

HEADWATERS APARTMENTS PROJECT

PUBLIC PARTICIPATION PLAN

Prepared for:



Prepared by:

Headwaters Project Team

Supported by:



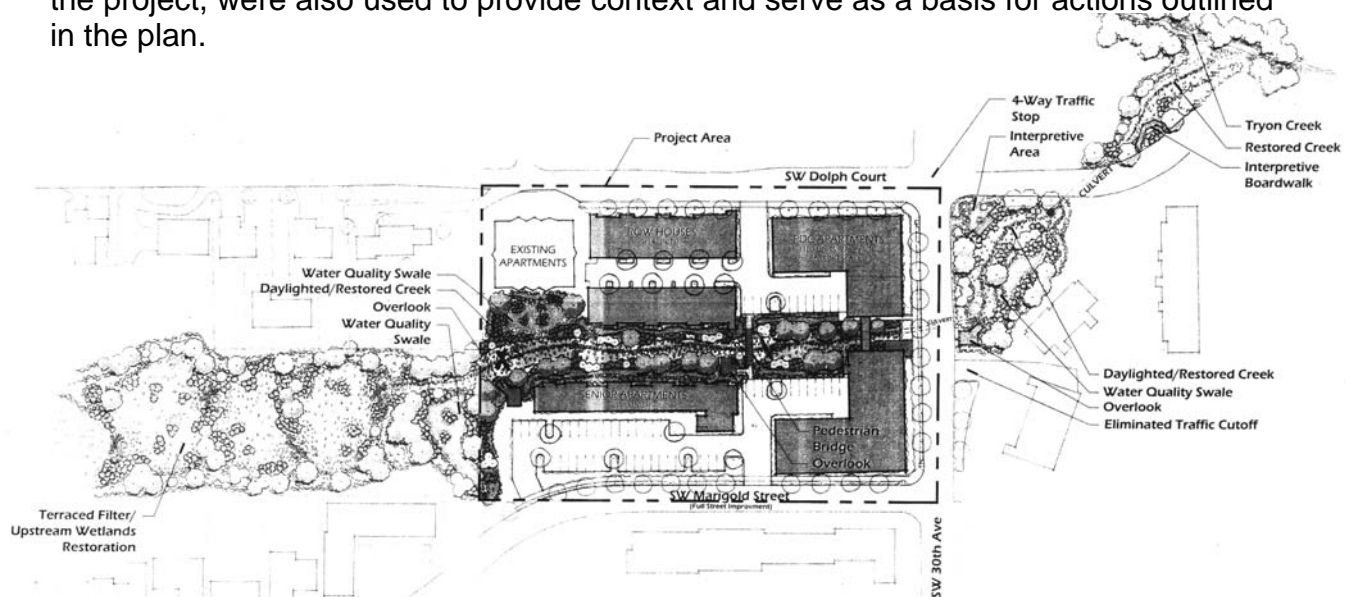
April 8, 2005

Introduction

The Portland Development Commission (PDC) works in neighborhoods throughout Portland. Building and maintaining good relationships with these communities is critical to the success of PDC's revitalization efforts. This Public Participation Plan provides a guide for the Headwaters Apartments Project team and the public to follow through the construction and operations stages of the project. This plan is intended to help the public and project team understand the range of activities and key milestones where substantive public participation and outreach are needed. It is also the objective of PDC to be transparent, in not only the planning process through which these plans are developed, but also in the actions to be taken to respond to and engage affected communities in a timely manner. Therefore, this plan also documents the process used by the project team to develop this plan as well as the outreach tools to be implemented.

This plan was written and formatted following PDC's Draft Public Participation Manual (February 2005). The manual was developed to create a consistent and efficient process through which PDC project teams can strategize and develop public participation goals and tools that will benefit the final outcome of the project. This process will also ensure that the project meets the needs and expectations of the broader community.

The content this public participation plan was developed in a workshop with the Headwaters project team. During the workshop, team members reviewed the context for the project, assessed the level of public concern and interest in the project, identified goals for public participation, and selected the appropriate level of public participation that would adequately inform and involve the public and meet the identified goals and assessed public interest. Other sources of information, such as staff reports to the PDC Board of Commissioners, past letters from the public, and published articles regarding the project, were also used to provide context and serve as a basis for actions outlined in the plan.



