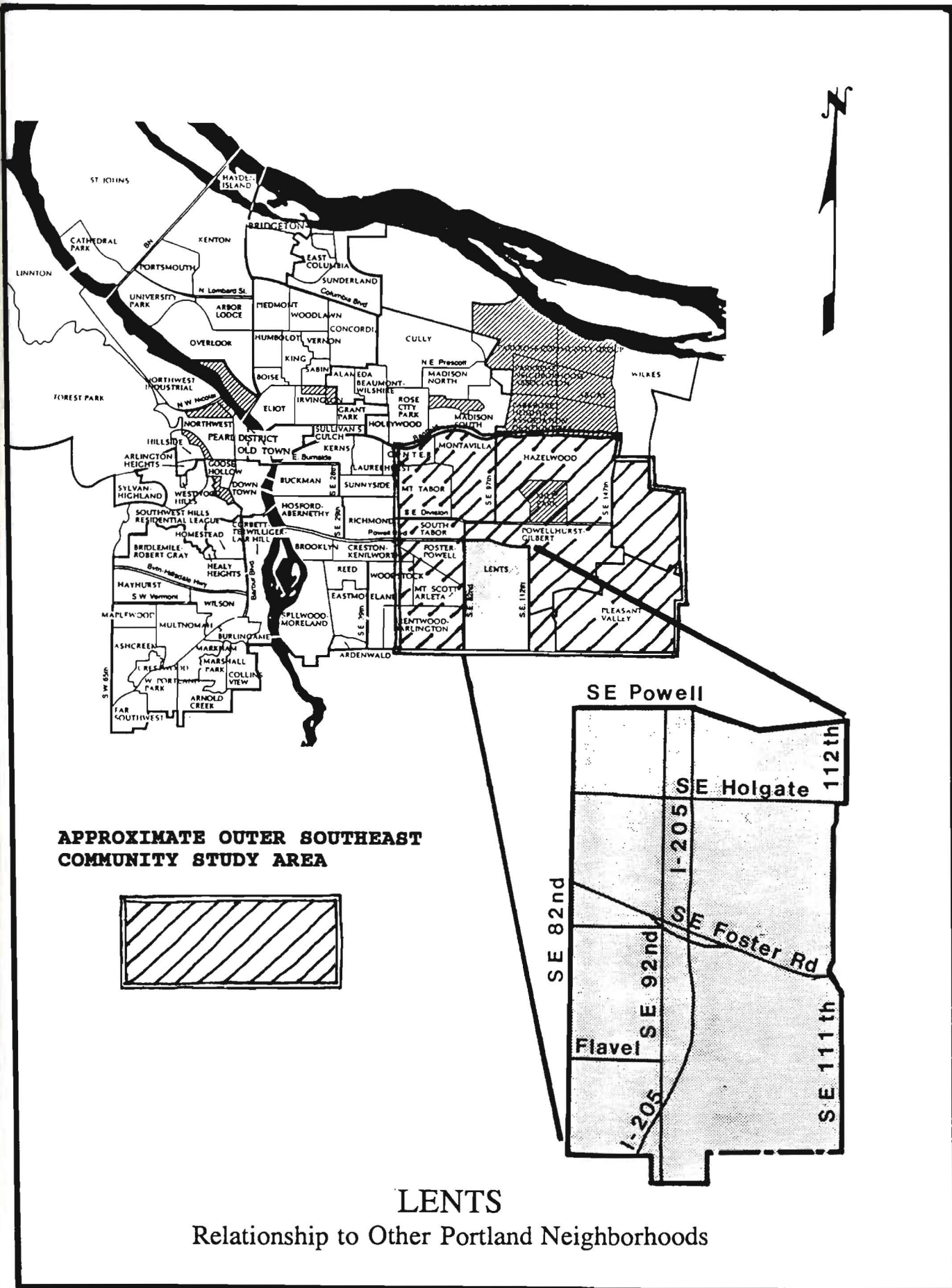
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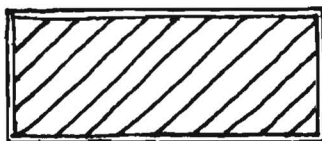
# LENTS

COMPREHENSIVE PLANNING WORKSHOP  
USP 558 DEBORAH HOWE  
ALTERNATIVES ANALYSIS





**APPROXIMATE OUTER SOUTHEAST  
COMMUNITY STUDY AREA**



**LENTS**

Relationship to Other Portland Neighborhoods

**LENTS**  
**ALTERNATIVES FOR THE FUTURE**

A product of Portland State University's  
Masters in Urban and Regional Planning  
student workshop.

March 18, 1993

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**LENTS**  
**ALTERNATIVES FOR THE FUTURE**

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**LENTS**  
**ALTERNATIVES FOR THE FUTURE**

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## INTRODUCTION

This document is the complement to the Issues Analysis. The Issues Analysis looked at the problems and issues which confront the Lents neighborhood. This document proposes actions that can be taken to address the issues identified in the previous analysis. Each section, e.g. Environment, Transportation, etc., has its own goals and subsequent objectives and actions. A goal is a broad statement of what is the desired outcome for the neighborhood. More specific objectives identify what needs to be done to improve things and to remedy the identified problems. The actions are means to achieve an objective. Specific potential implementers are then proposed for each action suggested. Interconnections between different sections exist for many problems and solutions. For example, the light rail alignment is a transportation issue but has ramifications in all aspects of life. Because of the inter-relatedness of the urban system, it was concluded that a unifying vision would be the best vehicle to present the means of addressing the neighborhood's issues. Three distinct visions of potential futures for the neighborhood of Lents are presented below.

The time scale for these visions is long, approximately 50 years. This allows for three distinctly different visions for Lents. The three visions are; Status Quo, Urban Villages and Regional Attractor. The visions act to encompass all the linkages and provide direction towards a unified future state of existence for the neighborhood. An urban system, like any system, needs to have connection and continuity between its various parts for it to function efficiently. The visions are a means of achieving this.

In the Status Quo vision the neighborhood will continue to move through time without major adjustments to its existing state. The actions for change are congruent with the existing state of the neighborhood. Goals and objectives for this vision relate directly to current neighborhood concerns. The suggested actions work towards alleviating current problems and making the neighborhood a better place to live, work and do business. The land use structure and neighborhood function would not be altered in any significant way.

The Urban Village's fundamental idea is to strive for neighborhood self-sufficiency. The neighborhood is separated into "nodes" or "activity centers". A node or activity center is a relatively small area of diverse and intense activity. The nodes help to define residents' sense of neighborhood. A node might have a public open space, such as a developed park, which would be surrounded by mixed-use development, commercial on the first floor and residential above. The nodes would be linked by pedestrian friendly greenways (streets improved with trees and flora) encouraging walking as the preferred mode of transportation. Density would be increased around the nodes to further encourage pedestrian travel and make businesses economically viable to customers using this mode of travel. Educational facilities would be linked closely to neighborhood needs, and cottage industries would be encouraged.

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In the Regional Attractor vision, the neighborhood would serve a specialized function to the whole metropolitan region. The focus would switch from mainly residential concerns to primarily employment generating concerns. Industry and business would be the critical elements in this neighborhood vision. Automobile or transit use would be the major modes of travel to ensure the neighborhood has regional accessibility. The neighborhood would serve as a single component within a regional system.

This document will explore each of these visions in greater depth and present the means to making the vision a reality. While no single vision of Lents will seem preferable to everyone, the hope in presenting these three distinctly different potential futures for the neighborhood, is to reinforce an understanding of the tradeoffs that must be considered when developing a Lents plan. The intent is not to actually see the implementation of one of these visions, but rather to make the choices that must be made between one action and another more *explicit*. Our sincere hope is that any dialogue this document provokes will be one in which the interests of all Lents residents, present and future, are considered.

## **REGIONAL PLANNING CONTEXT**

Lents is a neighborhood in outer southeast Portland, which is bordered by other neighborhoods within Portland, and by unincorporated Clackamas and Multnomah counties. The need exists for communication between neighboring jurisdictions. Quality of life can be ensured by a discussion of issues which may affect more than one jurisdiction. As well, within the city, efficient provision of facilities and services should be provided in an equitable manner and adequate provision should be ensured for all residents.

Of particular importance to Lents is the relationship with the adjacent area to its south, unincorporated north Clackamas County. This area is the subject of a companion study to this Lents analysis by other PSU planning workshop students. Linkages between the Lents planning area and the Clackamas Town Center (CTC) planning area, as the adjacent area is called, are many and cover a variety of issues. In transportation, linkages will or do exist in proposed light rail transit (LRT) access, I-205 and SE 82nd. Both workshop groups have proposed to plan for a continuation of a greenway grid in one form or another into the adjacent area. Economic linkages include the fact that Lents is in the Clackamas Town Center's immediate market area as well as the employment opportunities that businesses in north Clackamas County present for Lents residents. Future linkages discussed between the workshop groups include a possible vocational training program for residents of both areas and an increased interaction between the Lents area mechanical trades and businesses such as Precision Castparts that are located in the CTC area.

Further linkages between the two planning areas include the presence of Johnson Creek and the desire of both workshop groups to have the Johnson Creek Protection Plan fully implemented. Also important for both communities is the spread of crime, and particularly of gang activity to the area. Crime will not respect administrative boundaries. Possible coordination of police activities could be a step towards the areas working more closely together. Oregon Institute of Technology offers another potential linkage, given its location in the CTC area and its possibility of increasing the level of training of the workforce in both communities. Finally, Lents and parts of CTC, share the same type of housing stock and demographic makeup. Innovative ideas could be shared between these communities and community development corporation activities could cross county boundaries. There are multiple areas where issues overlap between Lents and CTC, and where linkages could be developed for the good of both areas.

