

OMSITM

Listening Report

To guide an OMSI District Civic Value Framework

PREPARED BY

**We All Rise
Field States**

OMSI Mission, Values & 20-Year Vision

Mission

OMSI's mission is to inspire curiosity through engaging science learning experiences, foster experimentation, and the exchange of ideas, and stimulate informed action.

20-Year Vision

OMSI, collaborating with partners, will ignite an education transformation at the intersection of science, technology and design, and weave a thriving innovation district into the fabric of Portland, that spreads opportunities across the Northwest.



OMSI'S ONGOING COMMITMENT TO EQUITY

OMSI is committed to including diverse perspective in the learning experiences we provide, and dismantling systemic barriers by addressing disparities in our staffing, business practices, and public engagement. We invite community conversations so we can evolve and create opportunities for all people to reach their full potential. We are committed to leading with race.



STRATEGIC VALUES

- Our People
- Collaboration
- Accessibility & Equity

CORE VALUES

- Learning
- Creativity
- Integrity
- Sustainability

Vision

OMSI, collaborating with partners, will ignite an education transformation at the intersection of science, technology and design, and weave a thriving innovation district into the fabric of Portland, that spreads opportunities across the Northwest.

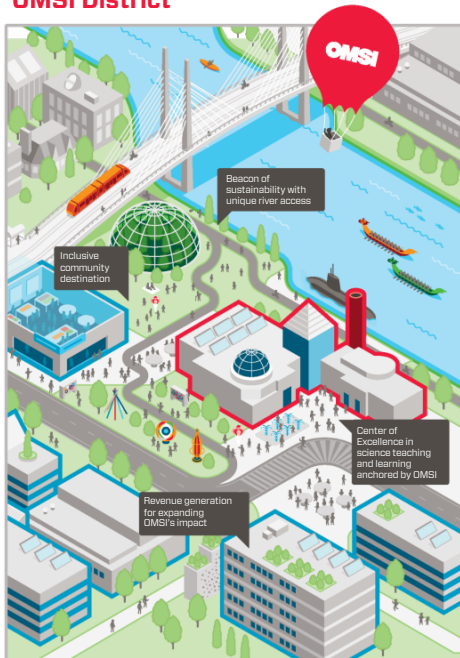


Mission

Inspire curiosity through engaging science learning experiences, foster experimentation and the exchange of ideas, and stimulate informed action.



OMSI District



The OSI District will be a playful, immersive place for the exchange of ideas and creative expression—among scientists, artists, engineers, teachers, inventors, and people from diverse backgrounds and cultures—that stimulate innovative problem-solving.

OMSI of the future



OMSI experiences provide trailheads to deeper learning. OSI sparks curiosity through immersive experiences that cannot be replicated in schools or online. With the learner at the center, OSI orients people of all ages to paths to deeper engagement and connection through diverse programming and partnerships across the region.

Partners

We will build an ecosystem of communities and partners, creating mutually-beneficial relationships. OSI co-develops and curates content with partners, packages it into immersive experiences, and engages broad audiences.

Revolutionizing Science Learning

OMSI will be a change agent in STEAM education quality as traditional education systems are disrupted.

- We augment the established school system (through teacher training, pre-school, OSI science school).
- We recognize that education increasingly takes place across a broad range of institutions, media, and community actors.

Around the Region

Reaching beyond the museum campus through outdoor science camps, traveling programs, teacher professional development, and virtual connections, OSI is committed to accessibility across our region.

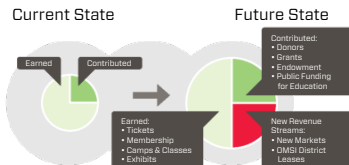
Equitable Impact

We dismantle barriers to equity and access to the experiences OSI provides and create welcoming environments where all people can reach their full potential. We lead with race.

Environmental and Climate Impact

We advance practices and policies to reduce harmful emissions, and educate and support communities to succeed in sustainability/climate action planning. We endeavor to achieve net zero carbon emissions.

New Revenue Model



New revenue streams support expanding capacity, and nimble, responsive business operations create value for our audiences.

Advocating Informed Action

We advocate for science and technology literacy, scientific method, and evidence-based decision making to stimulate informed action. OSI uses its convening power to elevate dialogue about local and global challenges and uses STEAM to create equitable community outcomes.

OMSI District Vision

The OMSI District Master Plan is to create a one-of-a-kind neighborhood that is an inclusive community destination with innovation, culture and science learning at its heart. The OMSI District vision comes from a collaboration of local, Tribal and regional government entities, nonprofits, and businesses.





OMSI District Goals

Goals

In collaboration with partners, OMSI's Master Plan will create a new mixed-use District that is:

1. A community destination and inclusive neighborhood creating equitable public benefit.
2. A hub for innovation, arts, and culture.
3. A center for science learning and climate action, showcasing and advancing climate solutions through transportation, next-generation urban systems and technology, and OMSI science learning.
4. A city economic growth driver and pillar of financial sustainability for OMSI and partners, enabling OMSI and partners to sustain and expand educational programming for diverse audiences.

Site Components

The site components and the development of the current District vision was built off of previous listening sessions conducted by OMSI. Which include:

- 24 acres of new, mixed-use transit-oriented development
- Up to 3 million square feet (sf) of new space to work, live, live, and play
- 1,200 units of new housing with a minimum of 20% affordable units
- New Waterfront Education Park
- Public plaza and event spaces
- Center for Tribal Nations, maker spaces, indoor and outdoor labs, festivals, and events with partners create an innovative public learning ecosystem
- Net zero carbon emissions and waste

Context

These goals and site components are part of the district vision, which emerged from prior listening initiatives. The present listening report will help OMSI and partners create a Civic Value Framework, which will be a working document for specifying additional site components and creating detailed strategies for accomplishing the established District goals.

Listening Process

Led by its equity-centered 20-year vision, OMSI current planning process uplifts an unique investment in the District. In addition to the financial investment, OMSI decisions center investing time, care, trust in the community, and access to decision making. These investments will compound and grow, yielding a truly unique return – in the form of civic value.

Throughout OMSI's District planning journey, there have been ongoing conversations with partners and community groups. Both formal and informal, these conversations center around OMSI's role in the region, its strategic plan and vision, and the opportunities and challenges of the District's development in Portland. OMSI continues to be committed to centering creative conversations with developers, project partners, communities, and city and state government to understand what is possible in the District.

These conversations led to a dedicated District listening phase in 2022. OMSI partnered with We All Rise and Field States to plan and carry out conversations with a broad group of participants. Participants were deliberately chosen to represent a wide variety of perspectives. As outside consultants, We All Rise and Field States were uniquely placed to both expand on OMSI's existing network and to solicit neutral, balanced opinions from an extended ecosystem of changemakers in our region.

We All Rise and Field States used three listening formats during this stage of OMSI's iterative engagement process:

- Small-group interviews with 40 participants, representing a diverse set of perspectives and expertise across the areas this District seeks to impact.
- One-on-one interviews with 10 participants who were unable or uncomfortable joining small-group sessions.
- Large format co-design workshop with approximately 90 OMSI staff.

In these settings, We All Rise and Field States started began with a brief background on OMSI's vision and process. We then asked participants for their perspectives on, and aspirations for, the District, through semi-structured conversations and collaborative ideation sessions.

Throughout our sessions, we heard a diverse array of ideas and challenges. Central to our listening sessions were suggestions for how OMSI could design and animate this District with integrity, including inspiring examples of similar work being done locally, nationally, and internationally. Some of the suggestions focused on the physical fabric of the District, while others focused on the programming that will one day animate the District. Others call OMSI to be a regional leader, emphasizing the organization's responsibility to collaborate across sectors to generate equitable, sustainable value. This report centers the collective conversations We All Rise and Field States had with the greater OMSI network.

Participants

COMMUNITY ENGAGEMENT SERVICES **HEALTHCARE**
TRANSPORTATION SPECIALISTS **CULTURAL ORGANIZATIONS**
TRIBAL LEADERSHIP **EQUITY EXPERTS**
CLIMATE RESEARCHERS **CLIMATE NONPROFITS** **PHILANTHROPY**
RIVER ACCESS ACTIVISM **EDUCATORS** **STREET ACTIVISM**
DEVELOPERS **ECONOMIC DEVELOPMENT LEADERSHIP**
URBAN PLANNERS **ECO DESIGN**
NONPROFITS **AFFORDABLE HOUSING SERVICES**
CONSTRUCTION **BIPOC LEADERSHIP**
BORN AND RAISED IN PORTLAND **CHAMBERS OF COMMERCE**
NON-TRADITIONAL HOUSING SERVICES **GREEN SPACE EXPERTS**
IMMIGRANT SERVICES **YOUTH PROGRAMMING**
AFFORDABLE HOUSING SPECIALISTS **ACCESSIBILITY SERVICES**
CONSTRUCTION MANAGEMENT **ARCHITECTS** **CHILDREN'S EDUCATION**

Participant input from this listening report represent a diverse set of perspectives and expertise across the areas this District seeks to impact.

We spoke with 50 leaders and representatives of nonprofit, public, private, and civic groups and approximately 90 OMSI staff.

In a parallel process, OMSI, the City of Portland, the Affiliated Tribes of Northwest Indians (ATNI) and the Columbia River Intertribal Fish Commission (CRITFC) requested funding from Metro to explore how a Center for Tribal Nations and a Waterfront Education Park could be developed in the OMSI District by Tribes, Indigenous organizations, and other partners.

- In May 2020, Metro approved the award of a \$750,000 planning grant to support the exploration of this exciting idea. That funding enabled Tribes, tribal-led and tribal-serving organizations and Indigenous community members throughout the region to consider how they might join together to shape and implement this vision for their greatest mutual benefit.
- High-level feedback from this deep engagement is included in this report, as well as references to interim draft documents. The full breadth and depth of feedback will be captured in Metro grant deliverables.

Reading this Listening Report

The following pages document the priorities, wishes, concerns, and recommendations that we heard during a deep listening process. This is what matters to the participants we consulted.

The content is organized using the key focus areas of OMSI's 20 year vision. That will help OMSI's leadership, staff and partners connect participants' feedback to the current and future initiatives at OMSI and across the District.

Each chapter has a brief narrative introduction, which summarizes key themes we heard. The content – ideas, concerns, priorities – is then organized into those themes. What you read is not directly quoted from participants. We aimed to preserve anonymity and to consolidate repeated ideas. Each idea is tagged with a scope: OMSI-specific, District-wide, or city-wide.

Some of these ideas will be incorporated into the physical fabric of the District; others into its programming and activation. Some will inform the decision-making framework we establish with partners and the community; yet others are actions that OMSI can take even in advance of the District development. All of them will inform the Civic Value Framework, and through it, the Development Agreement and the Disposition and Development Agreement.

Achieving OMSI's ambitious goals in a feasible project will necessarily involve tradeoffs and balancing acts. But every apparent conflict (like parking vs green space) is an opportunity for a non-zero-sum solution. Using an exploratory creative process, OMSI and its partners will work to discover alternatives. Similarly, any one strategy can create multiple kinds of civic value, advancing more than one of OMSI's four District objectives.

This report is for participants and for OMSI. Whether or not you were part of the process to create this Listening Report, we hope this report inspires you to engage with the OMSI District as it comes to life – either as a visitor, as a member of an organization based in the District, or as a future resident. OMSI plans to continue to engage communities through additional future listening processes as the District develops. OMSI invites you to hold it accountable and contribute to the long-term activation and governance of the District.



From Listening to a Civic Value Framework

The OMSI District Plan emerges from a process of listening to and engaging communities, it will reflect the needs and aspirations of Portland's residents. To connect the Listening Report and the full OMSI District Plan, we will create a Civic Value Framework.

The Civic Value Framework is a succinct document that will tie together the OMSI vision and the ideas, challenges and aspirations of participants. The Framework will be neither prescriptive nor limiting. Rather, it will provide an actionable foundation for designing a concrete District Plan that generates locally-relevant civic value. It will open the door to co-creating creative strategies and complementary solutions that ensure this District serves our region.

What is Civic Value?

- *Long-term economic opportunity*
- *Cultural identity*
- *Local technology-enabled entrepreneurship*
- *Inclusive and high-quality neighborhood design*
- *Ecological sustainability*

Derived from public assets (like a river, public radio, or a plaza)

Anchored in a specific place (rooted and non-transferrable)

Freely and openly accessible (unrestricted, allowing as many as possible to benefit)

Defined by histories (like cultural legacies, collective experiences, pride in place)

Emergent and participatory (arising from a process and based on collaboration)

Slow and long-term (based on trust, patterns, and synthesis with its surroundings)

The Listening Report will inform a concise Civic Value Framework, which will provide a foundation for future development, as a collaborative effort with OMSI's partners and neighbors. OMSI does not own all of the land in the district area – neighbors include PCC, Portland Opera, PGE and others. Each organization has conducted its own community engagement and strategic planning processes, and has unique internal decision-making protocols. OMSI will encourage them to contribute to and support the Civic Value Framework, such that it aligns with their existing objectives and processes, while also establishing a bold collective vision for the District. In this way, the Civic Value Framework will enable ongoing negotiations and collaboration toward shared goals. Formally, the Framework will be incorporated into two foundational agreements:

Development Agreement This agreement is with the City of Portland and outlines phasing and funding parameters for public/private contribution to the project. Our goal is to embed the Civic Value Framework into this agreement for the future success of the District.

Disposition and Development Agreement This agreement is between OMSI and Edlen and Co. It outlines the commitments of OMSI as the landowner and Edlen and Co. as the main developer. Our goal is to embed the Civic Value Framework into this agreement to define standards and guidelines for future development.

The Civic Value Framework will have real power in shaping the financing, design, and programming of the District.

Contents

Partners	11
Revolutionizing Science Learning	18
Around the Region	25
Equitable Impact	36
Environmental and Climate Impact	59
New Revenue Model	68
Advocating Informed Action	72
Ideas and Input from OMSI Board members on District Civic Value	75
Center for Tribal Nations and Waterfront Education Park	83
Appendix	89



OMSI 20 YEAR VISION



Partners

We will build an ecosystem of communities and partners, creating mutually-beneficial relationships.

Contents

The partner experience

Decision-making and District governance



The partner experience

This District is fundamentally a multilateral collaboration – partnership is its greatest strength and its greatest challenge. Participants we spoke to voiced the many challenges that come with disorganized partnerships, particularly in the experience of marginalized groups. OMSI has an opportunity to design the partner experience intentionally, making it engaging, mutually beneficial, positive and clear. The specific group of project partners and District tenants can be unconventional, and should be chosen to create complementarities and synergies. The partners should be representative of diverse communities and thinking.

The OMSI District is fundamentally a multilateral collaboration – partnership is its greatest strength and its greatest challenge.

The ecosystem of partnerships that the District grows into will define the District beyond OMSI itself. Leveraging partners strategically to meet District objectives is crucial. Doing so in a way that is supportive, empowering, and non-extractive is key. There are many nuances to striking the right balance between decentralization and a unified vision with how the partnership experience is designed.

Themes for crafting the District Civic Value Framework

Theme

Clear and defined roles and responsibilities between core partners. Core partners and major tenants should commit to intentional partnership engagement processes, and communication.

Theme

Integrating people with diverse lived experience into planning teams. Co-designing partnership engagement processes with communities to develop impactful solutions and long-term relationships.

Theme

Representation. Reaching out to and engaging a broad array of partners, including culturally-specific CBOs, parents, and changemakers outside of STEM.

Theme

Creating fun, engaging, ongoing community forums for tenants and residents to give feedback and participate in District decisions (see also Governance section).