Headwaters Development concept plan
(current site address: 8845 SW 30th Avenue).
Plan courtesy of Sullivan Architects, InterFluve, GreenWorks PC

Project Description

Project Status and Location

Approved by PDC Board of Commissioners in October 2004, the Headwaters Apartments Project is a residential development located just off SW Barbur Boulevard at 30th Avenue and SW Dolph Court in the Multnomah Neighborhood of southwest Portland (*Report to the Board of Commissioners: October 13, 2004*).

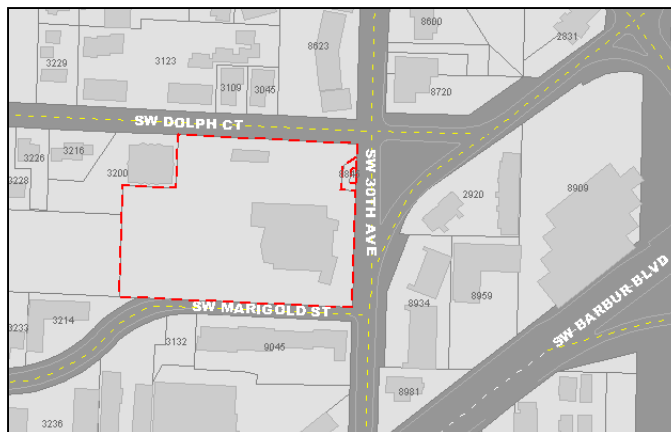
The PDC project team has completed all development agreement negotiations and is awaiting approval of related building and environmental permits. No additional formal public hearings are required for the project's approval. The Commission's approval is contingent, however, on the development of a Good Neighbor Agreement (GNA) between PDC and the Multnomah Neighborhood Association (MNA). This agreement is an important element of this Public Participation Plan for the groundbreaking and construction phase of the project.

The Multnomah Neighborhood contains a diverse assortment of small businesses, recreation facilities, parks, and schools, within primarily residential communities. Single-family homes ranging in size and age are mixed with a scattering of multi-family dwellings. This neighborhood is one of the most densely populated areas in southwest Portland.

Project Scope

The project is a part of a larger Headwaters Development master plan, developed by the property owner and master developer, Dolph Creek, LLC, an affiliate of the Winkler Development Corporation. The developer has worked with PDC staff and other strategic partners such as the City's Bureau of Environmental Services, since 2000. The development includes three separate residential projects that will result in the development of 170 new housing units:

- *Headwaters Apartments Project* – A 100-unit, environmentally sustainable, rental housing development, which will provide workforce housing (the subject of this plan).
- *Dolph Creek Townhomes* – A 14-unit attached townhome development planned to emphasize sustainable design.



Location of Headwaters Apartments Project site
(current site address: 8845 SW 30th Avenue).
Map courtesy of www.portland.maps.com

- *Village at Headwaters* – A 56-unit affordable rental housing development designed for seniors.

The Headwaters Development project also includes the daylighting of an on-site creek, which is a headwater to Tryon Creek that is now buried beneath the Headwaters property in the public stormwater system. This element of the development has been supported by a number of local, state, and federal agencies via funding and staffing commitments. Daylighting the creek will help ensure that the public benefits of the project go beyond on-site improvements, by providing educational opportunities for both school-age children and future developers wanting to integrate restoration efforts into their projects.

PDC anticipates that the project will act as a catalyst for revitalization in the surrounding neighborhood and adjacent commercial area on Barbur Boulevard. The project may also serve as a nationally significant model of environmentally sustainable development due to the integration of watershed and endangered species habitat restoration, green building and green street practices, and the use of transit-oriented development principles in the project's master plan.

Budget and Funding

The Headwaters Apartments Project is the first project to be developed under the City Lights Housing Program. This program was created by an Interagency Agreement between PDC and the City of Portland in June 2004 to help finance the development of new housing units in Portland that are not currently being built due to market financial constraints. The Headwaters Project is a \$13.96 million investment for such housing, providing workforce, senior, and sustainably designed housing units. Of the \$13.96 million required for the project, PDC is providing \$1.5 million in Housing Investment Fund resources. Up to \$12 million of the remaining cost will be covered by City Lights Housing Program revenue bonds. Other grants, developer fee obligations, and Business Energy Tax Credit equity constitute the rest of the budget required. The daylighting effort is funded by over \$672,000 in additional grants from sources such as the Community Incentive Fund of the Oregon Department of Housing and Community Services, the Oregon Watershed Enhancement Board, METRO, and the U.S. Fish and Wildlife Service.