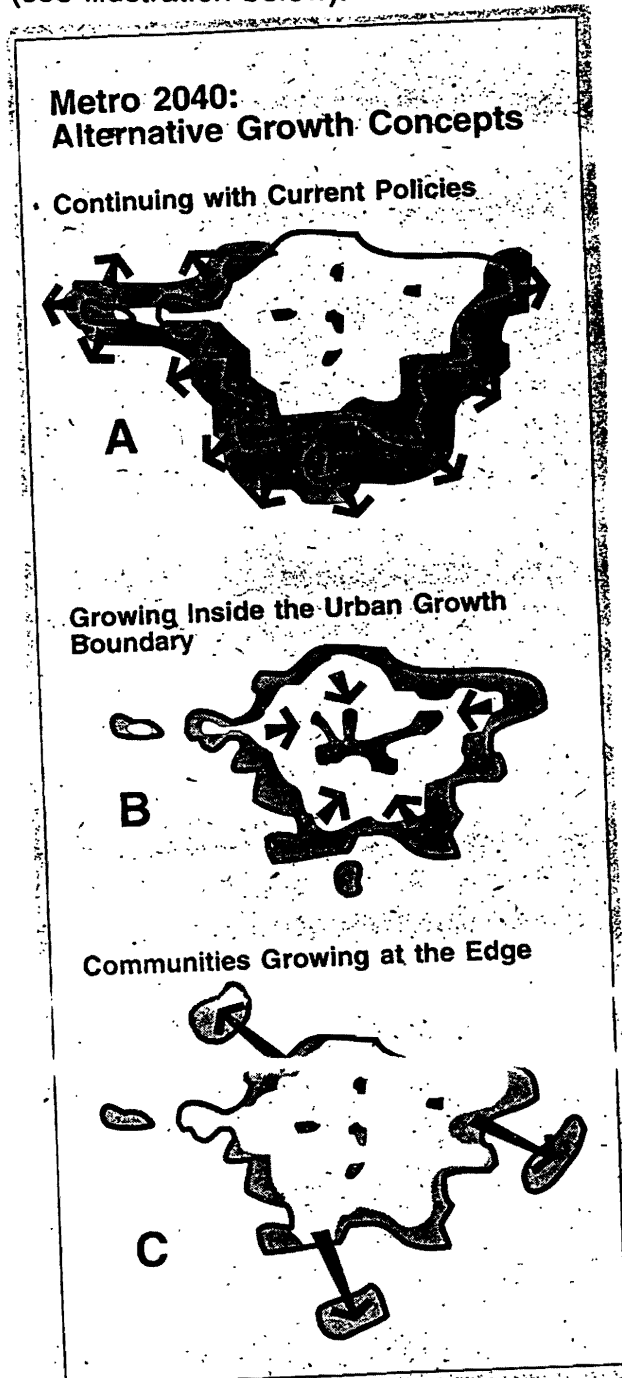
The Lents neighborhood, working with the City of Portland, participated in the development of the Regional Urban Growth Goals and Objectives (RUGGO's). These goals and objectives were created by a joint effort of neighborhood associations, citizen participant organizations, and local jurisdictions. A main thrust of these goals and objectives is to ensure cooperation of service provision and planning efforts between jurisdictions in the region, such as the Lents Neighborhood and bordering Clackamas County. Examples of problems

Context

with coordination might include transportation conflicts, sewer/water facilities management, emergency dispatch and response.

METRO, the regional government, is currently discussing methods of managing expected regional growth. Over the next 50 years, the Portland region (including Clark County Washington) is forecast to gain 700,000 people. Of this, 500,000 are expected to be on the Oregon side of the Columbia river. METRO's 2040 plan currently suggests three growth concept proposals to accommodate the expected regional growth (see illustration below).

Growth concept A is a proposal to continue existing patterns, this proposal would mean that most new development in the region would be in single family dwellings in suburban locations. The primary effect in Lents would be an increase in through traffic along major corridors. Growth concept B is a proposal to constrain urban development within the existing urban growth boundary. Lents, as an area within this boundary, would no doubt need to accommodate a greater population and more employment than it currently does. Growth concept C is a proposal to constrain urban development into existing built-up pockets, as well as in new community pockets within the region. This proposal suggests a sort of green-belt of undeveloped land around the existing urban area; with further pockets of urbanized land beyond this area. This would affect Lents by still increasing the amount of through traffic, but the amount of the increase would be less than in the first proposal. Additionally, this second proposal would create some incentive for more development within Lents.



Metro's 2040 process is the forum for developing a consensus on a vision for how

#### Context

Tri-Met has endorsed METRO's concept B proposal. The plan calls for the region to make a decision to move people rather than automobiles. Infrastructure investments in mass-transit systems would take a much greater role in transportation expenditures. These investments would be supplemented by regional land use planning which calls for greater densities near transit facilities. The greater densities would provide the transit systems with riders; and would provide riders with alternatives to the automobile.

The City of Portland has also unofficially endorsed METRO's concept B, to constrain urban development within the existing urban growth boundary. In conjunction with this, the City of Portland has developed a "Growth Concepts" package called: The Livable City Project. This project is directly a result of Portland Future Focus, and suggests ways in which the City of Portland can accommodate 20 percent of the region's projected growth of 500,000 (100,000) people over the next 40 to 50 years. Lents would be asked to accommodate its share of this growth.

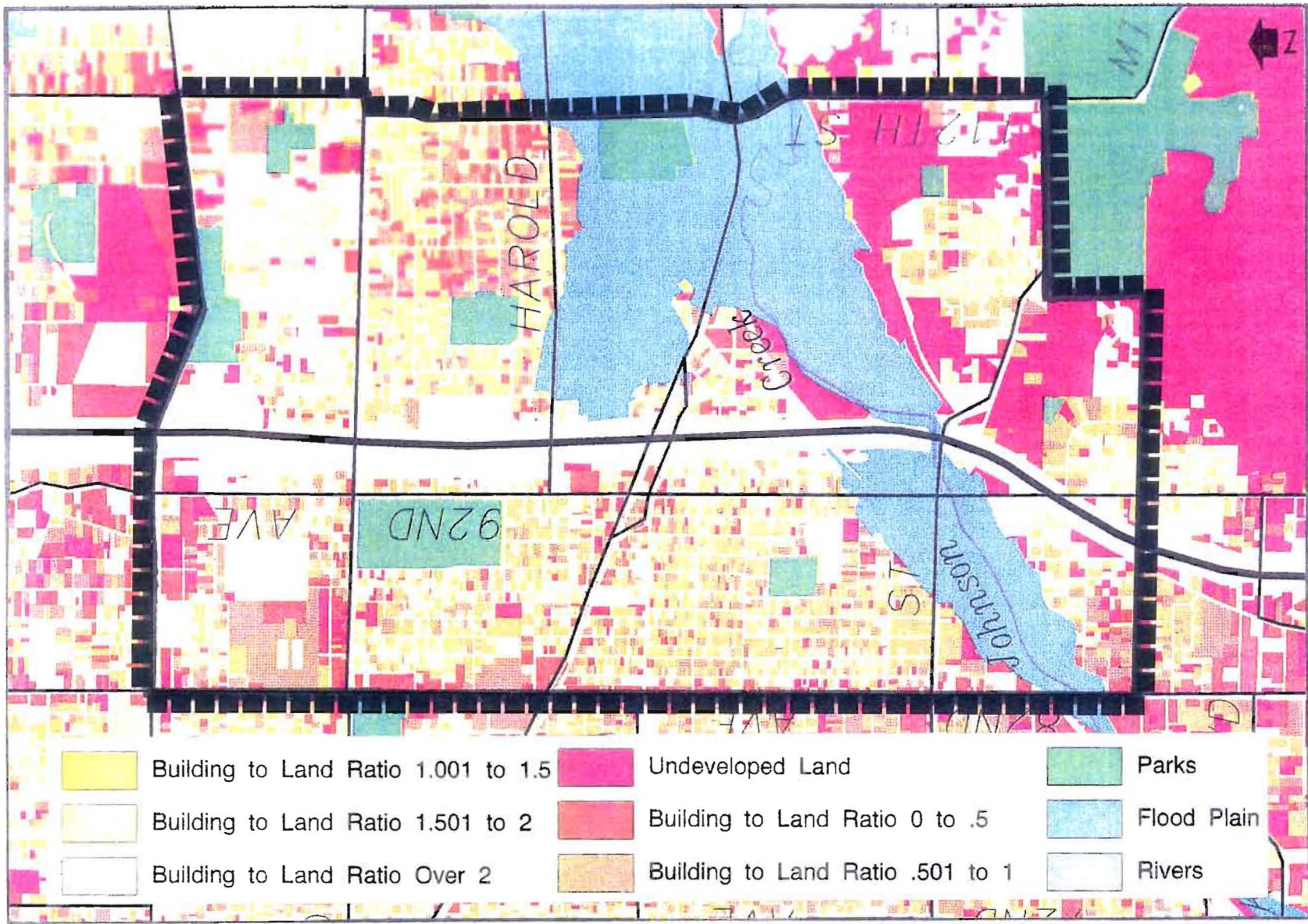
The Livable City Project suggests a variety of methods for providing more housing within the existing built environment of the City. These consist of 5 concepts which could affect Lents: 1) A continuation of existing patterns; 2) Increasing density of housing around light rail stations. This would only be significant to Lents if the I-205 corridor is developed with light rail; 3) Higher housing density and mixed use development along main streets. This might apply to Foster, Powell and 82nd, and possibly others; 4) Existing housing would add rental units in under-utilized spaces (garages, basements, and attics). This would apply to all of Lents. This "designed infill" concept calls for less than one house per block to add this type of housing; 5) Vacant and abandoned land would be converted to housing. This would apply to many possible sites in Lents.

The City of Portland (with some input from Tri-Met and with technical assistance from METRO), is currently working on the Central City (Portland) Transportation Management Project. This project compares existing trends (METRO's 2040 concept A) with the city's proposal to accommodate 20 percent of the regions growth. Specifically, it looks at traffic on Portland streets and transit ridership. The findings from this study may lead to traffic management schemes which will affect Lents. In particular, if a high level of transit service is suggested, and/or LRT is expanded along the I-205 corridor.

Beyond these planning efforts, the City of Portland has begun working on the Outer Southeast Portland Community Plan. This document is meant to supplement the city's effort. All of the above ongoing planning processes will directly affect how all neighborhoods in Portland develop in the future, including Lents.



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## CURRENT LAND USE

The Lents Study Area lies within the Portland City Limits and thus is subject to City of Portland zoning. The general land use categories currently existing in Lents are identified on the map on the following page and are defined below.

The dominant land use in the Lents Neighborhood planning area is Residential, accounting for approximately 70% of the total area. The residential zones in Lents range from single-dwelling zones requiring a 20,000 square foot minimum lot size, to a high-density multi-dwelling zone requiring one unit per 500 square feet of site area. While these zones represent the range of residential development available in Lents, the bulk of the residential land is zoned for single-dwelling use at densities of 5,000 to 7,000 square feet per dwelling.

Industrial land makes up the second largest zoned land use in the study area. With the exception of one industrial district located south of Powell Boulevard and east of I-205 the industrial land in Lents is contained in a single contiguous area stretching east and west along the Johnson Creek Basin. The industrially zoned land is split almost equally between the General Industrial and Heavy Industrial zoning designations. The General Industrial Zone (IG2) is intended to promote viable and attractive industrial areas with large lots and medium to low building coverages. The Heavy Industrial Zone (IH) allows for the full range of industry including those uses which may be undesirable in other areas due to their objectionable impacts or appearance. The minimum development standards are those necessary to insure safe, functional, efficient, and environmentally sound development. The maximum building coverage in the IG2 zone is 85% while the maximum coverage in the IH zone is 100%.