The Partner Experience



What is important?

- ● **Designing the partner process from a “user experience” lens.** The District must involve non-traditional partnerships. The way partnership is experienced should be designed with the partners themselves in mind. Be very transparent and explicit in all partnerships. Be consistent and engaged with CBOs. It would be helpful for partner organizations to understand who and what departments at OMSI they will collaborate with. Create a system for communication and assign a point person to each partner.
- ● **Continuity.** When partnerships are based on aligned values, it increases commitment. Build partnerships on the foundation of what makes sense for the partner, so that they are not pulled in many different directions.
- ● **Asking for help.** OMSI shouldn't be afraid to ask stakeholders for help. People will be excited about this process, and the project benefits as its partners gain confidence.
- ● ● **Impact beyond OMSI's immediate capacity.** Target specific partners who can both be involved in the process and also go out into the communities they serve to strengthen potential partnerships and relationships.
- ● ● **Impact District governance.** The most important element of success is how engagement and current relationships with District partners translates into the governance of the District.
- **Building on OMSI's reputation.** OMSI has a positive reputation for being generous with time and willing to collaborate, Continue to foster moving at the speed of trust.
- ● **Partnership design .** Creating clear requirements and objectives for partners, so that all partners are contributing to District goals.

What is challenging?

- ● **Lack of clarity.** In these types of projects, partners' relationships can often be ambiguous. Lack of clarity leads to confusion and misalignment.
- **OMSI doesn't have the internal capacity to maintain strong partnerships.** OMSI should expand staff size for “Community Collaboration”.

● ● **Expectations and meeting the needs of partners.** Multi-partner visions such as this one can quickly become complex and decentralized. Expectations around partnerships can be challenging. It is challenging to prioritize the needs and goals of each partner, while staying true to a decentralized holistic vision.

● **Performative or extractive partnerships are all too common.** Too often we ask for those to volunteer that don't have the time or financial capacity to support. Avoid simply referencing partners names to create the image of collaboration. Conversely, do not over-rely on partners, making them do significant amounts of additional (often uncompensated) work.

Participant ideas

- ● **Commit to decentralizing partnerships.** Encourage structures that allow partners to work together without OMSI as the middle player. See process for equity outcomes section for ways to do so.
- ● **Simplify the partnership process and ecosystem.** Create a streamlined approach that is clear and easy to understand for non-typical partners. Publish it, and actively welcome people in. There should also be a point person for CBOs to connect with.
- ● **Leverage parents.** Parents are one of the strongest advocacy groups within society. Ensure there is a clear and accessible way to include parents in the process.
- **Create community accountability measures.** Ensure all partners participant in these measures.
- **Create an “ambassador network”.** Create a network with CBO partners to extend impact and sub-partner with intentionality.
- **Create an action plan.** Account for how (and which) specific communities will inform the design, actualization, building and construction, and the operation of the District.
- **Make forums fun and accessible.** Community decision-making and conversation should be joyful. It should not be restricted to those with the privilege of time. Encourage District residents, visitors, etc. to attend council meetings or forums by arranging a fun activity before or after. Use comment boxes, games, and dynamic polling tools to gather ideas.
- ● **Potential partnerships with Nike and Adidas deepening the “Portland Centric Industry.** Large corporate interests might be beneficial like Nike, which has art and design components to its business and could be a potential partner for incubators and design studios



Decision making and District governance

Participants were adamant that decision-making should be shared among District partners, tenants, and groups whose missions benefit from the District's existence. A nested governance model, with sub-groups that are empowered to make decisions about a particular area, program or initiative, was suggested by many. Providing clear structure, and access to relevant and understandable information is key. Governance is challenging – even when the structures and processes of governance have been designed well, there may be impassable decisions. It is important to include mediation and conflict-resolution protocols. Above all, the governance approach should always come down to prioritizing long-term relationships founded on trust.

Above all, the governance approach should always come down to prioritizing long-term relationships founded on trust.

Another side to the decision making coin is participants' strongly voiced caution of too decentralized decision-making. Communities have seen the attempt of inclusive processes sabotage the potential and momentum of projects all too often, and voiced that the real outcomes are what matter. Many voiced that OMSI should be willing to make bold decisions in order to actualize its vision for the District.

Themes for crafting the District Civic Value Framework

Theme

Mechanisms for multi-directional communication and information sharing to ensure communities are meaningfully engaged in decision making.

Theme

Inclusive associations for District businesses, residential tenants, Tribal leaders, and District amenities with power to make decisions.

Theme

With governance comes risk sharing. Accountability measures and dispute resolution processes for District decisions and implementation of the Civic Value Framework.

Theme

Independent accountability measures. Potential structures include an oversight committee with community representation to monitor the implementation of the Civic Value Framework over time.



Decision-making and District governance



What is important?

- **Outcomes are the real impact.** Although it might be well intentioned, focusing too much on inclusive processes can cause a project to spin in circles. Communities have seen this happen too often – but what they care about is real outcomes. Leadership should be willing to make bold decisions.
- **Early involvement.** Communities should be involved with the design and planning earlier rather than later for the process to be authentic.
- **Non-traditional partners and process.** Individuals and community groups have wealth and wisdom within them. To leverage that richness with integrity, the District must incorporate non-traditional partnerships. Allow them to support the success of the District through different honest risk-sharing and ownership models.
- **Transparency and clarity.** Stakeholders will want to know how decisions are being made for the District, including who is involved and their qualifications. There should be diverse voices at the table, but it should also be clear that those voices are heard, incorporated into the vision, define strategy, and shape concrete programs, plans, and designs. The governance body and their process should be visible to the public and provide clear ways to give input, ask questions or hold accountability.
- **Independent governance.** We need independent boards that are diverse and compensated for their deep commitments to the project.
- **Inclusive leadership.** Cultural inclusivity is about showcasing who DMSI is willing to yield space to; who has decision making power. This cannot be only people who know each other or who have existing relationships. Being part of the DMSI District leadership circle is an opportunity many people would benefit from – an opportunity for community benefit.
- **Coalition style decisions.** Voting within the coalition is important and can be more empowering when engaging external stakeholders.
- **Thematic decision making.** It would be valuable to create groups (smaller than associations) for business owners, educators, etc. in the District that meet to discuss and make decisions for their respective areas.

What is challenging?

- **Committing to growing relationships.** Center these relationships with non-native English speakers, immigrants, in District programming. Provide access to multilingual programs.
- **Ongoing stakeholder engagement.** Continued meetings with various industry leaders, community members and stakeholders to brainstorm ideas and provide continual engagement, even after the plan is complete.
- **Ethos.** Encourage an ethical District Ethos and appoint an advisory Board to oversee practices
- **Gamification.** Use game based decision-visualizing strategies with tools like VR that allow people of all ages to “create” spaces they want to see within the District.
- **Gathering.** When the District is livable, host gatherings involving residents and business owners to build camaraderie and sense of community and hopefully aid in harmonious decision making.
- **Structure.** Test a manageable governance structure and stakeholder engagement method before implementing it on a larger scale. An incremental approach builds familiarity and momentum among the currently decentralized participants. Use early, small decision making processes to test out the process and structure
- **Crowded arena.** The District is an DMSI project, a Metro project, a City of Portland project, a visitors project, a Tribal project, and more. It is bigger than any of us, and that means it will need concise and actionable strategies for inclusion and governance.
- **Mismatched timelines.** Community engagement, real estate development and government bureaucracy often have different timelines. Perceived inaction or rushing can create tension and mistrust between the sides.
- **Engagement to action.** Too often, it isn't clear how engagement will be translated into action. Too many conversations happen without next steps, leaving people cynical about the integrity of engagement.



Decision-making and District governance



What is challenging? Cont'd.

- **Cultural incompetence of big players.** There is a consistent lack of multicultural competency for decision makers and mainstream developers. Often the responsibility and burden of educating developers and institutions on cultural learning is put upon underserved and invisible communities without proper compensation.
- **Lack of diversity in government.** Government should be more representative of our diverse community. We can't advance equity through the non-profit sector alone.
- **Decisions versus relationships.** When decision makers are too eager to complete a deal, they de-prioritize relationships. Deals can be good or bad for constituents, but it's the relationships that generate equity. At the same time, it's important for leadership to make a decision and take action, rather than drowning in the process.
- **Current structure within OMSI.** From the outside, OMSI's decision-making structure is not apparent - including how the organization makes shared decisions with partners.

Participant ideas

- ● **Commit to decentralizing partnership.** Encourage structures that allow partners to work together without OMSI as the middle player. *See process for equity outcomes section for ways to do so.*
- **Charter Coalition.** Grant a charter to a coalition in the area to manage, monitor, and see improvements based on data that show where the District can progress.
- **Empower commercial owner decision.** Create a group of business owners in the District who are empowered to make decisions about District tenants, retail, amenities, and even invest in new community ventures.

- **Create a public information and tracking process.** Center process for unintended consequences, along with a chain of command for action and responsibility. Create an entity to share the risk of managing the District, while also managing how that risk disproportionately impacts certain communities more than others. Explore models such as land trusts, businesses associations or neighborhood associations.
- **Designing the decision making process.** Facilitation should be a comprehensive wrap around service involving multiple facilitators that have been through this process before, and understand how to build trust and ensure that all participants feel involved. Include partner coalition facilitators (for businesses, educators, etc.) that lead conversations, workshops, and panels with smaller partner groups. Invest in project management that takes care of planning, documentation, and follow up related to questions and action items.
- **Inclusion.** Work to ensure any avenues for gathering feedback and making community decisions are not restricted to those with certain privileges and accessibility.
- **Develop a youth council.** Outreach system for kids to have a collective say in what happens in the District, particularly related to education equity in innovative science learning.
- **Create an independent board to steer decision making.** It should be representative of groups in the District. It should establish a set of goals (like OMSI's 20 year Vision, 5-year Goals) to guide future decision-making. *Important: Do not just bring together people who know each other, through folks they have relationships with already.*
- **Designated mediators to bring in when parties disagree.** They should structure a conversation and reach a positive solution. Include design and cultural expertise, in addition to business acumen and mediation.
- **Shared risk management.** Create an entity to share the risk of managing the District, while also managing how that risk disproportionately impacts certain communities more than others. Explore models such as land trusts, businesses associations or neighborhood associations.



Decision-making and District governance



Examples to Learn From

- **Center for Tribal Nations Advisory Committee** made up of Tribal leaders and Native nonprofits and businesses to develop the visions for the Waterfront Education Park and Center for Tribal Nations
- **McMenamins Kennedy school proprietary neighborhood model:** Provide access to their amenities if you live in the neighborhood
- **Oakland Army Base Redevelopment:** designed to support the City's industrial needs and the movement of goods by way of the seaport, railroad and roadway networks while providing jobs and reducing air pollution emissions.
- **City of SF Benefits District:** Improve the quality of life on commercial and mixed-use corridors. Each District is a partnership between the City and local communities.
- **City of Boston Youth Lead the Change:** Participatory Budgeting with young people.
- **The Engagement Lab:** A research group at Emerson College that designs and implements game-based decision making tools.

Participant Questions

- How will OMSI be sending out requests for participation throughout the project?
- How do we ensure people know their opinions have been heard and solutions are implemented in the District?



OMSI 20 YEAR VISION



Revolutionizing Science Learning

OMSI will be a change agent in STEAM education quality as traditional education systems are disrupted.

Contents

Inclusive and transformative education

Education to transform regional workforce



Inclusive and transformative education

Education is OMSI's greatest strength. Transforming lives through education and opportunity is what will make the District transformational. This is an opportunity for OMSI to change the game of education and serve our region through inclusive, transformative, all-ages science education. Social mobility for learners and educator empowerment are key to this transformation.

The district can be used to leverage, develop and share experiential and place-based curriculum. Through partnerships, institutions across the city, region and state can empower learners and people (of all ages) to engage with innovative programs. It is especially important to ensure educational programs are accessible across all income levels and culturally diverse.

This is an opportunity for OMSI to change the game of education and serve our region through inclusive, transformative, all-ages science education.

Crucial to transformation is changing the way science education is experienced and how educators are supported as the backbones of our society. Participants called out the present implications of science being used throughout modern history as a tool for discrimination and dehumanization, as well as today's challenges of our education system. They cited educator and student burnout, lack of cultural and racial representation, and poor investments in schools with high BIPOC student bodies. These challenges are complex and interconnected. This District is fertile ground to transform the way our region educates our communities, no matter who we are or where we come from.

Themes for crafting the District Civic Value Framework

Theme

District-level goals for social mobility, with visionary metrics that expand funding potential.

Theme

An multi-organizational vision for region-wide education that integrates the visions of OMSI and other education institutions in the region.

Theme

Educational experiences and curriculum that address the intersections of race, culture, and science. Critical approaches to scientific history and representation.

Theme

Empowering educators with opportunities and resources. Inviting educators to design public learning spaces and experiences within the District. A center for educators and students to shape their own learning journeys.



Inclusive and transformative education



What is important?

- ● **Education access.** It is important to make STEM education and access to OMSI more affordable to children and students of all ages. It is essential to involve public schools from outside the Portland area to augment the District's educational impact.
- ● **Designing learning spaces for BIPOC identifying kids.** Facilitate critical pedagogy with diverse students (different talents and lived experiences).
- **Multi-level education.** Have STEAM education to serve all age groups (high school and post-high school).
- ● **Expanding the reach of OMSI's programming to schools and homes.** Strengthen OMSI's existing virtual learning spaces and design them to be used by children and families outside of the metro region. Create mobile camps to ensure broadly accessible programs.
- ● **Transforming the way our communities think.** The American education system doesn't always encourage young people to think creatively — it's important that this space strives to complement traditional education.
- **Expanding and integrating existing cultural learning programs and progressive educational models.** Center programs such as Global Education, Sustainability Education, Systems Thinking, and the Six Circle Model.
- **Committing to a more Global Education.** Commit to providing information or resources/demonstrations about how non-western civilizations learn and teach science. This is particularly important as more and more people move to our region from other parts of the world.
- **Innovation from marginalized communities.** We need not be afraid to prioritize certain communities with unequal access to high-quality education. Their ideas and perspectives will help build our collective future.

What is challenging?

- **Science as historical violence.** Science has been used as a tool for harm against Indigenous, Black, Brown, Jewish, and other communities in recent history. There is currently a lack of representation of POC, LGBTQ+, and womxn in science learning. Both historical and present elements of scientific experimentation and representation may create real psychological barriers for more diverse communities to feel accepted within the space and engage with the area as a learning hub. OMSI should continue to tell the story of science and the cultural/human connection to nature. Indigenous, land-based practices, for example, present a pathway to bringing cultural learning into science.
- **Lack of educators and educational direction in the region.** There is a lack of educators who have extensive experience working with diverse student backgrounds. There are gaps in understanding of what high quality teaching looks like. There is a lack of concrete curricula within schools across Oregon.
- **Education burnout and youth disengagement.** During Covid, parents and teachers were isolated and often burdened with the most amount of responsibility and lackluster resources leading to burnout and youth disengagement.
- **Continuous lack of investment into traditionally Black or Brown school Districts.**
- **Barriers to accessing OMSI education.** OMSI is not seen by some as a welcoming site to immigrants and non-English speaking communities. The price of admission for OMSI is one of the biggest issues, as well as the cost of afterschool and summer programs. Many schools go to OMSI but many families can't access the spaces on their own due to affordability or time constraints.
- **Education systems are disconnected and siloed.** Higher ed for example and the K-12 are completely disconnected and there is nothing set up for these different systems to talk to each other.
- ● **The American education system doesn't promote or encourage young people to think differently.** It's important that this space does that.