Applicable Policies and Plans

The project is consistent with all applicable community planning documents, including the City of Portland's Comprehensive Plan (updated July 2004), the Southwest Community Plan (November 2001), and the Multnomah Neighborhood Plan (1996). These plans, as well as the mission of the Portland Development Commission, call for the development of sustainable communities with healthy neighborhoods and investments in a variety of housing, which this project facilitates. Specifically, the Multnomah Neighborhood Plan calls for higher-density housing where appropriate, specifically along transportation corridors such as Barbur Boulevard, water quality

improvements, parking, and street and sidewalk improvements, which are all elements of the proposed project.

The property is zoned CG (Commercial General) and the proposed development density of the project is 62% of that allowed under the zone's development standards. PDC and the developer have worked to maximize both on and off-street parking in order to mitigate any impacts of adding housing to the existing neighborhood. The developer has also worked with the City Parks Department to advocate that the systems development charge for parks be earmarked for Spring Garden Park, an undeveloped park near the development.

Previous Public Participation Activities

Between 2001 and 2004 PDC staff and the developer consulted with members of the Multnomah Neighborhood Association (MNA) and staff of Southwest Neighborhoods, Inc. to review the project during planning and design phases. These consultations consisted of multiple phone calls, one-on-one conversations and presentations at the MNA monthly meetings to share the proposed development program and gather feedback about its design. Community input significantly shaped the project, which resulted in a final plan with lower density than allowed by zoning, adequate parking and a wide range of neighborhood improvements.

PDC staff and the developer have also worked with the Tryon Creek Watershed Council and the Friends of Tryon Creek regarding the creek daylighting element of the development.

Community responses to the development varied, with some neighbors supportive of, and others opposed to the development. Stakeholders identified some common concerns about the project during PDC's initial outreach efforts. Impacts due to the planned density of the project, including traffic flow, pedestrian safety and parking, were frequently cited. Residents are aware that the City's existing zoning for the site provides for a higher density of units than what the developer has proposed. Regardless, neighborhood residents still view the development as incompatible with their community and threatening to the livability of the neighborhood and have shared that concern with PDC staff and the developer.

Supporters cited the potential for the project to serve as a catalyst for redevelopment and see the proposal as consistent with community and neighborhood plans, including visions for higher-density housing along transportation corridors, water quality improvements, parking, and street and sidewalk improvements.

Although PDC worked with MNA to include the association in the development process, stressing the importance of the proposed density to support the cost of the project, the MNA passed a resolution in September 2004 opposing the project. The resolution stated that the neighborhood felt PDC staff had failed to involve residents in the process and failed to integrate their concerns regarding mitigation for traffic, parking, pedestrian

safety and aesthetics. A working-group, which includes representation from the Neighborhood Association, has determined that a traffic signal at the intersection of SW Barbur Boulevard and SW 30th Avenue is needed and plans to make that safety improvement are moving forward.

A flyer about the Headwaters Project was mailed out to property owners in the immediate neighborhood prior to the October 2004 PDC Board of Commissioners' hearing about the project, and subsequent approval. The purpose of the flyer was to inform residents about the project's scope and status, to answer frequently asked questions, and to attempt to address ongoing public concerns about the project.


Assessment of Public Concern and Interest

The Headwaters project team addressed each of the questions below and assigned a corresponding rating. This assessment provides a consistent way for PDC Commissioners and staff to gain a general sense of the level of public concern and interest in the project. The results of the assessment also provide a guide for the project team to recommend a level of public participation that is appropriate for the level of public interest and scale and scope of the project.