With few exceptions, the Commercially zoned land in Lents is located in strip fashion along 82nd Avenue to the west, Powell Boulevard to the north, and through the neighborhood's historic downtown along Foster Road and Woodstock Boulevard. The dominant commercial classification is General Commercial (CG) which is intended to allow auto-oriented commercial development in areas already developed in this manner. The zone allows for the full range of retail and service businesses with local and regional markets as well as some limited industrial development. In addition there are a few small Neighborhood Commercial (CN2) zones spread throughout the neighborhood. The purpose of these zones is to encourage commercial development that will provide services for adjacent residential areas. The range of uses allowed in this zone are limited in intensity to strengthen their local orientation and limit their adverse impacts on the community.

Open Space accounts for the fourth largest category of zoning in Lents. The intention of this zone is to preserve public and private open and natural areas to provide for recreational opportunities, scenic quality and protection of sensitive environmental features. Lents has a significant amount of open space that is fairly evenly disbursed throughout the neighborhood.



#### Land Use

The final zoning classification that pertains to the Lents Study Area is the General Employment Zone (EG2). The EG2 zone represents only a small amount of total land supply. This zone allows a wide range of employment opportunities that do not pose conflicts to interspersed residential uses. The focus of the zone is on industrial and industrially-related uses but also allows for a variety of business and commercial activities.

Value: The map on page 13 portrays a comparison of the value of built improvements to the value of underlying land. While the map shows that for a significant share of the development in Lents the improvements are worth less than the land it also shows areas to the northeast and southeast where land has been more intensively utilized. The strength of the map is that it helps identify those parcels of land that are vacant or underutilized. As can be seen on the map, the majority of the undeveloped land lies to the southeast and is presently zoned for residential and industrial uses. It is also important to notice the size of the Johnson Creek Flood Plain in relation to the Lents Neighborhood and realize that the majority of the industrially zoned land is located within that area.

## **VISION I**

### **STATUS QUO**

This vision is one of the three alternatives for the future of Lents. This is not a "do nothing" vision for Lents, but rather a minimal interference option. The status quo vision of Lents represents the trade-offs involved in responding to the current issues analysis. In this vision, Lents doesn't look towards a great economic revival and much new development, but emphasis is placed on a livable residential environment and keeping a sound and familiar social structure. In this vision, Lents would not look for an economic, physical or social restructuring, but would place primary emphasis on improving residential livability.

The land-use pattern in Lents would remain predominatly residential. This would create a clear sense of community within the neighborhood. This residential environment would accommodate a variety of housing styles, land use densities and historical characteristics. Lents would retain its housing affordability while encouraging an increase in homeownership and residential densities.

Economic growth would continue to develop along its same course, characterized by automobile related goods and services, and convenient neighborhood level services. The commercial hub located at 92nd Avenue and Foster Road would be improved.

The existing transportation system in Lents would be maintained and/or brought up to acceptable service levels where necessary. The circulation system in Lents would be improved, especially around the core at 92nd Avenue and Foster Road. The Status Quo vision would create a safe and viable pedestrian environment where residents can walk to the Lents core, bus stops and the potential transit center easily.

The natural environment of Lents would be improved. These improvements generally would include: improving air quality, decreasing I-205 noise, insuring implementation of the Johnson Creek master plan and other means to upgrade the natural environment.

Under this vision, Social services would provide the necessary means for neighborhood residents to achieve and maintain an adequate level of health and well-being.

The concepts in vision I provide a foundation upon which much of vision two is built.

## **ECONOMY**

**Goal: To create a long term plan that will enable the community to strengthen its existing economic foundations and provide guidance for incremental improvements to the local business climate.**

**Objective: Develop, foster and enhance institutional arrangements that will assist existing and new businesses and industries.**

**Actions:**

1. Create a non-profit economic development corporation that will provide an incubator service for local businesses. The structure of this proposed corporation would be similar to many local housing agencies such as HOST (Housing One Street at a Time) but with a downtown development focus such as those found in Main Street Programs. (*ODDA, PDC, OEDD*)
2. Establish a core of one or two full time employees, a few part time employees/interns, and a number of volunteers from the local community to act as economic development facilitators. (*SE UpLift, PSU*)
3. Identify one business (store/property) at a time and refurbish it, bring it up to code and lease it out to a preferred start-up business. These incubator businesses should fill an identified niche and provide acceptable wages. (*CDC's, ODDA, SE UpLift*)
4. Investigate land-banking as a viable option for business creation. (*CDC's, PDC, Local Business Associations*)
5. Create a capital investment group formed from a contingent of local business professionals. (*LNA, Local Business Associations*)
6. Establish a forum in which a committee of businessmen can investigate and discuss current economic trends as they pertain to the Lents community. The purpose of these discussions would be to identify niche markets and future investment opportunities. (*LNA, Local Business Associations*)

**Objective: Ensure land use fosters economic development in appropriate locations throughout the community.**

**Actions:**

1. Upzone areas in strategic locations to provide a better variety of properties that are available for commercial enterprise. (*BOP*)

Vision I

2. Ease development constraints in targeted areas to serve as a development incentive to potential business and industry. (*BOP*)

Objective: Organize marketing of high potential sites and create "special districts" that can serve as catalysts for economic development.

Actions:

1. Identify sites that should be aggressively marketed due to their particularly attractive development assets (size, location, zoning, etc.) and their potential to stimulate the greater local economy. (*Committees identified in Actions 5 & 6 above, PDC*)
2. Encourage heavy capital investment (infrastructure) in these sites as well as effective incorporation with specific plans of action which should be developed for each "special business or industrial district." (*BOP, Local Service District, PDC*)
3. Establish a vocational training center in the community to serve as a selling point to businesses contemplating relocations to the Portland Metropolitan Area. (*DOE, Portland Public Schools*)
4. Assemble a committee of regional corporate executives and local officials to address the issue of vocational training. They would examine future labor trends and determine the range of skills that will best equip workers to enter labor markets. (*Local Business Associations*)

## HOUSING

Goal: **Create a clear sense of community within the neighborhood.**

Objective: Increase citizen participation in neighborhood organizations.

Actions:

1. Establish a neighborhood clean-up organization that holds annual clean-up drives. (*LNA, CDC's, Local religious organizations*)
2. Citizen participation in notification and enforcement of nuisances. (*LNA, City of Portland Police*)
3. Remove abandoned cars in the neighborhood. (*City, LNA, City of Portland Police*)

Objective: Ensure that new housing in Lents is designed to capitalize, complement, and emphasize historic character.

Action:

1. Develop design guidelines for new housing and commercial development. (*AIA, Portland Housing Center, Innovative Housing Inc.*)

Objective: Rehabilitate historic buildings and promote creation of historically compatible housing in Lents.

Actions:

1. Re-inventory historic buildings in community. (*POB, LNA, HPLO*)
2. Develop design guidelines for new housing and commercial development. (*AIA, Portland Housing Center, Innovative Housing Inc.*)
3. Establish a home improvement corporation. (*CDC's, Community Energy Project*)

Objective: Incorporate pedestrian amenities and attractions which reinforce the character of Lents' residential areas in the design of new commercial and industrial development.

Action:

1. Ensure zoning that encourages residential use in close proximity to pedestrian facilities. (*POB*)

Objective: Help to build a positive image that will attract new residents.

Actions:

1. Create a neighborhood brochure to promote the community. (*City, CDC's, LNA*)
2. Remove abandoned cars in the neighborhood. (*City, LNA, City of Portland Police*)

**Goal: Maintain Lents as an affordable neighborhood for present and future residents.**

Objective: Develop emergency funds for short term assistance and relief for residents in need.

Action:

1. Develop short term relief options for at risk residents. (*CDC's, Shared Housing, Transition Projects, AFS, Multnomah County Department of Human Services, Legal Aid, Human Solutions*)

Objective: Make sure that any new residential development has an affordable housing component in it.

Vision I

Actions:

1. Offer density bonuses and other development incentives for affordable housing. (*BOP, OEDD., HAP*)
2. Develop land bank or other specific programs to maintain affordability into the future. (*CDC's, City*)

**Goal: Maintain Lents as a primarily residential neighborhood and improve the condition of housing in Lents.**

Objective: Bring all substandard housing up to HUD minimum standards.

Actions:

1. Identify substandard housing in Lents with the assistance of a survey and census data. (*LNA, BOP, Educational Institutions*)
2. Free home inspections. (*PGE, NWNIG, City, Community Energy Project*)
3. Offer low interest home improvement loans. (*PDC, CDC's, State of Oregon Housing and Community Services*)

Objective: Maintain and reinforce Lents' residential area as a home to families with children, young adults and seniors.

Actions:

1. Ensure zoning maintains residential character. (*BOP*)
2. Zoning update to reflect character of Lents. (*BOP*)

**Goal: Increase homeownership within the neighborhood.**

Objective: Increase the opportunity for neighborhood residents to purchase homes in Lents.

Actions:

1. Identify prospective homeownership opportunities (condominium conversions) of present housing stock. (*CDC's, Innovative Housing Inc.*)
2. Educate residents on home purchasing possibility. (*CDC's*)
3. Solicit nonresident landlords about sale of property to present residents. (*CDC's, LNA*)

Objective: Target Lents as a neighborhood for special housing programs and incentives that encourage homeownership.

Action:

1. Form committee with CDC's, City Agencies, and PDC to promote Lents as a pilot neighborhood for alternative housing programs. (*Listed agencies, LNA*)

Objective: Bring income range of those living in Lents into better balance with the city by attracting new residents with diverse income levels.

Action:

1. Promote Lents to Realtors outside neighborhood/marketing of Lents. (*CDC's, LNA, Business Associations*)

Goal: **Encourage infill and density in Lents to promote efficient use of services and land.**

Objective: Encourage mixed uses in appropriate places.

Action:

1. Rezone commercial areas so as to accept mixed use commercial and housing structures. (*BOP*)

Objective: Foster development of at least 1,000 new housing units in Lents over 20 years.

Action:

1. Make mother in-law suites, carriage houses and other housing alternatives into allowable uses in residential areas. (*BOP*)

Objective: Redevelop large and vacant lots in the Urban Growth Boundary for appropriate higher densities.

Action:

1. Encourage density bonuses as tradeoffs for exactions. (*BOP, PDC*)

Objective: Target Lents as a neighborhood for special housing programs that lead to increased density.

Action:

1. Make mother in-law suites, carriage houses and other housing alternatives into allowable uses in residential areas. (*BOP*)

**TRANSPORTATION:**

**Goal: Create a safe and viable pedestrian environment in the Lents Core.**

Objective: Stop increasing Auto through-travel on Foster

Actions:

1. Allow on street parking on the foster/Woodstock couplet . (*PDOT*)
2. Reduce speeds in the Foster/Woodstock couplet. (*City of Portland Police, PDOT*)

Objective: Reduce Pedestrian/Auto Accidents at Foster & I-205

Actions:

1. Reduce speeds in the Foster/Woodstock couplet, and enforce the limit. (*City of Portland Police, PDOT*)
2. Improve intersections for pedestrians where technically possible. (*PDOT*)

Objective: Reduce Auto dependency in Portland

Actions:

1. Endorse the Central City Traffic Management Program (High Growth Option). (*PDOT*)
2. Increase the opportunities for residents to use alternative transportation modes by increasing bus service in Lents and Outer Southeast Portland. (*Tri-Met*)

**Goal: Improve Pedestrian Environment In the rest of Lents**

Objective: Improve Pedestrian access across I-205

Action:

1. Provide safe pedestrian underpasses. (*City of Portland Police, PDOT*)

Objective: Improve Street Scapes in Lents

Action:

1. Improve Streets and Side walks. (*PDOT*)

Objective: Provide safe pedestrian crossings along 82nd.