Inclusive and transformative education



Participant Ideas

- ● **Utilize providers and/or architects with early childhood education experience in the pre-planning and activation process.** This will maximize the usability for the benefit of students and educators. If particular providers are not identified early in the pre-planning process, architects with experience in ECE should be identified.
- **Create a year long curriculum study, where all the school Districts have to do is plug and play,** and educators know in advance how to incorporate the learning threads to be more enriching within the classroom
- **Create a diverse District education board.** Empower education board to oversee the curriculum goals and standards. The job description should be co-designed with the community to determine what a District educator should do and build out clear standards.
- **Center early childhood education providers as essential partners.** The District has to account for childcare needs and ensure that it is culturally responsive. There should be a diversity of options on offer.
- ● **Leverage public funding and the pipeline of child care providers that Preschool for All (PFA) and their partners are cultivating.** Given that the priority focus for PFA is communities of color and those with the least access to affordable and culturally responsive care, their participation alongside other partners like MESQ, Child Care Resource and Referral could help recruit potential providers for these new spaces.
- ● **Create a “parent stipend”.** Offer this stipend for lower income parents who have conflicts between spending time learning with their kids and working hours. This will help support the travel and time spent with kids and facilitate bonding around education that positively influences youth development.
- **Create a community educator position.** This position would oversee the District public spaces on the weekends and helps guide and support students and parents (similar to a park ranger/park educator).
- ● **Dedicate venues or spaces that the greater Portland community can book or use for free for educational purpose.** This program will ensure that not all programming is required to go through OMSI and its direct partners. Smaller organizations with valuable missions should be able to utilize the space and surrounding District as well.
- **Opportunities to support families connecting and engaging with each other to create a community care model.** Families could rotate who takes kids to the district, and the exhibits could be connected to the education happening in the schools.

Examples to Learn From

- **Sonic Bloom:** A community focused, multi-sensory installation by Yuri Suzuki in London, UK explores the nature of communication through interactive deployment and sound.
- **Soccer Without Borders, Oakland:** Great example of an education model for new-comer youth and outdoor youth engagement.
- **The Toronto School System:** turned around historically failing schools in 3 ½ years by changing their pedagogical model and using high quality experiences. For example, one low-income school designed a math course for 3rd graders on breaking generational poverty. Didn't just jump into the math content, but made it relevant to their community
- **Reggio Emilia School:** An educational philosophy based on the image of a child with strong potentialities for development and a subject with rights. The school has done a tremendous job transforming the community through children.

Participant Questions

- What does non-Western, culturally-relevant science education really look like?
- How can we create engaged learning spaces outside of the building and in public are as that reinforce the learning happening in schools or at OMSI?



Education to transform regional workforce

Oregon faces high rates of unemployment and several industries, including education, are losing workers at an **even higher rate**. In order to counteract these trends, the District will need to be at the forefront of workforce development. This includes building supportive partnerships with District employers, local industrial leaders, and higher education institutions, as well as developing inclusive business incubation and entrepreneurial support programs.

OMSI isn't a traditional player within higher education and workforce development – this makes the district's role in workforce through educational transformation unique, more neutral, and potentially very powerful.

Many participants emphasized the significance of investing in workforce development and specialized training as a way to provide job access to more diverse and often less resourced communities. District partners and tenants can collaborate to offer education-based pathways for key industry jobs such as teachers and green technology. The District can and should be used as a hub for connecting experiential learning to training, higher education, and work opportunities.

Themes for crafting the District Civic Value Framework

Theme

Partnerships with trade schools and businesses within the District. Aligning with and supporting existing strategies for career technical education.

Theme

Aggregating resources into an accessible center for educators and trainees, providing classes, materials, guidance, and other industry related resources.

Theme

Apprenticeship and certification programs as a portion of contracting, tenant agreements and District-level business planning. Targeting youth 15 and older.

Theme

Dedicated funding from all District core partners for workforce development programs. Procurement criteria for MWESB, union labor and local vendors.



Education to transform regional workforce



What is important?

- **Creating a holistic pipeline of opportunity.** Getting youth interested in education and healthcare professions early on is only the first step. There are many structural barriers between primary education and entering the workforce. Focus on high school, trade school, and providing a variety of certifications.
- **OMSI as a convener.** OMSI isn't a traditional provider of higher education and workforce development, so it can a role as a neutral entity that convenes multiple stakeholders.
- **Building partnerships for talent growth, retention, and workforce development.** Share these with other major employers in the District.
- **University partners .** OHSU, UO, OSU, PCC, OIT, UOP, and other universities' involvement in the District would constitute a strong value add and inspire children and students to pursue education at every age. Trade school partners would also play a unique and important role in workforce development.
- **Partnerships with trade schools in the area.** It would serve the district's mission to create an apprenticeship program that is integrated with their curricula.
- **Incubators and maker spaces focused on STEM.** Makerspaces invite new learners and help close the gap between education and larger corporate or institutional employment.
- **Building on existing relationships.** Don't forego innovation, but also strengthen existing systems that work. There are many organizations that train teachers such as PSU, PCC, and the Center for Equity and Inclusion. Do a landscape analysis of education providers and existing relationships, rather than focusing solely on creating exciting and new programs.
- **A transformational education pipeline.** Center on education for social mobility and regional workforce development. OMSI can get kids interested in science early and fostering inclusive innovation at every level of education.
- **Career Technical Education.** VOTEA money could be utilized to develop education to workforce pathways.

What is challenging?

- **Important industries are losing workers.** In Oregon, healthcare and education are losing workers. These industries are growing in complexity, yet we are devaluing and not supporting people who work in them. An integrated approach to workforce development should focus on training, staffing, and preventing burnout.
- **Supporting educators.** There is a shortage of teachers and many experienced educators are leaving the workforce. We continue to devalue those who are most critical to our society. This must change.
- **Maker spaces.** Current Makerspace tends to be posh and inaccessible but can be a high value add if done right
- **Business Education.** Small businesses owners and entrepreneurs of color are often not given the same access to industry knowledge that would help them launch and expand their businesses,

Participant ideas

- **Integrate certificate programs.** These programs will bridge the gap between education, employment, and up-skilling.
- **Create a center for teachers and science educators.** This center can help guide community members to the career/
- **Create a center for teachers and science educators** that is focused on making teaching a more attractive career.
- **Collaborative learning.** It would be interesting to create space where all the different groups within the district can regularly work on a project together to advance stem equity or stem awareness. For example having an "industry challenge" where high ed, low ed, and industry people are regulating collaborating



Education to transform regional workforce

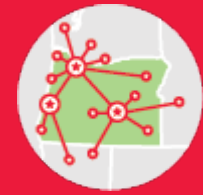
Participant ideas Cont'd.

- ● **Commit to bringing in apprentices or interns from a wide variety of training programs.**
- ● **Deep dive into what's happening currently in higher education and workforce development.** Identify gaps and/or programs that exist but don't have dependable funding.
- ● **Connect with existing trade schools to create a hub in the District.** There is also a possibility of creating culturally specific, advanced programs for older students.

Examples to Learn From

- **Thunder Valley Community Development Corporation:** An Indigenous (Lakota) led CDC that offers a wide variety of workforce development programs, “uniquely designed to liberate our young adults through a multifaceted program that provides on the job training, continuing education, social-emotional development and soft skills development” specifically connected with other CDC initiatives, such as renewable energy tech installation and construction.
- **Port of Portland Workforce Training and Hiring program:** A requirement for contractors to provide on-the-job training for registered apprentices on Port construction projects.
- **CRITFC Tribal Workforce Development Program:** A group of initiatives that seek to establish and sustain a tribal workforce pool of respected and skilled Native American scientists and technicians that serves the tribes' salmon and natural resource management program needs.





Around the Region

OMSI is committed to accessibility, leadership, and transcending boundaries across our region.

Contents

Reimagining boundaries of impact

Communicating vision and impact

Transportation



Reimagining boundaries of impact

Participants emphasized the challenges and opportunities that come with building strong partnership networks – especially when they are subject to politics and competition over funding. Yet many of OMSI's potential partners and peers align with the District vision, and aspire to positively impact the city, region, and state. By structuring regional partnerships around the OMSI District development OMSI can become a regional leader and build a culture of collaboration between diverse partners.

This District has massive potential and a huge responsibility to be a regional leader in spurring economic growth through education and innovation. OMSI is a part of a bigger ecosystem. This requires a commitment to grow impact bigger than the District itself.

The OMSI District can become a case study that informs a more community-centric approach in other major development projects, now and in the future. While maintaining a core focus on OMSI's strength in education and all-ages science, we can expand the boundaries of impact beyond the District.

Themes for crafting the District Civic Value Framework

Theme

Demonstrating regional leadership. Collaborating with aligned organizations and projects in the region, and leading by example.

Theme

Attracting and serving people from outside of Portland. An integrated plan with marketing and communications, transportation and programs.

Theme

Documenting a process for co-design, engagement, and values-led development that can be replicated in other similar projects.

Theme

Transparent and accessible communication to a wide audience, including goals and vision, process and strategies, successes and failures, and opportunities to engage.



Reimagining boundaries of impact



What is important?

- ● **Regional responsibility.** This District has massive potential and a huge responsibility to be a regional leader in spurring economic growth through education and innovation. OMSI is a part of a bigger ecosystem, and therefore a collaborative process is necessary to ensure crucial stakeholders have representation.
- **Regional leadership.** It's crucial for OMSI to have steadier leadership than the Broadway Corridor Project, which failed because its attempt to do too much became overbearing for the developer.
- ● **Build on OMSI's existing strengths.** The anchor of this development will continue to be OMSI, which attracts people from all over the state.
- **Focus is a strength.** This project leverages many potential partnerships and pathways for creating shared value. It will be impossible to incorporate every suggestion and meet every goal. Instead, the project should center an authentic and transparent process where the public is kept abreast of the decision-making process. This will ensure inclusion and efficient project delivery.
- ● ● **Collaborate with parallel projects.** Clarify shared objectives and responsibilities with other major community-based developments. Explore complementarities! Seeing them as separate would be a disadvantage to each, and to the region's success as a whole.
- **Engagement beyond science and technology.** The District has strong potential to encourage civic engagement through its science and technology learning programs. The District should be a hub for new ideas – not only with respect to education, but by facilitating space to convene and create.
- **Draw visitors from a broad area.** Intertwine the programming and events across both sides of the river, gathering people in a collective creative and innovative environment.
- ● **Cultural change.** There is a massive need for this District to spur cultural and economic change in Portland, and contribute to a transformative shift in identity to reflect who we are and what this city is about.
- ● ● **Document OMSI's process as a case study.** That way it can serve as a blueprint for other community-based developments properties to learn from and engage with.

What is challenging?

- **Lack of focus.** This development has a long list of goals. That may spread funding too thin and dilute solutions, so that each lacks public support, risks veering away from District goals, and has minimal impact.
- ● **Bureaucratic and political roadblocks.** The public sector is crucial for funding and strategic alignment, but there is a lack of leadership in City government. "Roadblocks will likely begin and end with the city."
- **Sectoral silos.** There is a lack of communication and siloization between community organizations and city government that will need to be addressed.
- **Poor experiences with collaboration.** Major development projects often want to include culturally-specific organizations or groups working with people of color, but do not create a positive experience for them. There is a lack of clarity about how they should engage with the project and what they can expect in return.
- **Politics prevent true leadership.** The government is always a mix of competing priorities, which makes it hard to create a concrete and shared vision at the city level.
- **Representation among OMSI staff.** Despite a focus on representation, staff at OMSI are not very diverse. OMSI has shown interest in DEIA, social justice, anti-racism, and have been open to learning, but more work is needed.
- **Profit versus impact.** If the project purely is profit-driven, it will be hard drive truly transformational results.



Reimagining boundaries of impact

Participant Questions

- Who is OMSI's audience? What is the racial ethnic breakdown?
- What is the identity breakdown of the people employed by OMSI?
- How is OMSI currently serving low-income individuals?
- What is OMSI committed to in regards to DEIA?
- Is OMSI interested in working in partnership with other Districts, and co-planning/co-designing around the exhibits and resources?
- Will OMSI plan for ongoing learning experiences throughout the year?





Communicating vision and impact

Participants in the listening process pointed out a general lack of awareness among the community – people do not know about OMSI’s vision, commitments to equity, and goals for the District. They also are not familiar with the details of a development process, or they are wary of major real estate developers and their motives. Participants feel engagement fatigue and have been let down by false promises in the past. OMSI has an opportunity to galvanize partnerships, win public support, and dispel misconceptions through a clear and culturally-nuanced approach to messaging and outreach, along with education and welcoming people in.

People don’t know about OMSI’s vision, commitments to equity, and goals for the District.

Themes for crafting the District Civic Value Framework

Theme

Culturally relevant communication is vital to ensuring inclusive participation. Integrated outreach conveys consistent messages and concepts in a variety of languages that are accessible to specific groups.

Theme

Clear metrics of success. Well articulated vision, objectives, strategies, metrics and outcomes. Empowering others (partners, peers, community members) to hold accountability.

Theme

Clear, simple outreach tools. Exploring a variety of media, such as newsletter with consistent progress checks, community design sessions, exhibits, and information about the development process.

Theme

Learning in the open. Building trust by sharing successes, challenges, and failures while maintaining a steady focus on the overarching goals and process.



Communicating Vision and Impact



What is important?

- **Selling the vision.** If OMSI can set the stage, sell the vision, and truly lead, there will be buy-in from all stakeholders. The logistics will follow.
- **Communicating the “why”.** It’s important to understand and communicate the root value of the District’s priorities, and the “why” behind them. Explaining how OMSI’s vision sets it apart from previous development projects is important, along with communicating that it’s not just a post-2020 Covid idea.
- **Transparency.** Communication about what decisions have been made, and why, is critical. People will want to know how this project impacts them.
- **Education and consistency** - There needs to be a process promoting, educating, and trust-building effort with the larger Portland community around this project. That should be followed up with consistent messaging throughout the process to keep people up-to-date, informed, and involved when applicable.
- **Bring awareness to development** - Many everyday people have no idea what’s going on with city developments. Many people connected to OMSI don’t know about the District. There is an opportunity to connect people to what’s happening in the spaces where they live and/or visit.
- **History.** The history of native tribes goes back 10s of thousands of year in this area, and the history of Black and Brown displacement is relatively recent. It’s important to center these histories of displacement caused by development. The area surrounding the District is highly gentrified and not affordable. Project communications need to recognize historical harms caused by the District and development in general in a non-performative way.
- **Terms.** n communications, the District team will need to reimagine certain terms. For example, the term ‘master plan’ is offensive to the African American community and is triggering for some. Additionally, the term ‘District’ does not sound friendly. It might be beneficial to call this space something else.
- **Create a public relations campaign.** Center the campaign on sharing the vision with the public, particularly in the stages where physical change starts to become visible in the District.
- **Communicate impact of OMSI District revenue.** Center this communication on how the market rates are serving the broader vision and improving community access.
- **Strategically plan for critical buy-in that will attract public official support** (Senator Wyden, city officials, etc). Selling the vision to the public is crucial for city advocates as well as obtaining state and national funding. When the public has already bought in, it’s easy to receive support from public officials, thereby unlocking new funding.
- **Develop a media strategy in deep collaboration with partners.** Do not simply choose the partners OMSI already knows and works well with. The point is to connect to unprecedented and atypical partnerships to uplift frequently marginalized voices.
- **Communicate much more clearly about the OMSI programing that takes place outside of the city proper.** Many people have no idea this exists.