	Assessment Questions	Very Low (1)	Low (2)	Moderate (3)	High (4)	Very High (5)
1	What is the level of existing controversy, conflict or concern on this or related issues?			X		
2	How significant are the potential impacts to the public?		X			
3	How much do the major stakeholders care about this issue?				X	
4	What degree of involvement does the public appear to desire?		X			
5	What is the potential for public impact on the potential decision or project?		X			
6	How significant are the possible benefits of involving the public?			X		
7	How serious are the potential ramifications of NOT involving the public?				X	
8	What levels of public participation does the Commission and/or directors desire or expect?			X		
9	What is the possibility that the media will become interested?			X		
10	What is the probable level of difficulty in solving the problem or advancing the project?		X			
	Count number of checks in each column	0	4	4	2	0
	Enter column score (x by weight)	0	8	12	8	0
	Add total of all five columns	28				
	Record average score	2.8 (28/10 questions)				

Spectrum of Public Participation

Based on the project team's assessment of public concern and interest in the Headwaters project, and the final average score of 2.8, the team has made a promise to the public that it will solicit input and consult the public during the construction and operations phases of the public and regularly inform the public about the project's progress.

			
Inform (Average = 1-2)	Solicit input / Consult (Average = 2-3)	Involve (Average = 3-4)	Collaborate (Average = 4-5)
<p><u>One-Way Communication</u> between PDC and the public to provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.</p>	<p>Seek <u>public feedback</u> on a proposal, analysis or alternatives.</p> <p>Requires a response from the public, but limited opportunity for public dialogue.</p>	<p><u>Work directly with the public</u> throughout the process to ensure that issues and concerns are consistently understood and considered.</p> <p>Includes elements of public information and outreach, but adds a third dimension of two-way communication.</p>	<p><u>Collaborate with the public</u> on some or all aspects of other planning or decision including the development of alternatives and the identification of the preferred solution.</p>
Promise to the Public			
<p>The project team will keep stakeholders informed.</p>	<p>The project team will keep stakeholders informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.</p>	<p>The project team will work with stakeholders to ensure that their concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</p>	<p>The project team will look to stakeholders for direct advice and innovation in formulating solutions and incorporate their recommendations into the decisions to the maximum extent possible.</p>
Example of Tools to Use			
<ul style="list-style-type: none"> ▪ Fact Sheets ▪ Press Releases ▪ Website 	<ul style="list-style-type: none"> ▪ Public Meetings ▪ Comment Cards ▪ Surveys 	<ul style="list-style-type: none"> ▪ Workshops ▪ Design Charrettes ▪ Citizen Advisory Committees 	<ul style="list-style-type: none"> ▪ Working Group ▪ Joint Venture

Adapted from the International Association of Public Participation Spectrum

Public Participation Goals

This Public Participation Plan serves as a guide for PDC staff to inform and consult the public in a meaningful way, throughout the groundbreaking and construction phases of the Headwaters Apartments Project. After evaluating the project status and neighborhood issues, the project team has determined that it is appropriate to continue to inform and seek input from the public throughout the remaining phases of the project. The specific public participation goals of the PDC project team are to:

- Provide the community a way to resolve issues related to the project's construction and operations phases in a timely manner as they arise and work to establish trust within the surrounding southwest Portland neighborhood that the Portland Development Commission and the City of Portland will listen to the public's concerns and act appropriately.

- Actively inform the community during construction activities to avoid any public confusion about what to expect and clarify the role of PDC, in relation to the project, the development, and other City agencies, in implementing the three separate phases of the development, in order to set realistic expectations about the roles and authorities of PDC staff.

- Communicate and generate excitement about the public benefits of the development including the on-site physical improvements, the partnerships that have been established in support for the project, the City Lights Program as a successful financing tool for this project and future projects, and the use of sustainable building practices as well as the integration of a habitat restoration project into the development.

(See Appendix A for a detailed analysis of each goal, and planned tools for informing and working with identified stakeholders)

Stakeholders and Public Participation Tools

With the PDC Board of Commissioners' approval, the proposed project is ready to move through the groundbreaking and construction phases. Key to the successful implementation of the project will be the Good Neighbor Agreement. The PDC project team believes that it is important to anticipate the impacts to the surrounding community, consult with area residents on appropriate mitigation measures, follow through on neighborhood concerns during construction, and facilitate a way for members of the community to communicate issues that arise to the appropriate agency in order to address such issues in a timely manner.

Stakeholders

To ensure that affected parties, key stakeholders, and the general public have opportunities to be involved in any upcoming public participation activities related to the Headwaters project, the project team spent time to identify individuals and groups that they will target during their public participation efforts (See Appendix B).