Action:

1. Change the timing of traffic signals along 82nd to allow elderly and handicapped people time to cross. (*PDOT*)



Objective: Create incentives for people to walk between parks and natural areas.

Actions:

1. Plant street trees and clean up potential eyesores along pedestrian corridors between parks and natural areas. (*PDOT, LNA, local service organizations, local religious organizations, local youth organizations*)
2. Improve streets and side walks by fixing existing facilities where needed, and by building new facilities where they currently do not exist. (*PDOT*)

Goal: **Improve auto safety at SE Foster Road and I-205.**

Objective: Reduce Auto Accidents at Foster & I-205

Actions:

1. Reduce legal speeds in the Foster/Woodstock couplet, and enforce the limit. (*City of Portland Police, PDOT*)
2. Do a study of possible engineering solutions to the auto accident problem. (*PDOT*)

Goal: **Plan for LRT along I-205**

Objective: Provide transit access to LRT station(s)

Actions:

1. Improve Bus service in outer-southeast Portland. (*Tri-Met*)
2. Ensure that improved bus service provides direct access and transfer points at LRT station(s). (*Tri-Met*)

Objective: Build a park & ride lot at 92nd and Foster

Action:

1. Design the lot to not adversely impact the physical environment. (*Tri-Met*)

## **ENVIRONMENT**

Goal: **To improve all aspects of the natural environment to make the neighborhood more conducive to human habitation.**

Objective: To clean up past hazardous residue and closely monitor current emissions and storage facilities.

Actions:

1. Ensure DEQ is doing its job enforcing the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA).
2. Establish neighborhood watchdog group. Funding could be possible through suing a polluter under the Clean Air Act's citizen suit provision, and using the settlement to establish a watchdog group. (LNA)
3. Investigate possibilities of creating partnerships with non-profit and using other public agencies for code enforcement and legal compliance. (LNA)

Objective: To improve air quality and reduce decibels in the neighborhood.

Actions:

1. Use street trees as noise buffers and air filters. More street trees and trees along I-205 embankment. (ODOT, Friends of Trees)
2. Utilize DEQ and the Clean Air Act, potential for citizen suits. Use settlements for mitigation. (LNA)
3. Reduce the amount of automobile traffic through residential neighborhoods by means of traffic slowing devices. (ODOT, PDOT)

Objective: To enhance the current park facilities, mitigate negative externalities and provide community oriented programs.

Actions:

1. Push for more funding for maintenance. (Portland Bureau of Parks and Recreation.)
2. Increase police patrol. (City of Portland City of Portland Police )
3. Reduce opportunities for vandalism:
  - a. Non-paintable surfaces.
  - b. Use murals to cover large areas.
  - c. Use noise-sensitive light switches.
  - d. Citizen patrols. (Portland Bureau of Parks and Recreation, LNA, State of Oregon Youth Conservation Corps.)
4. Use a "conservation corps" for maintenance. Funding through grants or neighborhood collection and funnel money through church or outreach organization to employ local youth to maintain the parks. (State of Oregon Youth Conservation Corps)

5. Use maintenance hours as disciplinary actions in the local schools. (*Portland Public Schools*)
6. Use traffic calming devices around the parks. (*PDOT, BOP, City of Portland Transportation Department*)
7. Provide program opportunities for neighborhood organizations. Allow these organizations to use the parks and offer programs to take place there. Encourage school or outreach programs to utilize parks. For example, use the parks as an outdoor day care facility run by a church or outreach organization using local residents as supervisors. (*Portland Public Schools and various interested organizations*)

Objective: Johnson Creek: To improve the ecological system of Johnson Creek; Improve water quality, reduce turbidity and increase the amount of fish.

Action:

1. Ensure implementation and enforcement of the Johnson Creek Resource Management Plan and other related plans and programs. (*DEQ, Friends of Johnson Creek, The Urban Streams Council*)

Goal: **Reduce and limit exposure to EMF to humans.**

Objective: Regulate development near power substation in Lents so that exposure limits are as low as possible.

Actions:

1. Develop regulations in the zoning code to establish setbacks and/or appropriate warnings to potential residents or workers to reduce the possible health effects related to EMF. (*BOP*)
2. Relocate the power substation so that it is at least 200 feet from residential or commercial zoned property. (*BOP*)

Goal: **Secure safety of existing and future development with regard to geologic and topographic features within Lents.**

Objective: Ensure that all geologic, geomorphologic and topographic constraints are inventoried and appropriate mitigation plans developed for Lents.

Action:

1. Use the existing Powell Butte/Mt. Scott and Johnson Creek studies and plans to regulate development within these areas. (*BOP*)
2. Implement an Environmental overlay zone and mitigation measures. (*BOP*)

## **SOCIAL SERVICES**

**Goal: To empower families and individuals in Lents to lead successful and productive lives by improving access to the sources they need to manage their own lives and by removing barriers and creating equitable access to quality health cares, social services, employment opportunities, housing choices, transportation and education.**

**Objective: Ensure that needed social, employment, health and educational services are accessible to all residents of Lents.**

**Actions:**

1. Locate a multi-service center within Lents. (*Multnomah County Department of Human Services, LNA*)
2. Coordinate services through a computer-linked information and referral center. (*Multnomah County Department of Human Services, LNA*)
3. Provide a shuttle service for low-income and senior residents. (*Multnomah County Department of Human Services, LNA*)
4. Expand home improvement and weatherization programs in the neighborhood. (*Multnomah County Department of Human Services, PGE, NWNG, LNA*)

**Goal: Improve the level of public safety within the Lents Neighborhood.**

**Objective: Increase the level of police protection, crime prevention and supervised youth activities within the Lents neighborhood.**

**Actions:**

1. Institute community policing in Lents. (*City of Portland Police, LNA*)
2. Locate a satellite police station within Lents. (*City of Portland Police, LNA*)
3. Increase the number of Neighborhood Watch groups in Lents. (*City of Portland Police, LNA*)
4. Institute neighborhood patrols (mobile block watches). (*LNA*)
5. Increase funding to Boy's and Girl's Club, Youth Service Centers (*Private donations, grants*)

**Action:**

1. Implement a zoning system to help organize social service provision. (*Multnomah County Department of Human Services*)

**Objective:** Increase the employability of Lents neighborhood residents.

**Actions:**

1. Implement a job training program through Marshall High School and coordinate with local employers. (*Portland Public Schools, Local Business Associations, State or Oregon Youth Conservation Corps*)
2. Create a retraining/vocational program at Eastport Plaza (*Portland Public Schools, Local Business Associations, State or Oregon Youth Conservation Corps*)

**Goal:** Encourage cooperation among citizens.

**Objective:** Provide planning, funding and support for social services and public safety.

**Actions:**

1. Create and support a committee of citizens, governmental entities, schools, private and non-profit organizations to implement communication, coordination and collaboration among service programs within Lents. (*Multnomah County Department of Human Services, LNA, Local Business Associations*)
2. Establish community-based programs for provision of social services and public safety. (*Multnomah County Department of Human Services, LNA, City of Portland Police*)
3. Locate agencies and programs so that they can easily and efficiently be accessed by residents of the Lents community. (*Multnomah County Department of Human Services*)

## VISION II

### THE URBAN VILLAGE

The urban village (UV) type neighborhood provides basic services for self sufficiency. Under this scenario, Lents would operate almost as if it were an incorporated town. The major element missing from actually being an incorporated entity would be self-government.

Early in Lents' history, it was a self-sufficient community. Lents had its own banks, barbers, grocery and sundry stores, taverns etc. What the UV scenario proposes is to bring back many of these elements. In addition, the neighborhood would be provided with numerous new elements. These new elements would include an expansion of social services such as primary care facilities, neighborhood focused medical and dental clinics, low-income services ranging from welfare programs to home improvement projects. Also part of this scenario would be the addition of new and alternative housing arrangements. Such arrangements would include new housing opportunities like row-houses, mother-in-law flats, carriage housing, condominium-type senior housing, upper income housing and apartments, communal and cooperative housing. In order for some of these types of arrangements to be implemented, the neighborhood will have to undergo some changes in current zoning. Residents of Lents have expressed their desire to see different types of housing introduced into their neighborhood.

Lents would also see an expansion of the parks network under this scenario. The major element of this expansion would be the connection of the parks by a greenway trail system. The first step towards establishing this trail system would be to inventory the street network and determine the least used streets. These streets ultimately would be closed to all but necessary local access and would be replaced by a greenway. It is important to understand that there would be some necessary concessions made by adjoining property owners and by the city in implementing such a plan. It is the hope that this type of plan would allow for the residents of Lents to be able to travel, by foot or bicycle, to areas all around the neighborhood without coming into significant contact with the automobile. A particularly pleasant aspect of this idea is that it would turn some streets into public places with residents front yards extending into a green environment, instead of ending abruptly at the edge of the sidewalk.

Another element of the UV vision is the expansion of neighborhood based employment centers. These centers would ideally draw from the neighborhood the majority of their workforce. In addition, new industries would be given incentives to invest a portion of their profits back into the neighborhood. One such incentive might be for the City to provide a trained workforce through a vocational training center located in Lents. A couple of sites could be used for such a vocational center. One such site could be the Eastport Plaza center. This space is large enough to house a vocational center that could train workers in a variety of fields. This center could easily be expanded to include nearby Marshall High School. The high school is a second possible location for the vocational center. This space is quite a bit smaller and therefore could not

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provide the variety of training opportunities as the Eastport Plaza site. A third possible location for the vocational center would be to build a new facility on the Smurfit Paper Mill site. If this option were chosen, the students could easily be assimilated into the workforce of an emerging industrial park at this location.

Transportation plays an important part in the evolution of the UV. In such an environment there would exist an internal public transportation system. This system would provide service to all areas within the Lents neighborhood, plus it would include shuttle service to important facilities located outside of the neighborhood such as hospitals, Clackamas Town Center and Mall 205 and the Gateway transit center. This final shuttle stop would occur only if the lightrail line does not extend through the Lents neighborhood. A public transportation system like the one just proposed could be provided on one or two levels, or service provision could be a combination of the two. The first level of service could be a scheduled route system whereby transportation vehicles serve on designated routes at designated times. The second level of service provision is a dial-a-bus system. Here a rider calls a dispatch service that sends a vehicle that picks them up at their door and delivers them to their destination. The third level, a combination of the two, would operate some of the system on scheduled routes while another part of the system would be a call service. This could be for service to the outside of the neighborhood destinations described above.