What is challenging?

- **Process fatigue.** This is real – the focus needs to be on real outcomes. Too many conversations happen without producing actionable steps which creates cynicism.
- **Follow through.** Many folks are sick and tired of “community engagement” without proper follow through, making many communities wary to engage with and contribute to projects. So often, the community is asked to provide input which is neither valued nor listened to.
- **Mistrust in development.** Many people have a tarnished relationship to development projects and/or varying degrees of resentment for private development and its consequences for community members.
- **Lack of awareness.** The general public also does not view OMSI as more than a museum. As the OMSI brand expands to encompass more projects, most people are not even aware that accessible programs and partnerships already exist. Most people are also unaware of OMSI’s authenticity in this process. This is a disservice to the work OMSI is already carrying out and doesn’t help garner additional community support.
- **Past performance.** There have been times in the past where OMSI didn’t publicly recognize partner groups who weren’t economic contributors on projects. This has given the impression that OMSI is being performative in its communications.
- **Current lack of inclusive brand.** Many immigrant communities don’t see themselves in OMSI and don’t feel the organization is accessible. There is a perception that OMSI’s sole focus is youth and working professionals attending conferences or conducting field studies.
- **Communications capacity.** OMSI currently does not have enough staff working on community collaboration.
- **Same traditional voices being heard.** There is often an insufficient or disingenuous representation of nontraditional voices. Indigenous and other community voices are often watered down by large white-led organizations.

Participant ideas

- **Create a District-specific and publicly available feedback loop process for all engagement.**
- ● **Commit to trans-creation rather than simply translation.** This means not directly translating materials into different languages, but actually speaking to communities in a way and framing ideas so that they will understand. Be aware of language bias and culturally specific terms.
- **Narrative Vision.** Develop a clear narrative vision of how OMSI is expanding and why the expansion is important.
- **Public Information Sharing.** Make planning documents public, and tie them to a clear vision of what OMSI will be focusing on.
- ● **Elevate non-traditional voices.** For media coverage, always have another organization for “passing” the voices and questions to smaller and less listened to partners when describing the story, the why, and the impact. Minimize OMSI as the dominant perspective and instead focus on elevating voices that aren’t usually in the spotlight. *See ACT2025 example.*
- **Explicitly tell the history of OMSI and our land** in all communications. This includes Indigenous acknowledgements on all documents sent out related to development and all communications.



Communicating Vision and Impact



Examples to Learn From

- **WRI Climate Consortium:** Allied for Climate Transformation by 2025 (ACT2025) is a consortium that aims to elevate the voices and priorities of climate-vulnerable counties in mainstream climate media and high-coverage events.
- **Metro Strategic Action Plan:** A brief, clear plan that addresses racial equity with goals and strategies.
- **Racial Equity Toolkit (RET) | The City of Portland, Oregon:** A set of steps with questions and resources to help you answer them.
- **Monument to Extraction:** Place-based storytelling of a place which used creativity to critically look at a space and think about who has been there before, and what its current function is including a walking tour, podcast, and virtual tour.
- **Tech Town PDX Plan:** An example of performative change making

Participant Questions

- What is OMSI's "why" for being inclusive for diverse communities?
- How will OMSI focus on bringing in "smaller voices" and telling the stories of communities outside of the core partnerships of OMSI?
- How does OMSI currently connect with cultural communities?
- If you are a limited English speaker, or an immigrant, what is one's connection to OMSI? How is OMSI connecting to these communities?



Transportation

Transportation is an important focus as it will affect who can come to and travel within the District. The District should incorporate diverse mobility options, giving space for personal vehicles, but emphasizing shared, electric and active mobility options. Incorporating state of the art transportation technologies will improve access, but specific technologies will change over time. The District's access plan should be adaptive and responsive. That means wayfinding information is crucial – it should be clear, welcoming, and available in multiple languages. Participants also emphasized that access is more than mobility. It is about a sense of safety and representation; providing transit spaces that can be enjoyed by all.

Getting to the District should be accessible, inclusive, and straightforward. Integration into the existing transportation system is only half of it. How can we expand and make the system better?

Themes for crafting the District Civic Value Framework

Theme

Reliability through partnership. Existing platforms and systems – such as electric car sharing programs – help to build the critical mass necessary for reliable transportation.

Theme

An adaptive transportation strategy. Frequently revisiting the array of mobility infrastructures, partnerships and incentives to adapt with new technology and changing climate conditions.

Theme

Diverse and accessible mobility for both residents and visitors. Explore a wide variety of solutions and their interconnections: from bike lanes to accessible wayfinding to transit discounts for income qualified travelers.

Theme

Progressive traffic management models and pollution-reduction measures integrated at all levels – infrastructure design to incentives for active modes.



What is important?

- ● **Arriving with ease.** No matter what part of the city, metro area, or state someone comes from, the District should be accessible. Bus routes or other forms of shared transportation are often confusing or inefficient.
- **Incorporate smart parking solutions** that aren't western white solutions which often prioritize large amounts of public space towards parking and using asphalt lots
- ● **Access without cars.** Equity in transportation requires multi-modal accessibility. Currently, there are very few ways for people living outside of East Portland to get to the District safely and easily without a car.
- ● **Adapting to the future.** The site needs to be able to evolve and integrate new modes of transportation as they gain prominence. For example, the District should accommodate rideshares and electric vehicle charging.
- **Transportation for multiple users.** People have different transportation needs depending on whether they are visiting, living, or working in the District.
- ● **Existing systems.-** There are traffic patterns that already exist in the area such as those found in Ladd's Addition and Division that should not be significantly altered or overwhelmed by the District's development.
- ● **Relying on transportation experts.** Many other groups have designed accessible transportation models, and have already asked these questions on equity and feasibility.
- ● **Parking.** OMSI needs a large amount of parking for visitors, but usually the developer wants to include as little parking as possible to maximize sellable space.
- **Traffic.** There is apprehension about how this development will change access and traffic patterns on the Eastside of Portland. The District may create logistical and mobility challenges for freighters carrying industrial goods.

What is challenging?

- **Access from rural areas.** Many people, including those living in outer Portland neighborhoods and nearby rural communities, avoid inner Portland because of its transportation challenges, including one way streets and lack of parking.
- ● **Access from Portland's east side.** OMSI is difficult to get to from the eastside. Trimet does not currently meet the needs of outer southeast Portland and beyond.
- ● **Parking.** Parking is very expensive to build, especially in this District where below-grade parking is impossible because of the water table. Limited parking should be available to generate revenue and accommodate individuals who require a car, but encouraging heavy single occupancy vehicle use goes directly against the District's net zero goal.
- **There will become a challenge with freight, and the logistics of industrial mobility in the area due to increased traffic & parking.**



Participant ideas

- **Ensure safer route to and from the District with use of protected bike lanes, “slow streets”, lighting, and first mile last mile infrastructure.**
- **Provide EV rideshare for residents to get off site.** Include shared ride opportunities.
- **Offer shared e-bike and electric vehicles.** Explore subsidies for low-income riders, rent-to-own models, partnerships with providers (like Biketown) and shared vehicle networks. Automatically enroll those who qualify for affordable housing into a BikeTown for All membership.
- **Work with industry leaders.** Convene with the Central Eastside to address concerns around traffic and parking.
- **Collaborate with the city to build a pedestrian bridge.** Do so over the train tracks.
- **Transportation options.** Utilize e-bike and electric vehicles as a shared resource/amenity with a loan to own program.
- **Create a streetcar connection with PSU.** This would also feed into the District’s goal of connecting workforce development and education transformation by providing greater transportation access for students to employment opportunities.

Examples to Learn From

- **Forth Mobility Car Share and Ride Share programs:**
- **CEIC TriMet Pass:** CEIC created an employer/employee program w/ TriMet providing a discounted unlimited TriMet pass to anyone who lives/works in the District.
- **Disney Park Parking** - While many people drive to Disney, you are not allowed to drive within the park and they have built supportive infrastructure to ensure people can still get around.
- **Pedal Ahead:** In collaboration with San Diego, Pedal Ahead offers e-bikes with an emphasis on low-income ridership, including a loan-to-own program.

Participant Questions

- Could we somehow leverage the train so that it is an asset rather than a “pain”?
- What would it take to get from Albina to OMSI?
- Could there be an opportunity for an above ground parking structure?
- What concessions will need to be made for parking?
- How can you incentivize different behavior to prevent system strains?
- How can OMSI incentivize different behavior to prevent system strains due to parking & traffic?



Equitable Impact

We dismantle barriers to equity and access to the experiences OMSI provides and create welcoming environments where all people can reach their full potential. We lead with race.



Contents

Impact across development phasing

Inclusive physical design

Empowering commerce and workforce

Equitable Housing

Access to services, health and safety

Culture, art and community



Impact across phases of development

The OMSI District will unfold over time – there is only so much that can be planned in advance. With an overarching vision established, each phase should have its own goals and strategies for action, for impact, and for asking and/or answering questions to inform the next phases. This experimentalist and iterative approach can build trust among partners and with the community. OMSI can openly co-create ideas and next steps while delivering real results quickly.

With an overarching vision established, each phase should have its own goals and strategies for action.

Themes for crafting the District Civic Value Framework

Theme

Overarching goals tracking across phases, each building on the last. Phases having clear strategies and measurable outcomes, with all District partners responsible for their own parts.

Theme

Community participation. Building lasting and long term relationships with community leaders to support the district development process.

Theme

Experimentation across the design, construction, activation and ongoing management of the district. Small trials can answer questions, generate support and offer a glimpse into future possibilities.

Theme

Regional buy-in at each phase. A strong and adaptive communication plan that shares phases, funding sources, challenges, and timeline. Consistent messaging and information sharing.



Impact across phases of development



What is important?

- **Who builds is important.** We need to bring in a diversity of forward thinking developers and traditional developers that have the ability, capacity and access to equity. In the same vein, incentives and requirements for those who participate in the development and existence of the District will have a huge sway on the impact within these spaces for the community.
- **Build to adapt over time.** Our needs will develop and change over time. As development progresses and the makeup of our city and state continue to change, we need to be flexible enough in the design to allow new important aspects to be incorporated in year 10, 20, etc. of the District. This flexibility should be built into the strategy which people and organizations will buy into.
- **Creativity.** There is a need for more creativity in the zoning and flexibility of design, including modular spaces that can change and grow with the needs of the community and an understanding that there are certain uncertainties that will likely need to be addressed later. It would be great to have spaces that are reconfigurable over time and designed for future development (could be retail, classroom, innovation space, etc.).
- **Cohesion at every phase.** It's important that there is cohesive integration and symbiosis between the different development stages and types. While finance directs much of what is able to be built first, development shouldn't be physically decentralized and unusable in early stages. What's built in each sub-phase should complement one the other phases. It's important to be strategic about what gets funded at what time.. Everything funded by private money has to return a yield.
- **Pivoting for unintended consequences.** This project will need to actively address potential unintended consequences that might arise throughout all stages of development.
- **Commitment to vision.** We need commitment to the District and its vision by those who will be facilitating the development long term. The designers, architects, planners, and builders should be emotionally invested in the process.
- **Relationship building at every phase.** OMSI and District developer(s) will need to continue to build trusted relationships with disenfranchised communities throughout the design, development, and utilization process. There is a strong need to articulate that commitment in ways that hold accountability and provide insurance/assurance to communities.

- **Conduct a rapid needs assessment.** With the goal to understand what people would like who live nearby OMSI, particularly off MLK boulevard. What do they need, how do we prioritize those needs amongst what's to come, and what does that look like at early phases of the development?
- **Developer Equity.** Prioritize working with developers that focus on the most equitable outcomes versus the most return on investment.
- **Ensure proper training.** It will be important for the develop toe commit to cultural competency training.
- **Historical Recognition.** There needs to be recognition of historically racialized zoning (redlining, predatory lending, etc.).



Impact across phases of development

OMSI
Specific

District
Specific

General
to
Theme

What is challenging?

- **Mistrust in development.** There is a strong mistrust of development projects and of government within many low-income communities and communities of color.
- **Combating Portland's poor track record. This project is a huge undertaking.** Portland does not have a good track record of being able to take down mega projects. This city has a history of creating mega projects that are use-specific, and are either not used by the community or eventually become outdated and unusable.
- **Business as usual is not iterative. A lot of District-wide plans try to do it all in one sitting.** This does not create opportunities for local organizations to participate. It invites external real estate investors to take advantage of the development.
- **Disconnect on developers' role in community development.** We can't saddle a developer to fix everything. They have an exit and return. The nonprofit community often doesn't understand that.
- **High need for public funding.** The more we account for public benefit services across the District, the more public money will be required.
- **Difficulty with developer.** Community members and minority contractors have voiced grievances about the way Edlen & Co, the main developer on this project, handles business and has impacted Portland.
- **Delays in process.** Financial hold-ups, ODOT processes, building costs, city-based permitting, and collaboration with SHPO on land use can cause significant delays that folks tuning into District progress may not understand.
- **Disrupting what currently exists.** There are unhoused residents in the area who will be displaced during the site development and must be supported or else OMSI will be replicating the issues it says it's trying to address.

Participant ideas

- **Development agreement.** Part of the agreement should include a Framework for the developer to work from that they can help to co-develop that is culturally competent.
- **Development Study.** A study should be done on what phasing of buildings goes in first, how those build off one another, and what risks might arise. For example, housing is not valuable without adequate services around it.
- **Real Estate Incubator.** Section off an area for more futuristic / experimental developments to act as an incubator site for future development.
- **Forward thinking development.** Bring in as forward-thinking developers as possible, where and when possible – and define what that looks like.
- **Vertical Innovation.** Have a certain amount of vertical innovation within the built environment, to be flexible to the changing environments and needs of the future.
- **Zoning and Design.** Research if there can be more creativity for zoning and flexibility of design such that space can easily transition between office and residential use to create an adaptable environment
- **Design.** Try for as much of a discretionary design pathway as possible. This could be a preferred option to combat the height/density limitations.
- **Development Plan.** Create a phased development plan that serves both the big picture and iterative planning.
- **Metrics.** Define what equity, accessibility, and economic growth mean within phased development at each stage This will help determine the right goals and metrics for success.



Impact across phases of development

Participant Questions

- What will it look like to walk around OMSI in 5 years?
- What alternative funding pathways are Edlen & Co. are looking into? How can we address Edlen & Co's wants and needs throughout the project and financially be able to contribute?
- How can zoning be used creatively to allow for more adaptable spaces?
- What are funding options for sectioning off areas for more futuristic/experimental developments?





Inclusive physical design

Participants envision a physical environment that is radically accessible to all – accommodating not only various mobility, visual, and auditory conditions, but also emotional and cognitive conditions and all ages. The space should be welcoming and healing, at times exciting and at times restful. This sense of welcome is reinforced when Portland’s diverse cultures, communities and histories are inscribed in the physical space of the District. The physical space also becomes more inclusive when people actively use and shape it in new ways – there should be unprogrammed areas for gathering or hosting temporary special-purpose activities.

A sense of welcome is reinforced when Portland’s diverse cultures, communities, and histories are inscribed in the physical space of the District.

Themes for crafting the District Civic Value Framework

Theme

A physical design identity for the District that celebrates Portland’s diverse multiculturalism and history and connects to greater Oregon and beyond.

Theme

Accessibility, welcoming and comfort for all. Sight, physical ability, hearing, cognitive ability, age – all are factors in creating a truly inclusive physical environment.