Understandably, the project team will involve certain groups of stakeholders differently, as some individuals or groups may desire or require different levels of participation and communication.

Stakeholders that the project team will communicate with most frequently will include:

- Affected property owners and businesses
- Nearby residents
- Members of the Multnomah Neighborhood Association
- Bureau of Environmental Services
- Winkler Development Corporation and its affiliates
- City Council
- PDC Board of Commissioners

The next tier of stakeholders include:

- Local residents
- Neighborhood groups
- Business associations
- City Bureaus working in the area

Other interested parties and advocacy groups will also be targeted. The project team also sees the public at large as a major stakeholder and will involve the public primarily the media and at public events.

Public Participation Tools

In order to involve these stakeholders and the general public appropriately, the PDC project team puts forward the following integrated set of tools to accomplish the related public participation goals, as stated in the previous section (See Appendix A).

Public Open House (Public Input)

The project team will host a public open house close to the start of construction in order to give the community a project update and provide an overview of the construction schedule. During this meeting, the PDC project team will be available to the community in order to establish working relationships. The public open house will be advertised via a mailer to area property owners and project posters displayed at nearby public venues (i.e. local businesses, community centers, libraries, etc.) The public will also have an opportunity to review and provide input on a draft Good Neighbor Agreement that will then be revised as appropriate based on this public input. This feedback will be summarized and incorporated into the final Good Neighbor Agreement.

Good Neighbor Agreement (Public Input)

PDC will enter into a Good Neighbor Agreement with the Multnomah Neighborhood Association. The agreement will be developed with feedback not only from the Neighborhood Association but the community at large, via the public open house. The Good Neighbor Agreement will help establish roles and responsibilities of PDC and the other city agencies involved in the development, and will set realistic expectations for construction and operations activities. A key piece of the GNA will be a list of potential issues or scenarios that may arise during the construction and operations of the development, with a reference for the appropriate agency to contact in order to address those issues. The GNA will also provide a means for the neighborhood to communicate with the PDC project team and other appropriate agencies, so as to address issues as they arise and establish a vehicle to resolve issues in the future. The project team will present the final GNA to the PDC Board of Commissioners in order to report back the results of their request to develop a GNA with the neighborhood as a condition of their approval of the project.

Flyers or Fact Sheets (Public Information)

Flyers or fact sheets will be developed by the project team and distributed to surrounding residents to inform them of upcoming construction activities and project milestones such as groundbreaking and project opening. Flyers may also be hand delivered to area tenants and businesses as necessary if construction-related issues arise or schedules change.

On-Site Construction Signage (Public Information)

The project team will develop and update signage on a regular basis to notify residents of current and upcoming construction and operations activities. Signage will include contact information for the PDC project team and partner agencies in order to provide the public with a way to express concerns and to provide staff a means to respond to issues in a timely manner.

Press Releases (Public Information)

The PDC project team will regularly submit press releases to local media, including local organization newsletters and ethnic papers, and host at least one media tour in order to inform the general public about upcoming construction activities and milestone events. Media coverage will also be an important vehicle for PDC to highlight the public benefits of the project including the on-site physical improvements and the use of sustainable building practices, as well as the integration of a habitat restoration project into the development through the creek daylighting. Press releases will also be issued in coordination with partner agencies, in order to demonstrate the interagency coordination for the project.

Milestone Events (Public Information)

The PDC project team plans to host two onsite events. Both will coincide with project milestones; the first being the construction groundbreaking and the second the project opening. The milestone events will be advertised via a mailer to area property owners and project posters displayed at nearby public venues (i.e. local businesses, community centers, libraries, etc.) These events are meant to generate excitement about the project and communicate the public benefits of the project. Events are another way to showcase the partnerships that have been established and have added to the success of the Headwaters project, including the implementation of the City Lights Program, a program established by an interagency agreement between PDC and the City of Portland.

Website (Public Information)

On the PDC Headwaters Project website, the PDC project team will establish a way for the public to contact the project team and communicate their concerns or issues as they arise. This will also allow the PDC project team or other appropriate agency to address issues in a timely manner.

Reports to the City Council and PDC Board of Commissioners (Public Information)

The project team will meet with City Council members and the PDC Board of Commissioners to provide regular updates about the project's construction activities, public feedback received, and upcoming public participation events.