In summary, the basic concept of the urban village is to provide as many services as possible within the neighborhood itself. The intent of this is to create a neighborhood that is self-sufficient and self-reliant. This kind of neighborhood could then function as an old fashioned small town, with all of the advantages of a close-knit community. The basic needs of housing, jobs, goods and services, parks and openspace, and social services would all be within the neighborhood. The following pages will outline the goals, objectives and actions needed to implement this vision. Many of these goals and objectives coincide with visions one and three.

## **ECONOMY**

**Goal: Create a community that is both socially and economically self-sustaining.**

**Objective:** Establish a network of enterprise organizations committed to the promotion and development of local markets.

**Actions:**

1. Obtain seed money from charitable trusts, foundations, public and private organizations that will help with start-up and other organizational costs. (*ROSE, PDC, OEDD, ODDA*)
2. Establish a Non-profit Commercial Community Development Corporation in the historic core of the Lents Business District whose sole purpose is to revitalize the economic sector of Lents as an urban village. (*ROSE, PDC, OEDD, ODDA*)

**Objective:** Develop a core business district along Foster Road between 82nd and 92nd with increasing commercial, residential, and light industrial activities at the district's defined ends, in order to facilitate pedestrian (customer) movement throughout the district ("dumbbell" or mall concept).

**Actions:**

1. Increase the density and variety of zoning to accommodate diverse commercial and residential development. (*BOP*)
2. Increase the height of development along "dumbbell" to 3 to 4 stories to create some visual definition of the core area. A 75' height limitation to allow up to 4/5 stories and minimum of 3 at ends of "dumbbell". (*BOP, CDC, ODDA*)
3. Recruit appropriate Anchor stores to each end of "dumbbell" to facilitate pedestrian movement along Foster. (*CDC, ODDA, Neighborhood Business Associations, PDC, OEDD*)

**Objective:** Encourage mixed-use development to aid self sustainment of the area as well as foster pedestrian friendly access to businesses.

**Actions:**

1. Place parking at the rear of both commercial street front properties through appropriate zoning and design guidelines. (*BOP*)
2. Widen and enhance streetscape amenities to promote pedestrian activity in neighborhood commercial districts. (*PDOT, ODDA*)

**Objective:** Identify and create community centers "Parishes" around mixed use centers that can provide residential areas with daily shopping needs.



**Actions:**

1. Utilize existing geographic and cultural characteristics that create a sense of place for specific local business that support their immediate community. (*Metro, SE UpLift*)
2. Rezone at "parish" core to create a focal center which provides a balanced variety of local businesses and shops. (*BOP*)
3. Talk to community to identify and capitalize on the structure that gives the "parish" its sense of identity. (*SE UpLift*)

**HOUSING**

**Goal: Provide a wide range of housing opportunities for present and future residents that complements a self sufficient/self contained vision of the neighborhood.**

**Objective: Develop new mixed income housing developments.**

**Actions:**

1. Offer density bonuses for multi-income development. (*PDC, BOP*)
2. Below market interest loans for multi-income development. (*CDC's, PDC*)

**Objective: Develop innovative housing programs.**

**Actions:**

1. Rezone to allow for cohousing, commercial housing, mother-in-law units, carriage housing units and other innovative housing options. (*BOP*)
2. Develop outreach service to inform and assist businesses in adding housing units to existing structures. (*CDC's, Neighborhood clearing house office*)

**Objective: Develop housing in close proximity to social and economic services.**

**Actions:**

1. Inventory current underutilized housing opportunities within existing, and proposed commercial areas. (*LNA, CDC's, Neighborhood clearing house office*)
2. Rezone for inclusion of mixed use in, or near commercial nodes. (*BOP*)

**Objective: Develop higher density housing in close proximity to pedestrian and other auto alternative modes of transportation.**

Action:

1. Rezone for higher densities around greenway grid. (*BOP*)

Objective: Develop sub-neighborhoods/parishes to advance the sense of inter and intra neighborhood cohesion.

Action:

1. Develop sub-neighborhoods, with help of residents, encouraging formation around particular amenities or landmarks. (*LNA, BOP*)

Objective: Develop housing that accommodates a wide range of physical abilities.

Action:

1. Study the development of Eastport Plaza as an elderly center with market housing prices and elderly services (social security office, medical offices, retail etc.). (*PDC, AIA, CDC's*)

**TRANSPORTATION:**

**Goal: Expand pedestrian access in Lents**

Objective: Decrease auto through-travel on SE Foster Road.

Actions:

1. Allow on street parking on the Foster/Woodstock couplet (*PDOT*)
2. Reduce speeds in the Foster/Woodstock couplet. (*City of Portland Police, PDOT*)

Objective: Reduce Pedestrian/Auto Accidents at Foster & I-205

Actions:

1. Reduce speeds in the Foster/Woodstock couplet, and enforce the limit. (*City of Portland Police, PDOT*)
2. Improve intersections for pedestrians where technically possible. (*PDOT*)

Objective: Reduce overall auto dependency in Lents.

Actions:

1. Endorse the Central City Traffic Management Program (High Growth Option). (*PDOT*)

2. Increase the opportunities for residents to use alternative transportation modes by increasing bus service in Lents and in Outer South East Portland. (*Tri-Met*)

Objective: Create a pedestrian friendly environment along Foster between I-205 and 82nd.

Actions:

1. Redesign the Foster/Woodstock couplet to move all through auto traffic onto Woodstock in the existing Lents Commercial District. (*ODOT, PDOT*)
2. Widen side walks along the corridor. (*PDOT*)
3. Locate street trees and furniture along the corridor. (*LNA, PDOT*)
4. Provide a bicycle lane along the corridor. (*PDOT*)
5. Require off-street parking to be in the rear of buildings along the corridor. (*PDOT*)
6. Subsidize a rubber-tire trolley to run along the corridor. (*Tri-Met, PDC, PDOT, ROSE*)

Objective: Develop Green-way pedestrian-only routes in Lents, these will connect parks and other activity centers to each other.

Actions:

1. Acquire or determine rights-of-way. (*PDOT*)
2. Provide vegetation and install furniture for these routes. (*LNA, local service organizations, City of Portland Bureau of Parks and Recreation, PDOT*)
3. Plant vegetation. (*LNA, local service organizations, City of Portland Bureau of Parks and Recreation, PDOT*)
4. Build safe underpasses under I-205, allow shops, provide lighting, etc... (*BOP, PDOT*)
5. Change the timing of traffic signals along 82nd to allow elderly and handicapped people time to cross. (*PDOT*)

Objective: Improve Street Scapes on other streets in Lents by planting street trees, improving side walks, and cleaning up potential eyesores.

Action:

1. Improve Streets and Side walks by fixing existing facilities where needed, and by building new facilities where they currently do not exist. (PDOT, LNA)

**Goal: Improve auto safety at SE Foster Road and I-205**

Objective: Reduce auto accidents at SE Foster Road and I-205.

Actions:

1. Reduce speeds in the Foster/Woodstock couplet, and enforce the limit. (City of Portland Police, PDOT)
2. Conduct a study of possible engineering solutions to the auto accident problem. (PDOT)

**Goal: Design light rail stations in Lents for pedestrians.**

Objective: Provide access to LRT station(s)

Actions:

1. Improve Bus service in outer-southeast Portland. (Tri-Met)
2. Ensure that improved bus service provides direct access and transfer points at LRT station(s). (Tri-Met)

Objective: Create a safe and pedestrian friendly environment for access to an LRT station in the Lents Commercial District.

Actions:

1. Design the station for Pedestrian Access (Tri-Met)
2. Placement of wide sidewalks, street furniture, and planters along pedestrian access routes to the station. (Tri-Met, PDOT)
3. Do not allow long-term parking in the vicinity of the station at 92nd and SE Foster Road. (PDOT)
4. Do not have any park & ride parking spaces for the 92nd and SE Foster Road station. (PDOT)

Objective: Orient other LRT station(s) in Lents to Pedestrian access.

Actions:

1. Design the station(s) for Pedestrian Access (Tri-Met)

2. Placement of wide sidewalks, street furniture, and planters along pedestrian access routes to the station(s). (*Tri-Met, PDOT*)

## **ENVIRONMENT**

**Goal: Use improvements to the natural environment to create a more healthy and aesthetically pleasing neighborhood.**

**Objective:** To clean up past hazardous residue and closely monitor current emissions and storage facilities.

**Actions:**

1. Ensure DEQ is doing its job enforcing the Resource Conservation and Recovery Act (RCRA) and the Comprehensive Environmental Response, Compensation and Liability act (CERCLA).
2. Establish neighborhood watchdog group. Funding could be possible through suing a polluter under the Clean Air Act's citizen suit provision, and using the settlement to establish a watchdog group.
3. Investigate possibilities of creating partnerships with non-profit and using other public agencies for code enforcement and legal compliance. (*LNA*)
- 4.. Congregate polluters to a specific area. (*BOP*)

**Objective:** To improve air quality and reduce decibels in the neighborhood.

**Actions:**

1. Use street trees as noise buffers and air filters. More street trees and trees along I-205 embankment. (*ODOT, Friends of Trees*)
2. Utilize DEQ and the Clean Air Act, potential for citizen suits. Use settlements for mitigation...(*LNA*)
3. Reduce the amount of automobile traffic through residential neighborhoods by means of traffic slowing devices. (*ODOT, PDOT*)
4. Enforce a heavy industrial or nuisance zone requiring noise mitigation for activities like the rock crusher. (*BOP, LNA*)
5. Use students at the vocational school to study the effects of the noise and air pollution and monitor its levels. (*Oregon Youth Conservation Corps*)

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6. Implement a "Greenway Grid". This would be the greening (planting of trees and plants) along certain streets in the neighborhood. (*BOP, City of Portland Bureau of Parks and Recreation, Friends of Trees, City Forester*)

**Objective:** To improve the streetscape aesthetically, while at the same time improving the quality of the natural environment and quality of life. To use the streetscape as the main component in defining a sense of place. Use the street as the main connectors between nodes and encourage pedestrian travel.

**Actions:**

1. Design a conceptual plan of the main nodes, their location and range of activities. Connect the nodes with greenways or streets that have been improved with street trees and other forms of plant life. This system of nodes and improved connector streets will be called the "Greenway Grid". Greenways will be implemented onto the existing grid pattern of streets with the goal of inducing traffic, mostly pedestrian, to use these aesthetically improved transportation corridors. (*BOP, PSU site planning class*)
2. Separate commercial and residential transportation routes. (*PDOT*)
3. Delineate separate transportation routes for both commercial and residential vehicles. (*PDOT*)
4. Locate commercial or non-residential activities along the commercial transportation routes. (*BOP*)
5. Improve residential routes to make them more attractive to pedestrians by installing more street trees and creating tree-lined median strips. (*BOP, Friends of Trees, PDOT, City Forester*)
6. Maintain new plantings by employing students in the vocational school studying urban forestry or urban ecosystems.