Theme

Building on and integrating with new and existing infrastructures in the city and region – from transportation to landscape design.

Theme

A rich variety of free and open resources, from green spaces to gathering spaces to open science and makerspaces.



Inclusive physical design

OMSI
Specific

District
Specific

General
to
Theme

What is important?

- **Best practices.** The District design can draw on examples of inclusive infrastructure done well – and become a national leader itself. The design of the District should be radically inclusive on three levels: socially (community focused), emotionally inviting (art, music), and physically.
- **District personality.** It's important for this District to create its own identity, like a college campus. It should be integrated with the city, but have a unique personality. The OMSI District could be modeled after universities: a gathering place and hub that is welcoming for learners, creators and visitors.
- **Reflecting community.** The design needs to be a reflection of the people that will live and interact in that space. It should be multicultural, and provide opportunities for communities to make a mark on the space. It should consider how to adopt spatial designs local to the communities we want to engage with (rural communities, international, etc.)
- **Designing down to the details.** What's missing in most developments is a real sense of place, both connected to history and connected to the present. It's the small details that create a sense of place.
- **Kid-friendly experience.** With OMSI as a major attraction, this District will continue to be an important place for people across the city to bring their kids. The design of the entire District should be inclusive of kids.
- **Community and cultural convening.** Community convening spaces are very important, not only for education. There is concern about this area not having a typical community center. Murals and adaptive art reduce the likelihood of vandalism and help bring people together. Active programming is also important to bring convening spaces to life.
- **Maximizing what's already there.** Acknowledge and celebrate the existing uses and tenants in the neighborhood. Although they are few, they are an important part of the District's identity.
- **Doing more listening.** This is particularly important when it comes to what rural and marginalized communities would like to see and experience during a trip to the city.
- **Prioritize quiet spaces.** People need spaces where they can escape from sound pollution that often comes with density and can be overwhelming or harmful. For example, the Port of Portland installed a "Sensory Room" to welcome all neurodiverse participants with a place for people who may feel overwhelmed, overstimulated or find the need to re-center from sights and sounds.

What is challenging?

- **Trade-offs between cost and quality.** High quality and innovative design and materials are expensive. It is challenging to design and build a beautiful, cutting edge District while maintaining affordability.
- **Including history.** New districts seldom establish continuity with the past or provide a sense of permanence. New people come in and they don't understand the history of where they are. Gentrification is a social challenge; it erases culture.
- **"Design as usual".** Portland's architecture is predominantly in the white western style. There is a lack of innovation and creativity in the design of mixed-use buildings – they all look the same.
- **Houseless exclusion.** Many urban design features are implicitly or explicitly hostile to houseless people, including studs on benches and lack of shaded areas.
- **High Density.** High density environments often prevent people from feeling comfortable or safe walking around. This includes having a multitude of high rises, small streets and sidewalks, and few open spaces.
- **Indoor Facilities.** Making people access resources inside a building can at times be very intimidating for people, particularly for individuals from the unhoused community. Buildings can often feel very unwelcoming.
- **Vandalism.** This is a challenge with anything interactive in public spaces.
- **Telling the District's story "right".** There are so many histories and stories to tell. Including everyone is impossible, so there will always be inherent bias.
- **Lack of investment and poor understanding of community needs.** The problem is not that Portland does not have space, it is the fact that we are not able to maintain and retrofit space for community use in a way that makes sense due to lack of investment and poor understanding of community needs.



Inclusive physical design



Participant ideas

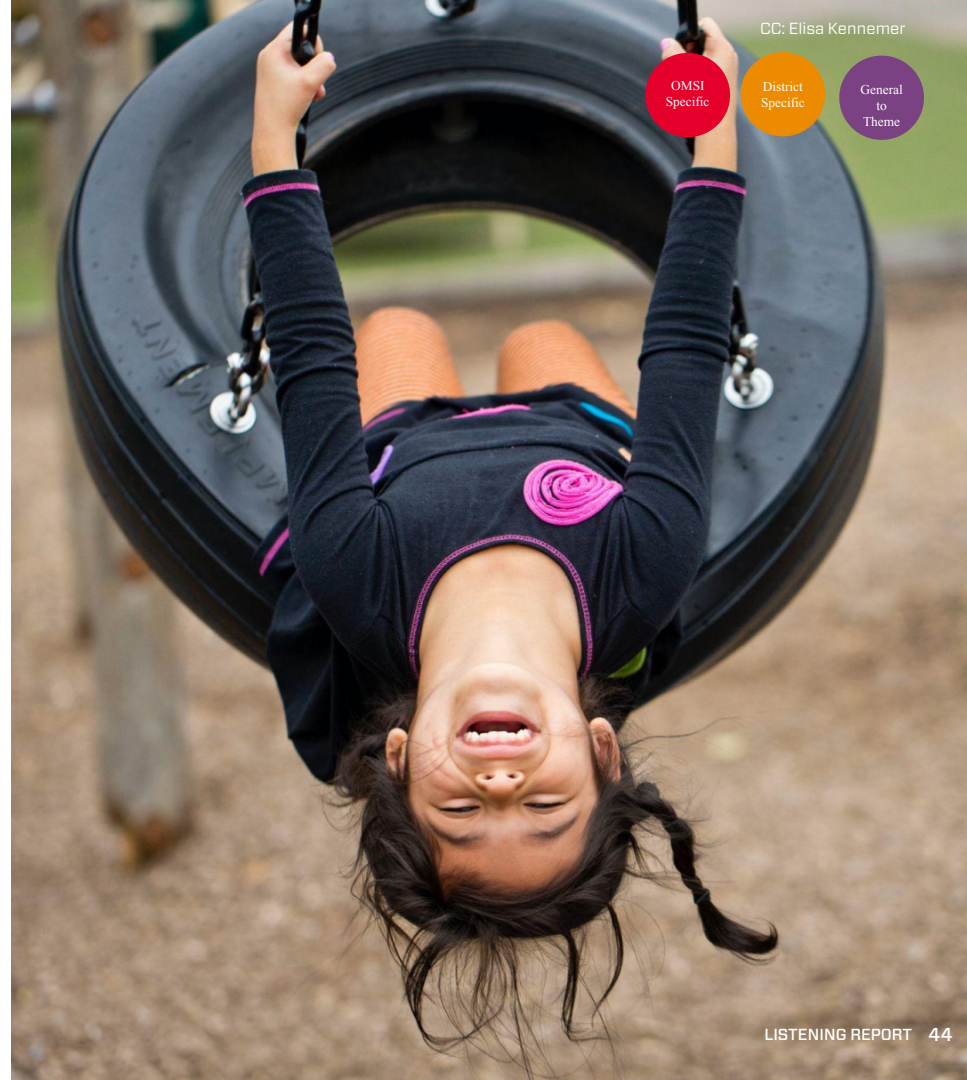
- **Design for adequate seating areas.** This includes for both dry and rainy weather. Creating places to rest and sit is important for people to feel welcome in the space.
- **Leverage CEIC and connect with other organizations who are doing this work.**
- **Inclusion.** Attract non-profits to the space, so that people who are connected to them are brought into the District.
- **Affordability Centric.** Include free activities such as a giant chess board and little free libraries, bring in the schools around the area to help build these and create spaces.
- **Design.** Commit to developing a design culture of accessibility and comfort.
- **Design for those who are coming from outside the urban area.**
- **Integrate the current feel of the central east side.** All neighborhoods in our region have character.
- **Instill a sense of place in the details and in writing.** Small signs identifying what types of flora and fauna are featured in the area and a few facts about them, their history, and cultural significance.
- **Demonstrate how the space has evolved through storytelling.**
- **Tactile learning based on people's backgrounds.** The District, and spaces within it, should invite people to connect with their environment while also connecting with themselves. Design physical spaces and learning programs with a 'user experience' approach, accounting for all age groups and cultures.
- **Sharing history.** The space should reveal how people lived in the present District 50 or 500 years ago. Embrace historical ways of being through place-based storytelling techniques such as a virtual walking tours, augmented reality, and interactive murals among other tools.
- **Share space.** Create shaded areas, provide public bathrooms, and build places to sit that do not have studs or other anti-houseless designs.
- **Adaptive Design.** Create adaptive spaces that can be used for community gatherings, educational events, and other community centered activities.
- **Restorative.** Create restorative spaces that can address the personal traumas that come with being unhoused.
- **Place Based.** Center place-based design as the core tenant of the 'user experience' of the District (*See place-based learning section*).
- **Outdoors.** Provide outdoor resource hubs, such as sidewalk libraries and places to access health products.
- **Public Art.** Create interactive outdoor art installations to draw people in.
- **ADA Compliant. Commit to physical accessibility design above ADA standards**
- **Integrate technology.** Build a virtual app to help navigate the District and provide fun activities such as a scavenger hunt, touch screens with interactive displays, and QR codes that reveal information. This can help people, and particularly children, learn about the District before they arrive.
- **Create hands-on experiments or demonstrations not involving technology.** Ex: Archeological digs, physics and chemistry demos.



Inclusive physical design

Examples to Learn From

- **Berkeley, ED Roberts Campus** - Ed Roberts Campus is a national and international model dedicated to disability rights and universal access.
- **Harpers Playground Model** - Create playgrounds where people of all abilities connect through play and thrive.





Empowering commerce and workforce

The OMSI District will involve thousands of contracts – from construction labor to tenant leases. Each of these agreements is an opportunity to operationalize the District values, supporting historically disadvantaged communities and promoting science and climate action. There should be strong criteria for choosing tenants and meaningful employment standards for partners and tenants. Flexibility in the commercial and retail spaces (via popups and short-term leases) can also support newer, smaller and marginalized businesses, and create a dynamic experience for visitors. At the same time, retail tenants should be chosen to ensure liveability and basic services for residents.

Flexibility in the commercial and retail spaces (via popups and short term leases) can also support newer, smaller and marginalized businesses, and create a dynamic experience for visitors.

Themes for crafting the District Civic Value Framework

Theme

Criteria for choosing tenants to create a vibrant urban fabric of retail, housing, commercial and office space, etc. while also creating a group of District partners who have shared values and objectives.

Theme

Procurement and contracting – spending money in a way that advances District goals and aligns with OMSI values. Supporting MWESB and locally-owned businesses.

Theme

Catalyzing values-aligned entrepreneurship and economic development. Providing resources (space, financing support, programs, and science-based tools) and opportunities to cultivate equitable entrepreneurship.

Theme

Setting operational standards for employers that reflect District values, from workforce to environmental performance.



Empowering commerce and workforce



What is important?

- **Prioritization of BIPOC communities.** Important to design for a variety of positions utilizing various skill sets so many professions can be uplifted and work in the District. It will also be important to establish diverse practices across the District.
- **Prioritizing locally owned businesses over large corporations and chains.**
- **Ethical workforce practices.** Workforce in this District doesn't only mean those building the District, but anyone employed in any aspect.
- **Business training.** Provide access to business growth, training, education, community, etc. Economic growth is increasingly defined by ecosystems that have enough infrastructure giving access to growing, training, etc. While Nike and Intel have their own growth and training programs, Oregon is critical for small and mid sized companies – which make up most of Oregon's economy. Providing applied learning opportunities for talent growth, retention, and workforce development could bring in larger investments and funding.
- ● **Centralized commercial space.** Shops and restaurants should be not just for OMSI visitors but for the residents to be able to use. Create a business corridor with restaurants, nightlife, music venues all within walking distance.
- **Larger companies with the ability to fund District elements.** It's important to choose intentionally the larger companies to locate in the District. Their existence can help fund other aspects of the District, as a mutually beneficial way to create a fantastic business location. A lot of companies are looking for opportunities to invest in spaces where their employees can locate and stay - creating ease of life to work.
- **Attracting and supporting small businesses.** BIPOC business growth and inclusion should be the foundational work of building up the District. Ensure support programs are utilized for business owners pre and post development . In order to attract small businesses we need low-barrier + low-commitment opportunities.
- **Flexible commercial design.** Following Covid, business spaces are devalued, so maybe see if there can be more creativity for zoning and flexibility of design where it can transition between office and residential to allow more pivot from business to housing and vice versa
- ● ● **Build on existing business landscape.** It would be great to see OMSI maintain the business and industrial identity that comes from the area, and support local businesses who have existed around the District.
- ● **Providing access to business support via public funding opportunities.**



Empowering commerce and workforce



What is challenging?

- **Business opportunities versus price caps.** There is a trade-off between building a thriving area for businesses opportunities and incubation and prioritizing low-income housing in the District. There is a strong desire to support entrepreneurship through providing markets for businesses to sell, but there is also a lot of desire for the space to be affordable and house a large percentage of lower-income people.
- **Leasing commitments.** Many small business owners are not ready to commit to 5 year leases
- **Current oversaturation of commercial space.** Following the pandemic, business spaces are devalued and there's an oversaturation of them unused. While this may not be a problem by the time the District is developed, it's telling. There are already an enormous amount of retail vacancies downtown, with food carts struggling because their main income sources are tourism and office work and because downtown lacks housing that would bring in alternative income. This is also important when looking at what amount of housing the District will need to commit to.
- **Racist Hiring Practices.** There are high unemployment rates for Indigenous, Black and brown communities in Portland. Additionally, little is being done to elevate the Pacific Islander community within the Portland job market
- **Nature of makerspaces.** Makerspaces, which have been listed as a priority, typically tend to be posh and inaccessible. That said, they can be a high value add if done right and focused on uplifting disadvantaged entrepreneurs.
- **Small business capacity for contracting.** While it is important to prioritize contracts with BIPOC, women and non-binary owned businesses, often times smaller minority contractors don't have the capacity power to engage in more large development projects.

Participant ideas

- ● ● **Provide unique and engaging spaces for small-scale commercial opportunities.** This includes pop-up events, farmers markets, commissary, project-based spaces. *(More here in the section on advocating informed action hub)*
- ● ● **Draw people in to want to work in the District.** Provide flexible hours, affordable childcare, housing nearby, fair pay, mentorship opportunities, reduced rent, District membership, off-set utility costs, recent grad programs, and job variety
- ● ● **Commit to low-barrier entry opportunities for minority owned businesses.** Subsidize retail space for small business adorability. Offer short term leases.
- ● ● **Workforce Requirements.** Require larger organizations to make a meaningful demonstration that they are doing transformational work in order to get a deal within the space.
- ● ● **Create a workforce development agreement.** Include first right of refusal to local community members. This will allow community members in the district an opportunity to bid on business development opportunity prior to other businesses outside of the district.
- ● ● **Inter-Tribal Trade Center.** Create an Inter-Tribal and international trade center to bring opportunities for development of Indigenous Commerce
- **Hiring Practices.** Look into feasibility of hiring a percentage of protected class individuals (low-income, individuals of colors, etc.) or requiring large companies to subsidize housing within the District for employees.



Empowering commerce and workforce



Participant ideas, cont'd.