Project Schedule

Month/Year	Project Timeline	Public Participation Timeline	Responsible Party
April 2005	Closing on property loan transactions Construction on Headwaters Apartments begins	<ul style="list-style-type: none"> ▪ Implement signage on-site (ongoing) ▪ Construction flyer for residents (ongoing) ▪ Issue press release for construction and groundbreaking ▪ Develop and distribute fact sheet ▪ Negotiate Good Neighbor Agreement ▪ Formal invitation and advertising for groundbreaking event ▪ Groundbreaking event 	John Warner, Leah Greenwood, and Julie Rawls
May 2005	Ongoing construction	<ul style="list-style-type: none"> ▪ Ongoing communication and issues response 	John Warner, Leah Greenwood, and Julie Rawls
June 2005	Townhome/Senior Housing Construction Begins	<ul style="list-style-type: none"> ▪ Issue press release for open house ▪ Develop and distribute fact sheet ▪ Advertising for public open house ▪ Public open house ▪ Finalize Good Neighbor Agreement 	John Warner, Leah Greenwood, and Julie Rawls
July 2005	Ongoing construction	<ul style="list-style-type: none"> ▪ Ongoing communication and issues response 	John Warner, Leah Greenwood, and Julie Rawls
Aug. 2005			John Warner, Leah Greenwood, and Julie Rawls
Sept 2005	Begin Streetlight Construction and Daylighting Plans Complete	<ul style="list-style-type: none"> ▪ Issue press release for streetlight and daylighting ▪ Develop and distribute fact sheet ▪ Media tour 	John Warner, Leah Greenwood, and Julie Rawls
Oct. 2005	Ongoing construction	<ul style="list-style-type: none"> ▪ Ongoing communications and issues response 	John Warner, Leah Greenwood, and Julie Rawls
Nov. 2005			John Warner, Leah Greenwood, and Julie Rawls
Dec. 2005			John Warner, Leah Greenwood, and Julie Rawls
Jan. 2006			John Warner, Leah Greenwood, and Julie Rawls
Feb. 2006			<ul style="list-style-type: none"> ▪ Issue press release for opening ▪ Develop and distribute fact sheet ▪ Formal invitation and advertising for opening ceremony
March 2006	Construction Ends Project Opening!	<ul style="list-style-type: none"> ▪ Opening ceremony (if possible for all three projects) ▪ Project marketing 	John Warner, Leah Greenwood, and Julie Rawls

Evaluation Methods

As part of the PDC project team's commitment to inform and consult the public throughout the construction phase of the Headwaters project, the project team commits to engaging in the following evaluation methods during the public participation process:

- *Debriefs* – After each public participation event, the PDC project team will meet to discuss adjustments and needed changes for future public participation activities
- *Questionnaires* – Short questionnaires will be used periodically and at the end of public participation events to gather feedback from participants and members of the community as to whether or not their needs are being met by the project team. This questionnaire will also be available on the PDC Headwaters Project website.
- *Regular Check-Ins* – The PDC project team commits to regular check-ins with the Multnomah Neighborhood Association to determine if the Good Neighbor Agreement, as well as the other public participation tools, are meeting the needs of the community.

Appendix A: Public Participation Plan Summary

Inform

Level of Participation	Public Information	
PDC's Promise to the Public	Keep the public informed about construction and operations activities and about the role and authorities of PDC in relation to the project and the development.	
Public Participation Goal	Actively inform the community during construction activities to avoid any public confusion about what to expect and clarify the role of PDC, in relation to the project, the development, and other City agencies, in implementing the three separate phases of the development in order to set realistic expectations about the authorities of PDC staff.	
Public Participation Tool(s)	<ul style="list-style-type: none"> ▪ Distribute periodic flyers or fact sheets to surrounding residents to inform them of upcoming construction activities and project milestones. ▪ Post signage on-site to notify nearby residents of upcoming and current construction and operations activities. ▪ Hold a public open house in order for the community to receive a project update, construction schedule, and to meet the PDC project team. ▪ Develop, as a part of the Good Neighbor Agreement, a list of potential issues that may arise during the construction and operations of the development, along with a list of the appropriate agency to contact in order to address those issues. 	
Stakeholders	<ul style="list-style-type: none"> ▪ Multnomah Neighborhood Association ▪ Southwest Neighborhood Inc. ▪ Tryon Creek Watershed Council ▪ Friends of Tryon Creek ▪ Surrounding residents ▪ Nearby businesses ▪ General public 	
Timeline	Date	Activity
	April 2005	<ul style="list-style-type: none"> ▪ Flyer or fact sheet developed and distributed ▪ Negotiate Good Neighbor Agreement
	Ongoing	<ul style="list-style-type: none"> ▪ On-site signage on construction activities
	June 2005	<ul style="list-style-type: none"> ▪ Flyer or fact sheet developed and distributed ▪ Public open house ▪ Finalize Good Neighbor Agreement
	Sept 2005	<ul style="list-style-type: none"> ▪ Flyer or fact sheet developed and distributed