**Objective:** To use the parks as the centers for the neighborhood nodes. To provide character for the neighborhood and be a sense pride. To afford opportunities for functional activities.

**Actions:**

1. Increase funding for maintenance of parks. (*Portland Bureau of Parks and Recreation.*)
2. Increase police patrol. (*City of Portland Police*)

3. Reduce opportunities for vandalism:
  - a. Non-paintable surfaces.
  - b. Use murals to cover large areas.
  - c. Use noise-sensitive street light switches.
  - d. Citizen patrols.
  
4. Use a "conservation corps" for maintenance. Funding through grants or neighborhood collection and funnel money through church or outreach organization to employ local youth to maintain the parks. (*State of Oregon Youth Conservation Corps*)
  
5. Re-zoning around the parks to encourage mixed-use development. (*BOP*)
  
6. Use maintenance hours as disciplinary actions in the local schools. (*Portland Public Schools*)
  
7. Use traffic calming devices around the parks. (*PDOT, BOP*)

Objective: Provide program opportunities for neighborhood organizations, allowing these organizations to use the parks and offer programs to take place there. Encourage school or outreach programs to utilize parks.

Action:

1. Use the parks as an outdoor day care facility run by a church or outreach organization using local residents as supervisors. (*Portland Public Schools and various interested organizations*)

Objective: Enhance existing parks.

Actions:

1. Hold public meetings to determine what functions the surrounding community would like to see in their park. One community might desire a highly developed park full of swing sets, basketball and tennis courts. Another may desire an Olmstedian park, and another a natural area. The different types of open space can help provide a distinct character and sense of place for each community. Monotony could be avoided. (*BOP, PDC*).
  
2. Where no public open space exists, yet a natural node exists, acquire land to create one. (*BOP, Trust For Public Lands, Tri-Met*).
  
3. Rearrange the transportation system or land use patterns to accommodate an open space. (*BOP, Tri-Met*).

4. Hire an activities coordinator to schedule the local users of an open space and actively seek events and activities which may desire such a space. Like an art exhibit, information fair, crafts fair, or traveling side show. (*Portland City Council, LNA*).

**Objective:** Johnson Creek: To improve the ecological system of Johnson Creek. Improve water quality, reduce turbidity and increase the amount of fish.

**Action:**

1. Ensure implementation and enforcement of the Johnson Creek Resource Management Plan and other related plans and programs.. Strictly enforce the building moratorium in the 100 year flood plain in order to restore the creek to near its undisturbed state and create a greenway along its bank. (*Department of Environmental Quality, Friends of Johnson Creek, The Urban Streams Council*)

2. Enforce the inability to build in the floodplain.(*BOP*)

3. Purchase Fee Simple or a conservation easement in the land that lies along the bank of the creek. (*Portland Bureau of Parks and Recreation, Trust For Public Land, create a land trust*).

4. Build trails along the creek and connect the creek greenway with the proposed greenway grid. (*Oregon Youth Conservation Corps*)

5. Have students at the vocational school enhance and create salmon, steel head and cut-throat trout habitat. Re-introduce these species and monitor their establishment back into the creek's ecosystem. Students could be used to build and maintain the trail.

**Goal: Increase energy independence within the community.**

**Objective:** Create opportunities for alternative energy use within individual neighborhoods.

**Actions:**

1. Harness wind power by providing small scale wind farms within appropriate open spaces in Lents. (*PGE, BPA*).

2. Encourage solar energy use by providing a revolving credit bank for purchase and installation of solar panels/units. Excess energy can be sold to utility companies and the profit reinvested within the community.. (*PGE, BPA*)



## **SOCIAL SERVICES**

**Goal: To empower families and individuals in Lents to lead successful and productive lives by improving access to the resources they need to manage their own lives and by removing barriers and creating equitable access to quality health care, social services, employment opportunities, housing choices, transportation and education. Foster self-sufficiency within the neighborhood.**

**Objective** Ensure that needed social, employment, health and educational services are accessible to all residents of Lents.

### **Actions:**

1. Locate a multi-service center within Lents. (*Oregon State Division of Human Resources, Multnomah County Department of Human Services, private agencies*)
2. Coordinate services through a computer-linked information and referral center. (*Oregon State Division of Human Resources, Multnomah County Department of Human Services, private agencies*)
3. Provide a shuttle service for low-income and senior residents. (*Tri-Met, Multnomah County Department of Human Services, private agencies*)
4. Expand home improvement and weatherization programs in the neighborhood. Train neighbors to perform weatherization work. (*City of Portland Energy Office, LNA, CEP, PGE, PPL, NWNG*)
5. Establish block by block "neighbor-to-neighbor" networks for shared tools, childcare, gardening, bartering clubs, etc. to reduce dependence on tax-funded programs. (*ROSE, CDC'S, LNA*)
6. Create a "skills resource bank" within Lents. (*LNA*)
7. Use neighborhood schools for extended day care, adult care, recreational activities and remedial education programs for adults. (*Portland Public Schools, PCC, MHCC, private providers*)
8. Establish "family night" at schools so that parents can learn along with their children and help them with schoolwork. (*Portland Public Schools*)

**Goal: Improve the level of public safety within the Lents neighborhood.**

**Objective:** increase the level of police protection, crime prevention and supervised youth activities within the Lents neighborhood.

Action:

1. Institute community polliicing in Lents. (*City of Portland City of Portland Police, LNA*)
2. Locate a sattelite police station within Lents. (*City of Portland City of Portland Police, LNA*)
3. Increase the number of neighborhood watch groups in Lents. (*City of Portland City of Portland Police, LNA*)
4. Institute neighborhood patrols (mobile block watches). (*LNA*)
5. Increase funding to boy's and girl's club, youth service centers (*private donations, grants*)
6. Increase the number of block homes within Lents so that there is at least on 1 per square block.
7. Establish a neighborhood-level mediation group. provide training and back-up support for this group. (*ONA, LNA*)
9. Increase and strengthen open spaces within lents and provide linkages between them. (*Parks Bureau*)
10. Define and provide a number of community centers dispersed within walking distance of residential areas of the neighborhood. (*LNA*)
11. Re-unite the neighborhood with the construction of pedestrian-friendly freeway underpasses. (*ODOT, PDOT*)
12. Provide adequate lighting on streets and in the parks. (*City Street Lighting, City of Portland Bureaus of Parks and Recreation*)

**Goal: Ensure that the delivery of family services and services for the elderly are well-coordinated and comprehensive. Reduce the need for such services where possible.**

**Objective: Assure networking of social service and non-profit agencies and improve coordination, communication and collaboration within and between agencies, and neighborhood residents.**

Actions:

1. Establish a coordinating council of citizens and providers to review current programs and potential for consolidation. (*SE UpLift, Multnomah County Department of Human Services, ROSE*)
2. Establish neighbor-to-neighbor program and extend project linkage to lents. (*LNA, Project Linkage, Religious organizations*)

Objective: Promote and advertise the availability and location of essential services within lents and throughout the city.

Actions:

1. Establish a joint advertising and community education campaign to alert citizens to the available programs and services serving the lents community. (*SE UpLift, Multnomah County Department of Human Services, Media*)
2. Organize a Community Health Fair. ((*SE UpLift, Multnomah County Department of Human Services, LNA*))

Objective: Avoid duplication of services.

Actions:

1. Institute a computer network so that communication is facilitated among and between providers. (*SE UpLift, Multnomah County Department of Human Services*)
2. Implement a zoning system to facilitate organization of social service providers. (*City, BOP*)

Objective: Promote establishment of comprehensive service centers.

1. Implement a mobile health service program providing a variety of services such as immunization, check-up, routine testing and health maintenance programs. (*Multnomah County Department of Human Services, State Health Division, private*)

Objective: Promote more diverse and attractive living arrangements.

Actions:

1. Provide for cooperative housing opportunities where appropriate. (*BOP, CDCs, PDC*)
2. Allow for tax credits when family members take in elderly or handicapped relatives. (*State Legislature*)
3. Provide private unit senior care facilities to promote independence. (*local service organizations, PDC, ROSE*)
4. Implement a program to provide new or converted low-income and disabled housing opportunities. (*CDCs, BOP, PDC*)

Objective: Increase the employability of Lents neighborhood residents.

Actions:

1. Implement a job training program through Marshall High School and Portland Community College, in coordination with local employers. (*Portland Public Schools, Private Industry Council, MHCC, PCC*)
2. Create a retraining/vocational program at Eastport Plaza (*Portland Public Schools, MHCC, PCC, Private Industry Council, ROSE*)
3. Establish an incubator program and entrepreneurship training. (*PCC, Private Industry Council*)

## **Vision III**

### **THE REGIONAL ATTRACTOR**

This vision portrays Lents as a regional attractor and includes concepts described in the previous visions. The neighborhood as a regional attractor includes activities that serve the entire metropolitan area, as well as businesses that serve localized needs within the community.

Accessibility from outside the neighborhood to regional activities within the neighborhood is of the utmost importance in this vision. In addition to drawing a large employment and spending base from within Lents, this vision would work to attract a sizable population from outside the neighborhood.

Urban form would change significantly in this vision. Former low density sprawl patterns would be replaced by higher densities, focused primarily around transportation centers, parks and employment centers.

Under Vision III, a pedestrian-friendly environment would exist in Lents. This increased pedestrian accommodation could include more pedestrian crossings, increased connectivity between east, west, north and south, and improved signal timings at cross walks to help reduce automobile and pedestrian conflict.

Under this vision Lents would be served by high capacity transit such as light rail, as well as bus service. Shoppers, workers, and residents would be able to board and depart transit at multi-modal transportation centers that could have commercial tie-ins at street level.

Automobile access would be improved for those who drive to work or come into the community to shop. More entrance and exit ramps would be added to I-205 for auto accessibility to regional attractors.

Housing in the neighborhood would continue to be diverse and affordable. Mixed-uses around transportation centers would lead to higher density housing above transit stations. Housing density would also be increased within the residential sections of the neighborhood.

A plan of action for the neighborhood's economic well being would be implemented incrementally. Regional facilities would be developed with adequate infrastructure provision. Regional employment centers, consisting of hi-tech business parks and light industrial and manufacturing businesses, could be located on previously underdeveloped parcels of land. These employment centers could then hire locally qualified people from the neighborhood who would be trained at a regional facility located in the Lents neighborhood. Education attainment, industry needs and demographic characteristics of the neighborhood and the larger metropolitan area would be considered in the training programs.

### Vision III

Environmental considerations are important in this vision. Buffers, linkages, visual amenities and animal habitat would be provided for by a greenway grid system that would link employment centers with commercial, residential and open space areas. Recreational opportunities would be sited at open spaces throughout the neighborhood.