- ● ● **Set a District-wide standard to pay union wages.** Minimum wages jobs would exist – in both development stages and for businesses existing in the District.
- ● ● **Develop clear workforce goals.** Center the prioritization of minority and women owned business development; Percentage growth of small businesses in the area; Number of diverse hires within the District per year.
- **Partner to provide services and support for diverse entrepreneurship and small businesses.**
 - Micro lending with zero interest
 - Providing consultants to help with loan applications and marketing
 - Educational opportunities for entrepreneurship
- **Explore developing partnerships between large corporate interests and incubation.** For example, Nike could be a potential partner for sponsoring BIPOC centered incubators and design studios that can feed into their own business model. This is an example of whole system connectivity.
- **Look into revenue sharing feasibility.**
- **Ask existing businesses in the Central Eastside what support they would need.** The focus would be to support their business development in the changing District.
- **Create a broader economic and social growth plan within the city and along the river for Tribes.**
- **Bring in minority and women owned business owners.** Provide the space for them to give input and participate in decision making.
- **Implement potential 4-day work weeks in the District.**

Examples to Learn From

- Southern Oregon and Portland have grassroots maker spaces such as [Art Design Xchange](#), [Open Bench Project](#), [The Factor Building](#), and more.
- Rockwood market hall: Features micro-retail and restaurant spaces, micro-grocers, a commissary kitchen, rentable cold storage, flagship full-size restaurants, and offices.
- [Portland Mercado](#): incubation-like space as an initiative of Hacienda CDC
- [Cartology Report](#): Report for creating spaces for immigrant owned businesses that are connected to services
- [San Francisco Incubator Spaces](#): good example for how they have built out hardware incubator spaces
- [PIE Incubator from Autodesk](#): Well resourced, support the District and the small business community
- [FAAS with Angela Medlin](#): Has a program to FAAS partners with PENSOLE Footwear & MLAB. The studio gives students the 'true to industry' experience of working within multidisciplinary product teams.



Equitable housing

Housing is fundamental to the affordability and diversity of the District. It is the foremost point that participants raised when discussing the impact of the District a long with the challenging tradeoffs that affordable housing comes with. Participants highlighted the need to define priorities between the overall housing livability for residents versus creating a hub for general education and workforce development. They also mentioned the challenges and tradeoffs that arise with housing quality versus cost of development.

There is an opportunity with the District to design and be a model for creative housing types, financing, and ownership models that welcome people of all backgrounds, demographics, family units and incomes.

With that said, there is an opportunity with the District to design and be a model for creative housing types, financing, and ownership models that welcome people of all backgrounds, demographics, family units and incomes. Understanding that simply offering affordable housing doesn't make a district affordable and welcoming, participants noted that there will need to be a comprehensive affordability plan that weaves together a multitude of supportive elements. This could include employment training, community hubs, grocery and retail, and access to mobility services. Doing this well will require research (especially to understand post-Covid housing demands), continued community engagement, and a human-centered design approach.

Themes for crafting the District Civic Value Framework

Theme

Innovative housing products as well as innovative affordability and financing models.

Theme

Housing is deeply connected to employment, retail, and transportation. Designing as an integrated system aligning strategies and goals across different areas.

Theme

Revisiting the housing plan - from unit design to capital stack and affordability models - in light of post-pandemic market changes.

Theme

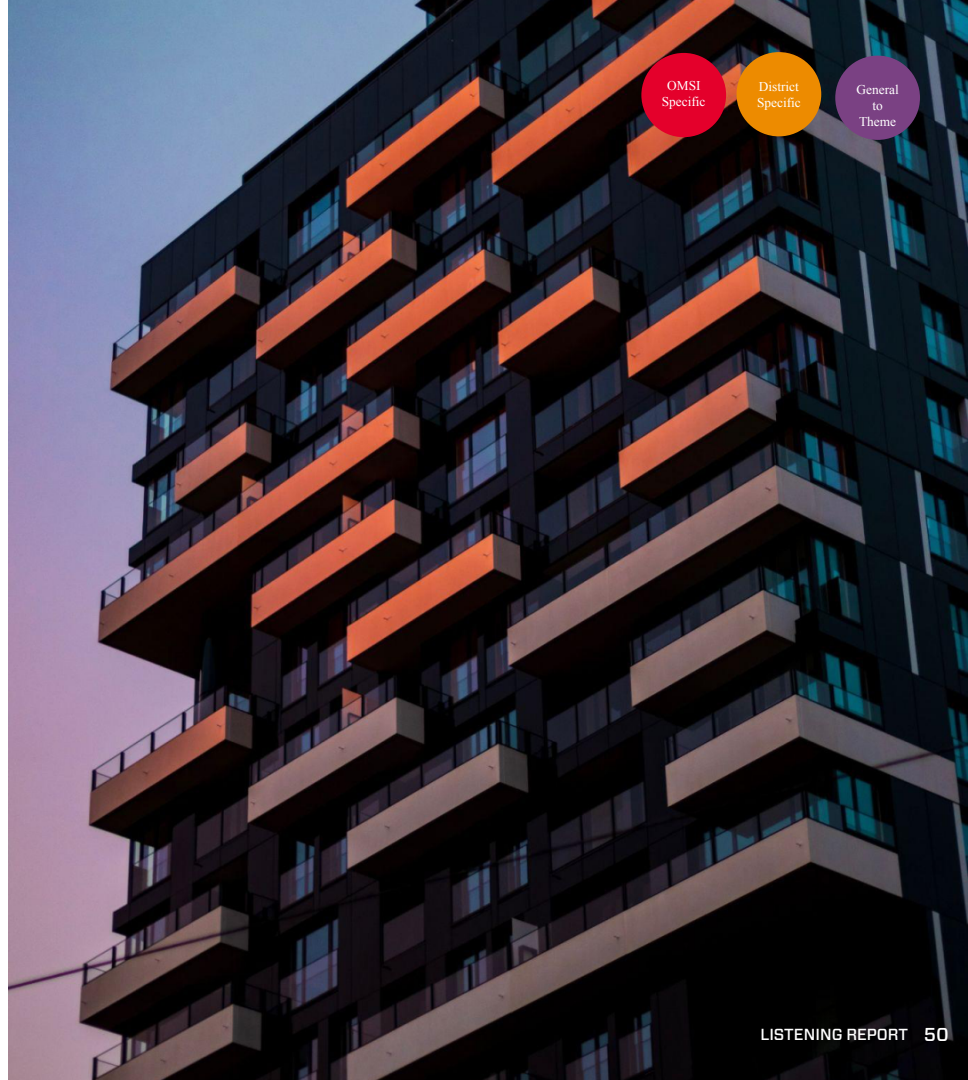
Basing housing decisions on research and community engagement. Fundamentally accessible and anti-racist housing policies.



Equitable housing

What is important?

- ● **Post-Covid reevaluation of housing amount.** There needs to be a reevaluation on the “District Plan” because Covid has changed the outlook on importance of housing. Housing and livability should be a higher priority of the space and make up more than the planned 1,200 units. Smaller units are also oversaturated in the market - particularly for affordable and permanent supportive housing.
- **Amenities.** Housing must be built around a livable community. It’s crucial to design the District’s amenities around who the target residents are. With affordable housing, it’s important to guarantee low prices and provide full fledged access to childcare, healthcare, etc.
- ● **The affordable housing tradeoff.** Many people see 20% affordable housing as the floor and would like to see a higher percentage (up to 40%), considering if this is a TIF (Tax Increment Financing) District/Urban Renewal Area. Others, who have experience living in affordable housing, suggested that there’s no way this District can truly serve low-income residents unless it’s fully geared towards social services. As such they believe it would be more effective to focus on market rate housing, and use revenue for social mobility programming, access to education, and grants to get out of poverty.
- **Social mobility through including mid-point housing.** Even though the city and state’s priorities are currently focused on family housing rather than workforce or youth housing, those ladder communities are the ones would most benefit from housing in this area.
- **Attract important talent for market price housing.** Many companies are looking for opportunities to invest where their employees can locate and stay, particularly relating to the tech talent in the Portland area. Economic development strategy is about where talent is going to stick around, the gear towards science and technology oriented market price housing will positively impact our regional workforce retention.
- ● ● **Affordability by Design.** Prioritizing concepts such as affordability by design.





Equitable housing



What is challenging?

- Innovative affordable solutions.** Now is the time to creatively and innovatively integrate a mixed assortment of housing. Tiny villages and other supportive housing are needed in the city, and the area near OMSI has been that for a number of years. There is a need in Portland to prioritize unsheltered and at-risk communities, particularly in spaces where they already are.
- Economics.** There are market tensions between availability of affordable housing, quantity of need, and financial burdens for developers that we need to realistically balance through land use or other subsidies. With affordable development, public funding doesn't lend itself well to certain sizes and quantities of units. In the development of affordable housing mixed income is not always possible - but it is possible. There is a lack of available resources and system capacity in the Portland region for affordable housing and unsheltered people.
- Affordability versus social mobility.** There is tension between doing affordable housing right and designing a District centered wide-reaching access to social mobility through being a hub for education and workforce development.
- Trade-offs between affordable housing and economic development.** When businesses and market price housing are not present, or when a neighborhood is price-g geared towards low-income housing, there is very little opportunity to support diverse entrepreneurship and small businesses. This is why you see so few entrepreneurship opportunities in lower-income neighborhoods. There is a degree of expendable income needed to support the social mobility programs that OMSI seeks to bring. On the other hand, the plan to build a hotel and attract visitors could further encourage gentrification.
- High Density.** There is a concern around sacrificing space available for residents that comes with vertical and high density housing. It often does not allow for common space access to common spaces of for folks to transition from smaller single unit into larger family housing without moving.
- Displacement.** It's important to center the history of how development has caused displacement. The area surrounding the District is highly gentrified and not affordable to many. Rural migration is one of the many elements straining housing capacity in Portland.
- Displacement in different contexts.** There are differing opinions on how with engage with recently displaced communities vs. historically displaced communities. Consistently, we lift up the needs of those that have come recently (unsheltered people) over the native communities that have lived here for over 10s of thousands of years or Black communities who have been excluded and outpriced for generations. people are concerned about the displacement of unsheltered people with the development of the District. This District should not support the needs of one without supporting the needs of others.
- Supportive Housing vs. business.** Inclusion of supportive housing has been very unpopular for the business community - 'The business community hears supportive services and they see RED'. People and businesses have complex relationships with shelters. For example, the Market street shelter is very unpopular with many of the businesses and unsheltered community.
- Supportive Programming.** If supportive housing is done well, many services are needed. It's a mixed bag to provide resources at institutional scales. One cannot half-commit. Capacity planning for the expectation of a hub that attracts many folks is necessary.
- Just having affordable housing doesn't make a place affordable.** The housing plan needs to be clear with AMI outcomes and goals.



Equitable housing

OMSI
Specific

District
Specific

General
to
Theme

Participant ideas

- **Reevaluate the District Plan post-COVID.** Reevaluate with the updated context that the commercial real estate market is flooded and housing is more needed than ever.
- **Commit to allocating a certain % of affordable housing.** Commit at “x” AMI, based on a clearly articulated strategy around impact.
- **Research Mixed-Use.** Research the potential of mixed-use housing and middle-income housing.
- **Research Housing Accessibility.** Do research on places where affordable housing exists and see what works about what is actually accessible in given locations. What aspects of the neighborhood speak to younger folks or families.
- **Resident Engagement.** Talk to residents currently living in affordable housing and see what their top 3-5 priorities are. This process requires the reaction of streamlined surveys to be distributed to residents living in different affordable housing developments which can be distributed virtually and physically.
- **Incentives.** There will need to be priorities and incentives for the more diverse set of affordable and market housing.
- **Price Points.** Focus on the price point of neighborhood stores and link these closely to the housing types committed to.
- **Permanent Housing.** Do extensive research on types of permanent supportive housing, it is a great housing solution, but it also comes providing additional supportive services, including a transit system, groceries, etc.
- **Create opportunities for culturally specific housing.**
- **The District should commit to providing 40% or higher of affordable housing.**

Examples to Learn From

- **Good Neighbor Agreement:** Recently finished the agreement with 120 Southeast Market shelter. The shelter was a pretty contentious idea but with this agreement it has brought people who normally disagree to the table to create a shared vision.
- **Mercy Corps** has done a good job at strategizing on alternative funding pathways to support necessary amenities that might not be provided by the developer
- **Afro Village:** Affordable Tiny Homes; **NAYA Housing Developments - KAH SAN CHAKO HAWS;** **City Team:** Shelter, model for transitional services
- **Carmel Place -nARCHITECTS:** first micro-unit apartment building and tallest modular building in Manhattan at the time of completion; Future proof floor plans that use flexible walls (grow and shrink units on demand)
- **Star City:** Below market rate co-living units

Participant Questions

- Do we have the capability to hit the 3 million sq footage goal of the District plan using truly innovative and inclusive ways of housing and supporting structures?
- Is the goal to add affordable units because there is space, or because there is a livable community with parks and schools?
- Is this truly committing to the type of innovative and equitable solutions?
- Is there a way to integrate tiny structures into the plan?



Access to services, health and safety

Services, health and safety begins with a shared commitment among District tenant staff and residents. Participants suggested universal safety awareness training as well as designated community ambassadors and safety personnel. There is a strong concern for the city's fraught history with race and policing, as well as the growing houseless population – topics that must be addressed carefully. Adequate health services and clinics are important, as are diverse options for healthy and affordable grocery stores. Design approaches can promote physical and mental wellness, such as active mobility, community gardens, non-toxic building materials, and access to nature and quiet spaces.

The district should host affordable and inclusive services, and promote physical and mental wellness in its design.

Themes for crafting the District Civic Value Framework

Theme

Aligning District partners and tenants around an integrated safety program that addresses physical design, health based programming, and District-wide non-violent safety training.

Theme

District tenant selection criteria that ensure adequate food shopping and health services.

Theme

Creating a clear and respectful plan for unhoused people in the area, including services for addiction and mental health.

Theme

Considering potential environmental health impacts across physical building and landscape design and tenant operations. Procurement criteria for environmental safety.



Access to services, health and safety



What is important?

- **Affordability.** It's important that access to services, health, and safety in the District are legitimately available to all - in particular, those in affordable housing living and those who come into the District who don't have a lot of expendable income.
- **Healthy food.** Grocery stores are crucial and should be brought in with the consideration of pricing and affordability. Community gardens are also desired.
- **Services for visitors.** It is important to ensure that there are ample amount of public restrooms and other public areas to keep them maintained.
- **Health infrastructure.** The community would really benefit from medical assistance facilities and support.
- **Safety protocols for unhoused people.** If someone is panhandling or their tent is up - we need to have protocol on how they are engaged, and if the preference to for them to be removed how are they being approached in those situations.
- **Safety for people of color.** Due to a history of harmful policing practices in Portland which primarily target people of color there needs to be protocol and training around de-racializing safety and security practices and creating a safe environment for all.
- **Trash and recycling bins.** Reduce the frustration of trying to locate somewhere to dispose of garbage, and helping to reduce potential litter on the ground
- **Free fridge/pantry for people to donate food to and for anyone to take.** Make sure it is well advertised and marketed.
- **Sharps containers and narcan available on-site.** Include trainings on how to use them
- **Creating a culture of building social relationships with the unhoused people in the area.** Provide accountability and follow up
- **Emphasizing social relationships for accountability with the people in the area (housed and unhoused).**
- **Community gardening.** Shared spaces to grow fruits, vegetables, herbs and provide an activity for any who want to contribute
- **Water features to help people cool down.** This can also serve as an interactive space (such as a splash pad/ water fountain).
- **Ensuring the District is well lit.** Consider impacts to eye strain, star visibility, etc.
- **Mobile clinics and free clinics onto the site.**
- **Having mental health resources readily available.** Encourage mental wellness and self-care.
- **Building relationships with the housed and unhoused community.**



Access to services, health and safety



What is challenging?