Media	<ul style="list-style-type: none"> ▪ Oregonian ▪ Portland Tribune ▪ Southwest Community Connection ▪ Multnomah Village Post ▪ Southwest Neighborhood News ▪ Portland Business Journal ▪ Daily Journal of Commerce
Budget/Resources	City Lights Housing Program Funds, PDC Funds, Grants (Community Incentive Fund of Oregon Department of Housing and Community Services, Oregon Watershed Enhancement Board, METRO, U.S. Fish and Wildlife Service)
Information Needed	<ul style="list-style-type: none"> ▪ Updated construction schedule ▪ Public open house materials (i.e. fact sheets, schedule handouts, project plan, etc.) ▪ Draft Good Neighbor Agreement ▪ Neighborhood association and public feedback on GNA
Evaluation	<ul style="list-style-type: none"> ▪ Debrief with project team after public open house ▪ Questionnaire available at public open house ▪ Regular check-ins with neighborhood association
Commission Role	None
Assigned Staff	John Warner, Leah Greenwood, Julie Rawls

Level of Participation	Public Information
PDC's Promise to the Public	Keep the public informed about the public benefits of the project.
Public Participation Goal	Communicate and generate excitement about the public benefits of the development including the on-site physical improvements, the partnerships that have been established in support for the project, the City Lights Program as a successful financing tool for this project and future projects, and the use of sustainable building practices as well as the integration of a habitat restoration project into the development.
Public Participation Tool(s)	<ul style="list-style-type: none"> ▪ Submit press releases to local media to inform the public about upcoming construction activities and events, and to highlight the public benefits of the project.

Stakeholders	<ul style="list-style-type: none"> ▪ Host a ground breaking event and a opening ceremony in order to generate excitement about the public benefits of the project by involving the community in the project's major milestones. 	
	<ul style="list-style-type: none"> ▪ Multnomah Neighborhood Association ▪ Southwest Neighborhood Inc. ▪ Tryon Creek Watershed Council ▪ Friends of Tryon Creek ▪ Partner agencies ▪ Portland Public Schools ▪ Environmental advocacy groups ▪ Surrounding residents ▪ Nearby businesses ▪ Future Headwaters tenants 	
Timeline	Date	Activity
	April 2005	<ul style="list-style-type: none"> ▪ Press release – construction begins/groundbreaking ▪ Groundbreaking ceremony
	June 2005	<ul style="list-style-type: none"> ▪ Press release – senior/townhome construction
	Sept 2005	<ul style="list-style-type: none"> ▪ Press release – daylighting plans/streetlight construction
	Feb 2006	<ul style="list-style-type: none"> ▪ Press release – project opening
	March 2006	<ul style="list-style-type: none"> ▪ Project opening ceremony
Media	<ul style="list-style-type: none"> ▪ Oregonian ▪ Portland Tribune ▪ Southwest Community Connection ▪ Multnomah Village Post ▪ Southwest Neighborhood News ▪ Portland Business Journal ▪ Daily Journal of Commerce 	
Budget/Resources	City Lights Housing Program Funds, PDC Funds, Grants (Community Incentive Fund of Oregon Department of Housing and Community Services, Oregon Watershed Enhancement Board, METRO, U.S. Fish and Wildlife Service)	
Information Needed	<ul style="list-style-type: none"> ▪ Key project messages ▪ Neighborhood association and public feedback on GNA 	
Evaluation	<ul style="list-style-type: none"> ▪ Debrief with project team after milestone events and press releases 	
Commission Role	Support for/attendance at the milestone events	
Assigned Staff	John Warner, Leah Greenwood, Julie Rawls	