Neighborhood social services would be improved and focused to serve both local and regional needs. Child day care facilities could be located in close proximity to transportation and employment centers. Care for the elderly could be expanded to include on-demand transit service as well as an intra-neighborhood bus service. A neighborhood office could be established to coordinate provision of social services in the community.

## **ECONOMY**

**Goal: Create a vital economic sector in Lents that serves as a regional attractor, in addition to serving the needs of neighborhood residents.**

**Objective:** Build a "symbolic" link between businesses and neighborhood residents by defining the neighborhood's downtown as a center of community focus.

**Actions:**

1. Initiate a "Main Street Program" with a full time main street manager to revitalize the downtown (the National Trust For Historic Preservation has developed a systematic approach to revitalizing deteriorated commercial districts. which includes organization, promotion, economic restructuring, and design). (*ODDA*)
2. Define a "theme" which creates a sense of place and unique identity for Lents' regional economic appeal . (*LNA.*)
3. Increase the role of corporations in the funding of socio-economic programs to link corporate profits with social and economic well being in the community. (*The Grantsmanship Center, PDC, BOP, HUD*)

**Objective:**Reduce any perceived physical/geographic bias between central city government and the peripheral regional attractor neighborhood of Lents.

**Action:**

1. Establish a forum where bordering jurisdictions and agencies linked by the bureaucratic process can discuss common issues that affect Lents and surrounding entities. (*SE UpLift, Metro, ONA, Service districts*)

**Goal: Create regional attractors that include a prominent manufacturing sector and a concentration of light industrial business parks.**

**Objective:** Develop hi-tech business park.

**Actions:**

1. Provide significant tax and local interest incentives tied to local employment requirements to encourage development.(*PDC, OEDD*)
2. Develop infrastructure that will support and attract a this type of industry (*PDC, OEDD, PDOT, Service Districts*)

3. Create hi-tech vocational educational facility at Eastport Plaza. (*U.S. Department of Education, MHCC, PCC*)

Objective: Create significant industrial sanctuaries along Johnson Creek near Paper Mill site.

Actions:

1. Rezone as necessary to promote desirable industrial development. (*BOP*)
2. Establish a commercial development corporation with ties to the main street program. (*PDC, OEDD, ROSE*)
3. Establish the neighborhood of Lents as part of a "Planning District". (*BOP, ONA, SE UpLift*)

Objective: Identify sites for new economic opportunities and redevelopment (potential Enterprise Zone designation sites).

Action:

1. Conduct a land suitability survey that identifies potential sites and related constraints. (*BOP, Metro*)

Objective: Provide better accessibility and connectivity to and between regional economic attractors.

Actions:

1. Redefine functional classifications on the roadway network to support regional traffic coming into the area. (*PDOT, Metro*)
2. Build more entrance and exit ramps on I-205 Freeway. (*ODOT, PDOT*)
3. Develop major north/south and east/west transit facility. (*PDOT, Tri-Met, ODOT, Metro*)
4. Attend Meetings and lobby for establishment of I-205 rail corridor for light rail or bus transit center (*PDOT, Tri-Met, Metro, SE Uplift*)

Objective: Increase economic reception capacity of infrastructure, facilities, and services to support regional economic attractors.

Actions:

1. Work with bordering jurisdictions and concerned agencies to insure consistency between functional classifications as roadway network transitions from one jurisdiction to the other. (*Metro, Special Districts, ODOT*)



2. Increase number of on-street parking spaces for those who drive into the neighborhood to shop at regional attractors. (*PDOT, Lents Business Association*)

**Objective:** Strengthen the Public- Private Partnership through developer incentives and flexible regulations.

**Actions:**

1. Rewrite zoning ordinance to include density bonuses. (*BOP*)
2. Create a business tax reduction for regional attractor businesses that establish employee housing programs. (*Portland City Council, PDC, State Legislature*)

## **HOUSING**

**Goal:** Develop housing that complements the proposed regional focus of Lents.

**Objectives:** Link residential development in Lents to the development of local industries and, or retail.

**Actions:**

1. Upzone residential areas near employment centers. (*BOP*)
2. Develop housing/job placement agency to help companies moving into Lents find resident employees, and to help employees of new companies find housing in Lents. (*Neighborhood clearing house office, CDC's*)

**Objective:** Increase housing densities and opportunities at regional transit points.

**Actions:**

1. Upzone housing at regional transit points for both higher densities and mixed use. (*BOP, TRI-MET, Metro, ODOT*)

**Objective:** Increase housing densities and opportunities at, or around commercial areas.

**Actions:**

1. Upzone and allow for mixed use zoning at, or around commercial nodes strips etc. (*BOP*)

**Objective:** Replace retired housing stock with higher intensity land uses.

Action:

1. Change some residential zoning to allow for commercial and industrial development. (*BOP, Local business association, OEDD.*)

**Goal: Keep Lents an affordable neighborhood for present and future residents as Lents changes to a regional employment center.**

Objective: Develop higher intensity land uses and higher densities to keep Lents affordable.

Action:

1. Rezone residential land for higher densities. (*BOP*)

Objective: Encourage mixed income new housing development to ensure affordability of new housing units.

Action:

1. Offer incentive program such as density bonuses to developers to provide low cost units in developments. (*PDC, CDC's, BOP*)

Objective: Develop public, private and non-profit programs that maintain affordability.

Actions:

1. Provide funding to CDC's for purchase and renovation of deteriorated housing, including condo conversions. (*PDC, CDC's*)
2. Provide funding for developed of new housing by non-profits. (*CDC's, PDC*)

Objective: Develop alternative housing options which lessen overall costs of housing.

Action:

1. Rezone and change regulations to encourage such housing options as cohousing, carriage housing, mother in-law apartments and the like. (*BOP*)

**TRANSPORTATION:**

**Goal: Improve auto safety at SE Foster Road and I-205**

Objective: Reduce Auto Accidents at SE Foster Road and I-205

**Actions:**

1. Reduce speeds in the Foster/Woodstock couplet, and enforce the limit. (*City of Portland Police, PDOT*)
2. Do a study of possible engineering solutions to the accident problem. (*PDOT*)

**Goal: Provide efficient regional transportation opportunities for Lents.**

**Objective:** Locate a multi-story, mixed-use park & ride lot at 92nd and Foster.

**Action:**

1. Locate commercial activity into the park & ride facility. (*Tri-Met*)

**Objective:** Provide access to LRT station(s)

**Actions:**

1. Improve Bus service in outer-southeast Portland. (*Tri-Met*)
2. Ensure that improved bus service provides direct access and transfer points at LRT station(s). (*Tri-Met*)

**Objective:** Allow a safe and pedestrian friendly environment for access to an LRT station in the Lents Commercial District.

**Actions:**

1. Design the station for pedestrian access and egress. (*Metro, Tri-Met*)
3. Place pedestrian walkways from the LRT station at 92nd and Foster to Activities in the Lents commercial district and on the old Mill Site. (*BOP, PDOT*)

**Objective:** Orient other LRT station(s) in Lents to provide the highest level of access possible.

**Actions:**

1. Design the station(s) with the needs of the commuter in mind. (*Tri-Met*)
2. Placement of wide sidewalks, street furniture, and planters along pedestrian access and egress routes to the station. (*Tri-Met, ROSE, PDC, PDOT, LNA, Local religious organizations, local youth organizations, BOP*)

**Goal: Expand Auto Access in Lents**

**Objective:** Provide better auto access to the old Mill Site

UPA LIBRARY

Action:

1. Build Off-ramp from I-205 to Mill Site. (ODOT)

Objective: Reduce peak congestion by providing greater auto facilities.

Actions:

1. Build off-ramp and on-ramp from I-205 to Holgate. (ODOT)
2. Widen 92nd to Holgate to allow for greater auto volumes. (PDOT)
3. Widen Foster, and the Foster/Woodstock couplet to allow for greater auto volumes. (ODOT, PDOT)
4. Orient traffic signals in Lents towards the auto. (PDOT)

Objective: To comply with LCDC Goal 12, City of Portland's Liveable City Project and the Transportation Management Program (High Growth Option).

Action:

1. Provide incentives for greater densities around transit facilities, encouraging ridership. This can be accomplished by providing a greater level of transit service to Lents. Studies must be done to determine what combination of improvements in existing transit routes and the addition of new transit routes can be implemented in an efficient and equitable manner. (PDOT, Tri-Met)

**Goal: Expand pedestrian access in Lents**

Objective: Protect Lents residents from increasing auto volumes

Actions:

1. Pedestrian over-passes and other noise buffering structures where necessary to reduce the impact of through travel into residential areas. (PDOT)
2. Plant trees to separate the arterials from neighborhood roads, and to reduce the noise interruption. (PDOT, LNA, City Forester, Friends of Trees)
3. Install Traffic diverters to protect neighborhoods from unnecessary through traffic (PDOT)

Objective: Develop a green-way/pedestrian-only network in Lents to connect parks and other activity centers.

Actions:

1. Acquire or determine rights-of-way. (*PDOT, BOP*)
2. Provide vegetation and install furniture for these routes(see Vision II). (*City Forester, Friends of Trees, LNA, Local service organizations*)
3. Build safe underpasses under I-205, allow shops, provide lighting, etc (see Vision II). (*ODOT, BOP, PDOT, ROSE*)

Objective: Provide for safe pedestrian crossings along 82nd.

Action:

1. Change the timing of traffic signals along 82nd to allow elderly and disabled people time to cross. (*PDOT*)

## **ENVIRONMENT**

**Goal: To maintain a healthy natural environment for both wildlife and humans.**

Objective: To enhance environmental quality and recreational opportunities.

Actions:

1. Ensure compliance with existing environmental legislation.(*DEQ*).
2. Preservation and enhancement of Johnson Creek as a Greenway. (*Portland Bureau of Parks and Recreation, Friends of Johnson Creek, BOP*).
3. Link Springwater Trail to trails running through the neighborhood and linking various activity centers. This trail would be the backdrop of a neighborhood activity loop like the one along Terwilliger. To be used by both residents and commuting workers. (*Portland Bureau of Parks and Recreation, BOP*).

Objective: The Johnson Creek Greenway and Springwater Corridor could be natural attractions which affiliated businesses could be established along.