- **Mental health.** No options for people who are in psychosis or mental health crisis and neither does the city, no longer are sobering stations a safe place to take someone when they are in a psychosis or mental health crisis
- ● **Safety and security.** There is concern about the attitude and approach of the security and facility staff at DMSI - they are the line between whether or not someone feels welcome or safe within a space.
- ● ● **Policing.** There is currently a lot of tension with policing in Portland, and the safety of people of color.
- **Food Security.** The livability of the area will be strongly impacted by the access to affordable and healthy food options. Currently, it is a food desert.
- **Health Infrastructure.** There is a current lack of available and affordable health clinics in the area.
- **Industrial Toxins.** There is concern over the air quality in the area to do industrial traffic and production
- **A lot of the unhoused community is very skeptical to outsiders and will be a challenge to engage without establishing relationships.** This community has seen a lot of promises made and broken.

Participant ideas

- **Host services for an all-inclusive District.** Include grocery stores, fitness spaces, food carts, doctor's office, pharmacy, bars, library, social spaces, playground, etc.
- ● **Hire safety staff trained in nonviolent community safety.**
- ● ● **Give staff trainings across the District with situational protocols.** Have these govern how to respond to incidents: i.e. knowing when there's not a need to call the police, educating on trauma informed care, etc.
- **Outdoor Spaces.** Include outdoor class spaces or grassy areas, a basketball or other sport court, fitness gym to encourage health and activity for residents and visitors.
- **Implement a Community Ambassador Program** (such as the City of San Francisco's).
- **Design for the reality that when certain services are provided.** The space will – not might – serve as a sort of “pied piper” for houseless communities. Design for the infrastructure and capacity for this, if it's a priority.



Access to services, health and safety



Examples to Learn From

- **Community Ambassadors Program (CAP)** - City of San Francisco incorporates local non law enforcement safety presence. The focus of this program is to help build trust, calm tensions, and prevent violence.
- **The Living Room Project**, Seattle, Washington: Programming to help destigmatize the homeless population, provide access to services.
- **Trash for Peace** - Glitter Program: Provide work opportunities
- **Hygiene for All**: Very popular hygiene station and shower station - Well positioned within the community
- **Oppenheimer Park**, Vancouver, British Columbia: Has become a strong example of sites that provide for the homeless rather than focusing on isolating them.
- **CEIC Safety Protocol**: Safety Ambassadors and Care Coordinators that are on shift 24/7
- Northwest Enforcement “Safety team” - a new model for safety
- **NARA** - Provide education, physical and mental health services and substance abuse treatment that is culturally appropriate to American Indians, Alaska Natives and anyone in need.

Participant Questions

- How can we ensure that we are giving space to advocates for unhoused people?
- What is the commitment to using innovative and equitable housing solutions?



Culture, art and community

Arts and culture are as diverse as the communities they come from. Participants describe how the District can incorporate everything from murals to artistic landscaping to cooking classes. Arts and cultural programming can connect to education and can incorporate technology-based experiences. In this way, the site itself can become art (with murals, walking tours, augmented reality experiences) in addition to hosting art (through venues, events). Cultivating rich and vibrant arts, culture, and community programs provide strong opportunities to work with community members and organizations. OMSI can test a shared governance approach by empowering a representative arts committee to solicit and manage work in the district.

This district should cultivate a vibrant space for arts, culture, and community programs. This will provide strong opportunity in working with community members and organizations.

Themes for crafting the District Civic Value Framework

Theme

Protecting and preserving the city and region's artistic cultures. Supporting long standing performance and art venues, and creating opportunities for new ones to emerge.

Theme

Celebrating diverse cultures, histories, identities and niches through art. Providing opportunities for new artistic ventures, including non-traditional aspects of greater Oregon.

Theme

A rich and diverse plan for arts, spanning public art, dynamic events programming, early childhood opportunities and more. Co-creating programs with those who are under represented in Oregon's public art programs.

Theme

Community stewardship and respect are essential to creating long lasting art programs and instillations. Creating a simple process for people and group to be involved.



Culture, art and community



What is important?

- **Incorporating exciting venues on the eastside.** The Central Eastside currently has 6 different small music venues, theaters, visual arts, shared artist spaces, maker spaces.
- **Murals.** Spaces that have murals, and adapting art are more likely to engage with people and less likely to be vandalized.
- **Comedy.** Portland is becoming known for comedy, so maybe that could be part of the arts in the District.
- **“Keep Portland Weird.”** Invite smaller groups and unique ideas to the area and keep things lighthearted.
- **Natural Art.** Create nature-based art by planting and maintaining trees and foliage that can be representative of art pieces and are a natural way to enhance the image of the District.
- **City Image.** The District can contribute to a transformative identity for Portland showing the culture and positive values of the city.
- **Interactive Art.** Create Interactive outdoor art installations to draw people in: “The city is a playground”
- **Event Committees.** Create a committee to host cultural events throughout the District, representing the large diversity of communities that exist throughout the District
- **Walking Tour.** Create a walking tour that can be downloaded on phones and be interactive for people walking around the space. Set of icons or theme for navigation that invokes the feeling of a scavenger hunt would also be great.
- **Conflict Facilitator.** Hire facilitators to help navigate community conflict in the physical spaces and to help lead proactive conversations. Conflict in this case can include historical, cultural, social, and physical conflict.
- **Representation.** In regards to cultural representation It has to be both name recognition (names of organizations, cultural icons, etc.) as well as physical representation - art, statues, design.
- **Test Kitchens.** Space to provide cooking classes from different parts of the world or interactive cooking/baking experiences and science experiments
- **Outdoor Activities.** Create outdoor events circus, concerts, parking lot movies, light festivals, sidewalk chalk contest or festival, block parties, scavenger hunts, farmers markets

What is challenging?

- **Engaging the larger district.** OMSI is very good at supporting local art through their events, usually bringing in a lot of engagement, but with their events the engagement so far has not contributed to visitors having meaningful experience within the District before or after the events.
- **Vandalism.** This is a challenge with anything interactive outside.
- **Encouraging community.** There aren't many places that foster community in Portland, outside of drinking, sports, and church.

Participant ideas

- **Set District wide work celebrations.** Include MLK Day, Juneteenth, Hispanic Heritage Month, etc. to build on the inclusive spirit of the District.
- **Create opportunities where visitors can explore the connection between art exhibits and art events within OMSI and the local District.** For example highlighting local art
- **Create a protocol.** Ask whoever is coming to live, work, or develop on the land key questions that allow them to engage with the values of the District and begin a connected dialogue.
- **Preserve and grow the arts and entertainment in the area.** This is very important to the culture that currently exists, which will soon be transformed.



OMSI 20 YEAR VISION



Environmental and Climate Impact

We advance practices and policies to reduce harmful emissions, educate, and support communities to succeed in sustainability and climate action planning. We endeavor to achieve net zero carbon emissions.

Contents

- [Net zero](#)

- [Resilience](#)

- [Environmental quality and nature](#)



Net zero

Achieving Net Zero is only possible through a robust collaboration with all District partners and tenants. OMSI can set standards for building construction (such as LEED) and ongoing operational efficiency. Participants in the listening process emphasize the importance of reaching net zero carbon emissions through active strategies, like on-site renewable energy production, rather than indirect offsets, like carbon credits. Net zero isn't all about technology, however. Integrating natural assets into the site can provide a variety of benefits, from flood risk mitigation to natural cooling. Certain planting strategies can even remediate formerly industrial and polluted spaces. To finance and plan climate actions, OMSI and partners can tap into various incentives and existing models, such as the Oregon Community Solar program. The latter is a promising opportunity that should be fully explored - models through which the residents can co-own and profit from revenue-generating utilities.

A net zero emissions district is important for our world's future. Championing best practices while maintaining district affordability is a crucial component.

Themes for crafting the District Civic Value Framework

Theme

Integrating various net zero and climate action strategies into a District-wide systems, from building technology to mobility to natural assets. Consider how data can integrate these dynamically.

Theme

Affordability of climate technologies. Creating and using existing models in which the community profits from net-profitable infrastructures, such as solar power.

Theme

Sustainability standards for design and construction as well as ongoing operations - for all District partners and tenants. Monitoring and publishing ongoing climate data.

Theme

Focusing on direct (emissions reduction, renewable energy infrastructure) rather than indirect (carbon credits) climate solutions.



Net zero



What is important?

- **Embrace cutting edge technologies and processes.** These can help OMSI become a low-to-no carbon District. Consider transportation, building efficiency and energy production strategies.
- **Balance affordability.** Achieving net zero emissions is an important goal – but so is equity. Ensure that the cost of green infrastructure doesn't cause the District to become unaffordable.
- **Green transportation.** The District should include green transportation options, such as shared electric cars and active mobility like biking and walking.
- **Green infrastructure.** The District should have solar power, building batteries, and bi-directional charging stations. Create a micro-grid for resilience and efficiency.
- **Moving beyond net zero, towards regenerative design.** Not all of this has to occur in the same stages of development, but it should be the goal. Nature regeneration is a key part of natural carbon capture.
- **Public Relations.** Have a clear communications and PR effort around OMSI's decarbonization goals and transitioning to green tech.
- **Building Standards.** Set clear standards for all buildings and ongoing tenant operations. Provide incentives for environmental excellence.
- **Carbon Impact.** Track and publish carbon emissions and a comprehensive suite of environmental indicators for the District.
- **Partnerships.** Partner with PGE Drive Change Fund which has incentivized funding for electric bikes in Portland.
- **Partnerships.** Partner with companies and foundations that are ESG focused.
- **Incentives.** Provide solar incentives to building owners and management that enable them to own and profit from local renewable energy.

What is challenging?

- **Direct vs. indirect solutions.** Carbon offset credits are indirect at best; if they are used as a substitute for real climate action, they only make climate change worse.
- **Cost of climate impact.** Advanced climate technologies and programs often lead to a higher cost of living. OMSI needs to strategize to be net zero while also ensuring people of color and low-income people can still afford living in the District.
- **Political, legal and financial roadblocks.** Initiatives like Community Solar are promising, but they have stalled in Oregon because of slow rule-making processes and funding disbursements. People are interested, but frustrated with the pace of implementation.



Net zero

Participant ideas

- **Commit to limiting vehicle traffic within the District borders as much as possible.** Design non-car alternative pathways within the District itself, with parking and rideshare on the periphery.
- **Commit to utilizing all qualifying rooftops.** Either live vegetation or solar panels.
- **Lay out emissions requirements and objectives for District tenants.**
- **Set a standard that buildings in the District must be LEED Certified.** Incentivize them to achieve the highest efficiency ratings when possible.
- **Do not strike partnerships with private companies whose financial portfolios are invested in fossil fuels.**
- **Do not use indirect offsets like carbon credits.** Focus on achieving net zero with direct action.

Examples to Learn From

- **Oregon Clean Power Cooperative:** Funding and project structure for Community Solar.
- **Inclusive Prosperity Capital's Solar Financing:** A model for investment in renewable energy infrastructure that provides returns but also enables community wealth building.
- **Buiksloterham Circular Report & Masterplan Framework:** an ambitious plan for Buiksloterham to transition to a Circular, Biobased, and Smart neighborhood. Goals emerge from stakeholder co-design, and range from targets in energy and material management to socioeconomic development and wellbeing.





Resilience

Participants described resilience on two levels: proactive mitigation with sustainable design and reactive adaptation. The District's net zero plan will support the former, but there should be a plan to respond to extreme events. In recent years, Portland has experienced a number of extreme events – including dangerous air quality, from wildfires and the 2021 heat dome – and is at high risk of others – such as drought, flooding, and earthquakes. Communities of color are disproportionately affected by these climate events, as well as the slower negative impacts of climate change. The OMSI District can be a meaningful resource, offering cooling, emergency power and charging, indoor spaces with filtered air, and more. Participants also noted the importance of considering daily crisis events such as mental health, access to healthy food, and provision of community connectivity as apart of any resilience plan.

Portland has experienced a number of extreme climate events – including dangerous air quality, from wildfires and the 2021 heat dome – and is at high risk of others – such as drought, flooding, and earthquakes.

Themes for crafting the District Civic Value Framework

Theme

Emergency resources for extreme climate events. Access to community gathering spaces, clean water, charging stations and more.

Theme

Integrating the district resilience plan with the City and other organizations'. Aligning with citywide emergency communications and responses.

Theme

Resilience includes both proactive and reactive measures. Building effective response systems for potential emergency events, minimizing individual vulnerabilities, and taking a long-term view of safety.

Theme

Creating a clear communications plan for emergency response, tested frequently to build familiarity. Connect to a communication plan for collaborative climate action, for tenant businesses and individuals.



Resilience



What is important?

- ● **Responding to climate change and ecological disasters.** We are feeling and will continue to feel the impacts of increasing ecological and urban damage. Communities of color are more vulnerable and severely impacted.
- ● ● **Prepare for extreme climate events.** This District should serve as a resilience hub for wildfires and heatwaves. Establish channels for distributing information to residents and tenants in the area. Trust and consistency between residents is important. During an extreme climate event, use that information infrastructure to connect people to information on immediate resilience measures and support.
- ● **Earthquake preparation.** In future disasters, it is important to think about cutting off access to less resilient architecture in the surrounding area after the earthquake to prevent accidents.
- **Create an action plan.** Include how (and which) specific communities will inform the design, actualization, building and construction, and the operation of the District.

What is challenging?

- ● **Infrastructure issues.** Lots of infrastructure issues will need to be addressed, such as water treatment and bridge connectivity due to structural vulnerability. The lack of resilient infrastructure in the area - (structured bridges, community centers, community gardens) make the area vulnerable to extreme weather incidents. There was a water treatment upgrade in SE Portland during MAX Orange line development.
- **Earthquake zone.** There are safety concerns because the site borders the river and is in an earthquake destruction zone. The site is not located near any supported or resilient structures.

Participant ideas

- **Serve as a resilience hub.** Include a cooling center, air quality filtration center for wildfire season, and storing electricity for free or at a low cost.
- ● **Host an environmental quality monitoring station on the East Side to monitor climate changes and potential ecological crises.** This can serve as a government office paid for with public funds.
- **Commit the physical design to being as resilient to natural disasters as possible.** Help ensure the District's sustainability and long term adaptability in the face of climate change.
- ● **Community ownership of solar and water management.** There needs to be plan B's in place when a climate emergency happens.

Examples to Learn From

- **Multnomah County Resilience Hub:** Increasing the capacity of neighborhoods and organizations in East Portland to build Community Resilience in response to disruptive events like the pandemic or environmental disasters. We will develop community projects and prioritize innovative ideas that benefit residents of East Portland.
- **Resilient Bay Area:** A blueprint for resilience that harnesses Bay Area innovation.
- **Resilient Oahu:** The 44 actions within directly address the challenge of long-term affordability and the impacts of a climate crisis that is already driving islanders from their homes.
- **Vibrant Hawaii:** A growing resilience network that commits to individual and collective 'auamo kuleana to increase equitable opportunities to build wealth: an abundant reservoir of human, social, natural, and financial capita.
- **NORCAL Resilience Network:** Mission is to catalyze a just transition to an equitable and regenerative region by supporting and activating community-based and ecological solutions in Northern California.



Environmental quality and nature

The OMSI District can integrate with and support the environmental quality and ecological community of the greater Portland area. The District is in a prime area for creating a system of trail networks and green corridors, and becoming an ecologically diverse sanctuary that supports the wellbeing of all life. Several other organizations are working toward this goal, including the Friends of the Green Loop, the City of Portland, Oregon Metro, and the Portland Clean Energy Fund – OMSI can meaningfully support their efforts by integrating with their plans. Doing so will require a balance of protected wildlife and remediation areas, a long with the creation of natural areas for human use. This will also require a dedication to Environmental Justice practices - which seeks alignment between ecological and human health standards. OMSI's integrated environmental plan can work in conjunction with the other other District focus areas, such as health and transportation (active mobility), collaboration with Tribes (Indigenous land practices), education (creating dynamic wildlife tours and promoting citizen science) and more.