Involve/Consult

Level of Participation	Public Input	
PDC's Promise to the Public	Listen to and acknowledge the public's concerns and provide feedback on how their input will be addressed.	
Public Participation Goal	Provide the community a way to resolve issues related to the project's construction and operations phases in a timely manner as they arise and work to establish trust within the surrounding southwest Portland neighborhood that the Portland Development Commission and the City of Portland will listen to the public's concerns and act appropriately.	
Public Participation Tool(s)	<ul style="list-style-type: none"> ▪ Enter into a Good Neighbor Agreement with the Multnomah Neighborhood Association in order to establish roles and responsibilities of PDC and other City agencies, provide a means for the neighborhood to communicate with the PDC team or other appropriate agency to address arising issues, set realistic expectations for construction and operations activities, and establish a vehicle to resolve issues. ▪ Provide a way to contact the project team via the project website in order for the public to communicate their concerns or issues and for the PDC team or other appropriate agency to address such issues in a timely manner. ▪ Hold a public open house in order for the community to provide input on the Good Neighbor Agreement. 	
Stakeholders	<ul style="list-style-type: none"> ▪ Multnomah Neighborhood Association ▪ General public 	
Timeline	Date	Activity
	April 2005	<ul style="list-style-type: none"> ▪ Negotiate Good Neighbor Agreement
	June 2005	<ul style="list-style-type: none"> ▪ Public open house ▪ Finalize Good Neighbor Agreement
		<ul style="list-style-type: none"> ▪
Ongoing	<ul style="list-style-type: none"> ▪ Update and field comments from project website 	
Media	<ul style="list-style-type: none"> ▪ Oregonian ▪ Portland Tribune ▪ Southwest Community Connection ▪ Multnomah Village Post ▪ Southwest Neighborhood News ▪ Portland Business Journal ▪ Daily Journal of Commerce 	

Budget/Resources	City Lights Housing Program Funds, PDC Funds, Grants (Community Incentive Fund of Oregon Department of Housing and Community Services, Oregon Watershed Enhancement Board, METRO, U.S. Fish and Wildlife Service)
Information Needed	<ul style="list-style-type: none"> ▪ Neighborhood association and public feedback on Good Neighbor Agreement
Evaluation	<ul style="list-style-type: none"> ▪ Regular check-ins with Neighborhood Association ▪ Questionnaire available at the public open house and on the website
Commission Role	Approval of the Good Neighbor Agreement
Assigned Staff	John Warner, Leah Greenwood, Julie Rawls

Appendix B: Key Stakeholders

Many stakeholders may potentially be affected by upcoming construction activities at the Headwaters Development site. The following stakeholders have been identified by PDC staff as people or groups who have been previously involved in the Headwaters Project or have an interest in the project's development, and should be informed and given a means to provide input on the construction phase of the project. Undoubtedly, other stakeholders will be identified during the course of the next phase of the project.

Stakeholder Groups

- Multnomah Neighborhood Association
 - Contact: Hanna Davidson
- Southwest Neighborhood Inc.
 - Contact: Leonard Gard
- Tryon Creek Watershed Council
- Friends of Tryon Creek
- Winkler Development Corporation
 - Contact: Jim Winkler
- Northwest Housing Alternatives
- Oregon Watershed Enhancement Board
- Oregon Department of Housing and Community Services
- Portland City Council
- Portland Bureau of Environmental Services
 - Contacts: Tom Lipton, Mike Reid
- Portland Bureau of Parks and Recreation
- Portland Department of Transportation
- Streamline Group – Resource Agencies
- Portland Development Commission
- Portland Public Schools
- Environmental advocacy groups
- Surrounding residents
- Nearby businesses
- Future Headwaters Apartments tenants

Media

- Oregonian
- Portland Tribune
- Southwest Community Connection
- Multnomah Village Post

Appendix C: Key PDC Project Staff

PDC Team Members and Key Technical Staff

Name	Department	Contact Info
John Warner	Housing	
Leah Greenwood	Housing	
Norm	Construction Coordinator	
Julie Rawls	Public Affairs	
	Web Design	