Action:

1. Zoning could be changed to allow food establishments for recreational users, equipment suppliers, rental establishments, etc. along the Johnson Creek Greenway and Springwater Corridor. (*BOP*)

## **SOCIAL SERVICES**

**Goal: Create an environment within the neighborhood that functions to serve a larger region.**

**Objective: Make Lents a regional service center which includes social and health services and educational centers.**

**Actions:**

1. Increase and strengthen transit and pedestrian connections within Lents and provide linkages between them, social service and health facilities (*Portland Bureau of Parks and Recreation, PDOT, private health care providers, local service organizations*)
2. Develop a large regional community service center. (*LNA, local service organizations, AFS, CSD*)
3. Provide a shuttle service for low-income and senior residents. (*Tri-Met, PDOT, CDCs, ROSE*)

**Objective: Implement a program to coordinate and improve social service outreach.**

**Actions:**

1. Advertise social service and health centers in city-wide publications and on the television and radio. (*LNA, Multnomah County Department of Human Services, private health care providers, AFS, Media*)
2. Organize a regional health fair. Establish a large health center that includes traditional and non-traditional practitioners. (*private health care providers, Multnomah County Department of Human Services, AFS, LNA*)
3. Secure funding for a mobile health and social service program providing a variety of services such as immunization, check-up, and health maintenance programs which is based in Lents. (*private health care providers, Multnomah County Department of Human Services, AFS, LNA*)

**Objective: Implement a social service networking program to more efficiently and effectively serve the Lents and surrounding neighborhoods. Create a system to eliminate duplication of services.**

**Actions:**

1. Create a computerized area-wide referral service to link clients with providers. (*private health care providers, Multnomah County Department of Human Services, AFS, LNA*)

2. Develop implementation measures that encourage co-location of services, such as an zoning overlay designation. (*BOP*)

**Goal: Ensure a safe, livable community.**

**Objective:** Implement programs aimed at improving public safety.

**Action:**

1. Establish community policing/satellite police stations strategically loacted throughout the community.. (*City of Portland City of Portland Police*)
2. Enhance crime prevention programs through cooperation between police, businesses, institutions and neighborhood groups. (*City of Portland City of Portland Police, LNA, local business associations*)
3. Establish new and expand existng home improvement, site hardening and defensible landscaping programs in the community. (*BOP, PDC, CEP, local service organizations, LNA*)

**Goal: Ensure viable economic and educational opportunities for all residents of the city.**

**Objective:** Increase the employability of Lents neighborhood residents while providing jobs within Lents for the wider community..

**Actions:**

1. Implement a job training program coordinated through Marshall High School and Portland Community College. Coordinate with local employers. (*Portland Public Schools, PCC, local business associations*)
2. Establish a regional higher education center within Lents.at the Smurfit paper mill site. (*State Department of Higher Education* )
3. Use the Smurfit paper mill site to also develop a major employment center in conjunction with an educational instituion. (*local business associations, PDC, State Department of Higher Education*)
4. Create a retraining/vocational program at Eastport Plaza. (*local business associations, PDC, State Department of Higher Education*)
5. Create an industrial incubator in the Lents Neighborhood to provide entry level jobs. (*local business associations, PDC*)

**Goal: Ensure a variety of housing opportunitis for all residents of Lents, but especially for special populations.**

**Objective:** Create a variety of housing options for the current and future residents of the Lents neighborhood.

**Actions:**

1. Create zoning for accessory unit conversions where appropriate. *(BOP)*
2. Provide for co-operative, housing opportunities where appropriate. *(PDC, BOP, CDCs)*
3. Allow for tax credits when family members take in elderly or disabled relatives. *(State Legislature)*
4. Provide private assisted living senior care facilities to promote independence. *(State Department of Human Resources, HUD, HAP)*
5. Implement a program to provide new or converted low-income and special needs housing in Lents. *(State Department of Human Resources, HAP, HUD, PDC)*



## CONCLUSION

This report presents for consideration three different alternatives for redevelopment of the Lents neighborhood. These are not definitive, nor is any one of the specific development scenarios recommended. They are meant to function as decision-making tools for the Lents community. The purpose of this report is to open up discussion and encourage the community to recognize the options available. Hopefully, this will help guide development in a way that meets the needs of the present and future residents and businesses of Lents and the greater metropolitan area as they grow and change.

The authors have taken into account community opinions expressed at a public planning workshop conducted in November 1992 in Lents. In addition, ongoing public participation has been achieved through continual contact with the Lents Neighborhood Association. The authors have been involved with the Lents Neighborhood Association Steering Committee working on the Outer Southeast Plan. Information from existing community plans, planning literature and specific ideas developed from the experiences of other jurisdictions was also utilized. These alternatives, along with those developed out of future discussions within the community, will hopefully lead to Lents becoming a more vital and livable community for all.

## Appendix A Summary of Goals

### **VISION I: STATUS QUO**

#### **ECONOMY**

Goal: To create a long term plan that will enable the community to strengthen its existing economic foundations and provide guidance for incremental improvements to the local business climate.

#### **HOUSING**

Goals:

1. Create a clear sense of community within the neighborhood.
2. Maintain Lents as an affordable neighborhood for present and future residents.
3. Maintain Lents as a primarily residential neighborhood and improve the condition of housing in Lents.
4. Increase homeownership within the neighborhood.
5. Encourage infill and density in Lents to promote efficient use of services and land.

#### **TRANSPORTATION**

Goals:

1. Create a safe and viable pedestrian environment in the Lents Core.
2. Improve Pedestrian Environment In the rest of Lents
3. Improve Auto Safety at SE Foster Road and I-205
4. Plan for LRT along I-205

#### **ENVIRONMENT**

Goals:

1. Improve all aspects of the natural environment to make the neighborhood more conducive to human habitation.
2. Reduce and limit exposure to EMF to humans.
3. Secure safety of existing and future development with regard to geologic and topographic features within Lents.

#### **SOCIAL SERVICES**

Goals:

1. To empower families and individuals in Lents to lead successful and productive lives by improving access to the sources they need to manage their own lives and by removing barriers and creating equitable access to quality health cares, social services, employment opportunities, housing choices, transportation and education.
2. Improve the level of public safety within the Lents Neighborhood.
3. Ensure that the delivery of family services and services for the elderly are well-coordinated and comprehensive.
4. Encourage cooperation among citizens.

## **VISION II: THE URBAN VILLAGE**

### **ECONOMY**

Goal: Create a community that is both socially and economically self-sustaining.

### **HOUSING**

Goal: Provide a wide range of housing opportunities for present and future residents that complements a self sufficient/self contained vision of the neighborhood.

### **TRANSPORTATION**

Goals:

1. Expand pedestrian access in Lents
2. Improve auto safety at SE Foster Road and I-205
3. Design light rail stations in Lents for pedestrians.

### **ENVIRONMENT**

Goals:

1. Use improvements to the natural environment to create a more healthy and aesthetically pleasing neighborhood.
2. Increase energy independence within the community.

### **SOCIAL SERVICES**

Goal:

1. To empower families and individuals in Lents to lead successful and productive lives by improving access to the resources they need to manage their own lives and by removing barriers and creating equitable access to quality health care, social services, employment opportunities, housing choices, transportation and education. Foster self-sufficiency within the neighborhood.
2. Improve the level of public safety within the Lents neighborhood.
3. Ensure that the delivery of family services and services for the elderly are well-coordinated and comprehensive. Reduce the need for such services where possible.

**VISION III: THE REGIONAL ATTRACTOR**

**ECONOMY**

Goals:

1. Create a vital economic sector in Lents that serves as a regional attractor, in addition to serving the needs of neighborhood residents.
2. Create regional attractors that include a prominent manufacturing sector and a concentration of light industrial business parks.

**HOUSING**

Goals:

1. Develop housing that complements the proposed regional focus of Lents.
2. Keep Lents an affordable neighborhood for present and future residents as Lents changes to a regional employment center.

**TRANSPORTATION**

Goals:

1. Improve auto safety at SE Foster Road and I-205
2. Provide efficient regional transportation opportunities for Lents.
3. Expand auto access in Lents
4. Expand pedestrian access in Lents

**ENVIRONMENT**

Goal: Maintain a healthy natural environment for both wildlife and humans.

**SOCIAL SERVICES**

Goal: Create an environment within the neighborhood that functions to serve a larger region.

## **Appendix B**

### **Index of Acronyms**

AFS-State of Oregon Adult and Family Services Division  
AIA-American Institute of Architects  
BOP-Portland Bureau of Planning  
BPA-Bonneville Power Administration  
CDC-Community Development Corporation  
CEP-Community Energy Project  
CERCLA-Comprehensive Environmental Response, Compensation and Liability Act  
CSD-Children Services Division  
DEQ-Department of Environmental Quality  
DOE-State of Oregon Department of Education  
EMF-Electro-Magnetic Fields  
HAP-Housing Authority of Portland  
HUD-U.S. Housing and Urban Development  
LNA-Lents Neighborhood Association  
LRT-Light Rail Transit  
MHCC-Mt. Hood Community College  
NWNNG-Nortwest Natural Gas  
ODDA-Oregon Downtown Development Association  
ODOT-Oregon Department of Transportation  
OEDD-Oregon Economic Development Department  
ONA-Office of Neighborhood Associations  
PCC-Portland Community College  
PDC-Portland Development Commission  
PDOT-City of Portland Office of Transportation  
PGE-Portland General Electric  
PPL-Pacific Power and Light  
PSU-Portland State University  
RCRA-Resource Conservation and Recovery Act  
RLIS-Regional Land Information System  
ROSE-Revitalize Outer Southeast

**Appendix C**  
**Index of Implementation Agents**

American Institute of Architects  
Bonneville Power Administration  
Children Services Division  
Community Energy Project  
Friends of Johnson Creek  
Friends of Trees  
The Grantsmanship Center  
Housing Authority of Portland  
Human Solutions  
Innovative Housing Inc.  
Legal Aid  
Lents Neighborhood Association  
Lents Residents  
Local religious organizations (Churches, Synagogues,...)  
Local Schools  
Local Service Organizations:  
    Elks  
    Lions  
    Rotary  
Local Youth Organizations:  
    Scouting troupes  
    Boys and Girls Club  
Local Business Associations:  
    82nd Ave. Business Association  
Mt. Hood Community College  
Multnomah County:  
    Department of Human Services  
    Childrens Services Division  
Neighborhood Clearing Office - Proposed centrally located office, staffed with resource person, to act as clearing house for information on neighborhood housing and development opportunities.  
Northwest Natural Gas  
Oregon State Legislature  
State of Oregon  
    Adult and Family Services Division  
    Department of Human Resources  
    Department of Transportation  
    Economic Development Department  
    Housing and Community Services  
    Youth Conservation Corps  
Oregon Downtown Development Association  
Pacific Power and Light

## Index of Implementation Agents

### City of Portland:

- Bureau of Planning
- Bureau of Parks and Recreation
- Department of Transportation
- Energy Office
- Forester
- Police Bureau
- Office of Neighborhood Associations

Portland City Council

Portland Community College

Portland Development Commission

Portland General Electric

Portland Housing Center

Portland Public Schools

Portland State University

Private Health Care Providers

Private Industry Council

Residents of Lents

Revitalize Outer Southeast

Service Districts

SE UpLift

Shared Housing

Transition Projects

Tri-Met

United States:

- Department of Environmental Quality

- Department of Education

The Urban Streams Council