OMSI's integrated environmental plan can work in conjunction with the other other District focus areas, such as health and transportation (active mobility), collaboration with Tribes (Indigenous land practices), education (creating dynamic wildlife tours and promoting citizen science) and more.

Themes for crafting the District Civic Value Framework

Theme

The Willamette River is an important habitat, cultural figure, recreation space, and more – celebrate it.

Theme

Connecting to natural networks: trails for active mobility, and green spines for plant and animal life.

Theme

Balancing areas for human use (public green space) and strictly wildlife (remediation and sanctuary). The District can be a livable space for human and non-human beings.

Theme

Taking an “ecosystem services” approach. Using natural assets – such as urban forest and bioswales – to achieve passive cooling, air quality improvements, flood risk mitigation, etc.



Environmental quality and nature



What is important?

- **Public green space.** The District should prioritize abundant, accessible and well-used green space.
- **Connection to the river.** The river is a remarkable natural asset, and Portland has an identity as a river city. The Willamette River should be a centerpiece of the District, which should emphasize its contribution to our health, its history, ecological importance, and more. This development will help Portland residents gain access to the riverfront in ways they never have had before.
- **Trail systems.** There exists a network of trail systems in that area, including the Springwater Corridor 40-mile loop and Green Loop. These connect people to destinations in the city and nature, and will attract residents and visitors alike.
- **Ecological health and diversity.** This is integral to the long term health of the District and its inhabitants. Include spaces for wildlife to flourish; this is also their land and space.
- **Hybridize outdoor public spaces.** Allow people to use the space even when it's raining.
- **Host bee colonies on the property.** Potentially, on a rooftop garden.
- **Install bioswales along the riverfront park to aid with runoff.** Include signage or interactivity to explain how they work and their benefit to the environment
- **Clean Energy Fund.** Work with the The Clean Energy Fund to contribute to their commitment to increase the canopy by 33% within the next 10-15 years.

What is challenging?

- **Disappearing wildlife.** The Portland Region is losing green space due to new development, which is having direct impacts on low-income communities. There is a large amount of deforestation, and lack of regulation within Oregon. Key endangered species include: Salmon and trout, Snowy Plover, Spotted Owl, Sunflower Sea Star, Oregon Spotted Frog, Sea Otter, and the Wolverine.
- **Unhealthy landscape.** The District is currently a devoid of quality green space with huge gaps between trails. The Willamette river is highly polluted with high level of plastic and toxic waste.

Participant ideas

- **Plant native plants across the entire District.** This contributes to the ecosystem's health and other animal habitat, and reduces the need for watering in the summer.
- **Strengthen public green space networks.** Incorporate more green and natural spaces, and less concrete. Would like to see targets and more mention around greenspace.
- **Build out a trail system.** Work with government and CBOs to ensure safer routes to and from OMSI with use of protected bike lanes, "slow streets", etc.
- **Create protected areas for wildlife.** Integrate signage that describes what animals and plants are in the area, and information about local ecology.
- **Commit to building a public commons.** This could include places to have lunch, walk dogs, a free library, and additional amenities.



Environmental quality and nature



Examples to Learn From

- **Brewing a Better Forest:** A case study in developing unconventional partnerships to promote ecological stewardship and local economic development. Residents of Minneapolis can “adopt” a newly-planted city tree and commit to watering it during summer months, in return for a free brew.
- **Jonathan Rose Companies Sustainable Procurement Committee:** To specify materials and products that are environmentally friendly and health-conscious, a Procurement Committee was created to collectively develop a set of performance criteria for key product types including flooring, appliances, plumbing, and cabinetry, and many more.

Participant Questions

- Due to the proximity of the freeway has noise and air quality been tested?
- Has there been any ecological studies of the potential for another “Vanport flooding crisis?” Vanport was a segregated community who reaped the devastating consequences of being located close to the river without proper safety measures
- What is the topography of the area? Ability to sustain flooding with rising waters?
- How much open space can the District commit to?
- When in the development phases will green space / parks be prioritized?



OMSI 20 YEAR VISION



New Revenue Models

New revenue streams support expanding capacity while nimble, responsive business operations create value for our audiences.

Contents

District funding and revenue



District funding and revenue

Historically, development funding and revenue does not benefit BIPOC and otherwise marginalized communities. Real estate development can be lucrative for investors, just as much as it can have social impact. These outcomes are typically seen as oppositional – but they do not have to be. OMSI is a mission-led organization with a bold vision for creating civic value in the district, and sees the District as a form of sustainable endowment. Participants urge OMSI to create a clear capital stack that balances revenue and civic impact – prior to seeking investment – and use it to choose and negotiate with financiers. Each financier’s commitments and expectations for returns should be publicly available. There are misunderstandings and a general lack of knowledge about real estate development financing, so transparency and context in communications will help. When considering “returns on investment,” it is important to recognize that prosperity looks different to different communities – it can mean physical wellbeing, cultural revitalization, or free access to ancestral lands.

The who, how, what, and why of district funding should push the bounds of business-as-usual. OMSI should be radically transparent about finance.

Themes for crafting the District Civic Value Framework

Theme

Transparency through publishing a clear and accessible report on capital investors returns on investment, financial decision-making criteria and intended outcomes.

Theme

Setting bold investor criteria and working with financiers that are ESG focused.

Theme

Providing free public education about real estate finance. Show how the capital stack works and how it advances OMSI’s mission.

Theme

Creating or adopting innovative financing and ownership models - such as mixed-income neighborhood trusts, co-owning rental properties, etc. - that enable residents to profit and participate in governance.



District funding and revenue



What is important?

- ● **Funding sequence.** Be strategic about what who provides funds and what gets funded at what time. Private investment carries certain expectations for returns. OMSI should clarify the financial and impact goals of each element of the District, in order to attract the right partners for investment.
- ● **Transparency.** OMSI should do extensive research on the market and identify financial models that create civic value. That research and design process should be published openly to show what is possible.
- ● **Balancing impact with revenue.** One of the main goals of the District is to provide OMSI with a perpetual stream of revenue. There will be a tradeoff between affordability and revenue from the District. A strong and deliberate focus on the value that District revenue can provide is crucial for justifying less affordable elements. OMSI should clearly communicate how its District revenue supports social and environmental impact initiatives.
- **Out-of-the-box funders.** The capital stack and investment partners can grow and change as development needs evolve. To this end, the project team should connect with innovative investors.
- ● **Diverse prosperity.** Prosperity looks different for different communities. A “return on investment” for tribal communities, for example, means that Tribes can return to their land and be free to live, work, and build community.
- **Create neighborhood discounts, passports, or group purchasing.** Incentivize residents to engage with and invest in the District.

What is challenging?

- **Economic Gains.** Short term economic gains are often seen as a barrier to equity in large development projects particularly when trying to make a space inclusive and education focused.
- **Dependence on public money.** The more public services this District commits to providing, the more public money will be required to fund each aspect through grants and partnerships. Private foundations cannot provide nearly as much dependable funding.
- **General cost escalation.** This will occur inevitably, regardless of the chosen affordable housing strategy, and will need to be accounted for.
- **Lack of understanding constraints.** Many folks who work in nonprofit contexts don't have a full understanding of the public funding and private financing constraints that shape the feasibility of development projects.
- **Limits to public incentives.** As an example, public funding often incentivizes only a certain type and quantity of affordable housing, which means fewer opportunities for housing that can fill supply gaps.



District funding and revenue



Participant ideas

- ● **Publish a capital and revenue report (biyearly or quarterly).** Show background research, the capital stack design process, and how OMSI is using ongoing revenue to fund equity, sustainability, education and access initiatives.
- ● **Provide free public education about real estate finance.** Show how the capital stack works and how it advances OMSI's mission. Connect revenue to larger community impact, showing how cost correlates with exponential spin-out effects.
- **Leverage the impact of federal dollars in project areas currently receiving significant funding.** Currently, climate change and social mobility are attracting investors. Find the intersections between national and state priorities in funding, particularly regarding workforce development.
- ● **Fund Decisions.** Make strategic decisions regarding how OMSI should try to fund itself versus what might be achieved through alternative funding mechanisms or partnerships.
- ● **Open Strategy.** Very clearly articulate the strategy and action plans that dictate appropriate funding and facilitate equitable impact.
- **Adopt a Space Program.** Provide an avenue for people to "adopt" a space by contributing financially to the upkeep of a portion of the District. In turn, contributors receive the opportunity to participate in the decision making process for new ideas in their adopted space.
- **Tag income buckets.** For ease of reporting and transparency, gauge feasibility of directing buckets of District income to specific parts of the project, rather than adopting an unrestricted funding model.

- **Work with financiers that are ESG focused.** Diversify the investors to create additional pathways and opportunities.
- **Create small, special-purpose investment vehicles.** Enable residents to invest in and benefit from the District.

Examples to Learn From

- [Mercy Corp](#) is a case example on how to find alternative funding pathways to support necessary amenities not provided by the developer.
 - [Plaza 122](#) in Portland is partially funded through a Community Investment Trust for residents to invest small amounts and earn returns. Community investors are required to take a course that teaches real estate finance fundamentals.
- [Highline Network](#) (31 in network across country). Guide and Communities First toolkit.



OMSI 20 YEAR VISION



Advocating Informed Action

We advocate for science and technology literacy, the scientific method, and evidence-based decision making to stimulate informed action. OMSI uses its convening power to elevate dialogue about local and global challenges and uses STEAM to create equitable community outcomes.

Contents

Climate and social change hubs



Climate and social change hubs

There is national momentum toward building a green economy. The District can support it through immediate initiatives (such as procuring from local clean tech businesses) and long-term ones (science education from a young age). The OMSI District can and should become a Climate and Social Change Hub by showcasing technology, leading by example, and taking an activist approach to outreach and education. In this way, participants envision robust connections between science, activism, culture and entrepreneurship.

District hubs will bring together people, purpose, and empowerment.

Climate action is not just about technology – it is also a matter of population-wide behavior change. Throughout the planning, construction and activation of the District, OMSI can host difficult conversations and provide fact-based education. There is also a need for physical space where organizations can find partners, collaborate, and even test new climate technology prototypes. Such a space can be animated through partnership with other organizations, from higher education to climate-oriented interest groups.

Themes for crafting the District Civic Value Framework

Theme

Showcasing technology, leading by example, and taking an activist approach to outreach and education.

Theme

Direct (procurement criteria) and long-term (training) support for the local green economy.

Theme

Providing existing organizations and individuals (partners, peers, District tenants, students) with a space for partnership, collaboration and experimentation toward climate action.

Theme

Direct personal exposure to science and climate action – through demonstrations, citizen science and conversations about local climate and social change.



Climate and social change hubs



What is important?

- ● **Showcasing the micro/macro climate innovation.** The District should showcase climate innovation. It should facilitate the incubation of new technologies and applications. It should demonstrate how these designs and innovations could be used in the District to ensure the sustainability and long term adaptability in the face of climate change.
- **Creating space for learning and unlearning.** Foster conversations that are uncomfortable, but productive and supported by the community.
- **Depoliticizing science.** Public science and exhibits should take an apolitical stance with regard to climate issues (like the impact of oil and gas) to depoliticize the energy transition.
- **Equitable access in the future.** Ensure that everyone can see a future for themselves in climate tech and climate action, particularly Black and brown people.
- ● **Training more professionals.** Green jobs, upskilling, and professional development should focus on key areas for environmental impact. Ensure these programs are designed from an equity standpoint.
- **Higher-ed partnerships.** Universities will be key to creating a climate innovation center, and can attract funding from a variety of financiers.
- ● ● **Create space where all the different groups within the District can come together, learn, and regularly work on a project together.** This will help advance stem equity or stem awareness. For example, there should be space to foster the inclusion of high-ed, low-ed, and industry people collaborating on projects.

What is challenging?

- ● **Host a District-wide science fair or innovation showcase.** Give community members the opportunity to display new ideas and creativity.
- ● ● **Promote citizen science.** Include opportunities for residents to access and share climate related technology, learn about how it works, and use it as a tool for advocacy. Technologies could include air quality testing kits, water filters, and solar panels.
- **Provide free indoor and outdoor spaces.** Design them for community organizations and activist groups to convene.
- **Use the District to educate, showcase, and change people's behaviors for regenerative and resilient thinking.**
- ● **Create a conscious community through written messaging.** This could include newsletters and email lists to explain or demonstrate inequalities and everyday bias within Portland. This should be in multiple languages. There could also be a Central Eastside Equity and Science article that is released monthly as apart of this messaging.

Examples to Learn From

- [Kalundborg Symbiosis](#): A partnership between 9 public and private companies in Kalundborg, Denmark. Since 1972, they develop the world's first industrial symbiosis with a circular approach to production. They are integrating science learning (at the university level) to regional workforce development and sustainable industrial performance.
- [EcoDam](#): Young people helping build a circular economy in the Netherlands.
- [Sweden Preschool Climate Curriculum](#): An integrated approach for self-taught sustainability education.

Ideas and Input from OMSI Board members on District Civic Value

Chapter Context

At the OMSI Board Retreat on October 21, 2022 Board members convened to reflect on and engage with the feedback and ideas presented in earlier Listening Report chapters from participants. This was a first step in engaging with the rich feedback that makes up the body of this Report.

A part of this Board engagement included an ideation session. After reading and reflecting on participant feedback, Board members came to the table with their own ideas and aspirations related to each of the chapters and themes presented.

The ideas presented in this chapter should be interpreted as additions to the participant perspectives in previous chapters. These are not official board decisions, nor will they be prioritized over other participants' ideas. The process of engaging Board members' individual ideas about the OMSI District's potential reflects the personal commitment OMSI's leadership has in developing this transformative District.

Summary

The ideas that came from Board members follow the same overarching aspirations and concepts as participants in previous chapters. Many ideas noted below are overwhelmingly similar to suggestions made by other participants, either in summary or by noting new tangible ideas.

The OMSI Board envisions the District serving as a hub, a connection point, and a space for culture, community, and creativity. The value and exponential impact of partnerships in the District was widespread throughout their comments. OMSI knows that they will not be able to do this work in silos, and that partnerships are essential to creating an equitable development process. Partnerships in education, workforce development, district design, operations, and more were suggested. Key partnerships were recommended to be integrated throughout the whole district and development process. Partnerships and working together will have the ability to transform this district and bring it to life. Importantly, Board members had a clear understanding of, and ideas around, how OMSI's own communications around vision and impact of the District and its intersections can be strengthened and deepened.

This District strives to be a regional leader in providing transformational opportunities, and with that comes a responsibility to collaborate across sectors to generate an equitable, sustainable place. The Board is focused on OMSI expanding their education services in an effort to address systemic challenges, and ideas around this were mentioned throughout. In regards to expanding education, a number of members were specifically excited about the connections to education and workforce development. The idea that intentional innovative education will achieve a global impact was voiced. Addressing and striving to eliminate systemic racism through intentional contracting throughout the building and development process was also voiced as a compelling priority, and connects strongly to the goal of bringing impactful economic opportunity to groups and individuals who are often left out of development.

Protecting the environment, net zero district buildings and design, and community resilience to extreme weather and climate challenges were additional values expressed. Overall District safety, cultural and community building opportunities, and creating intentional spaces and opportunities for people to thrive was woven throughout many members' responses and ideas.



Ideas and Input from OMSI Board members on District Civic Value



Education to transform regional workforce

- Partner and leverage alchemy code lab to add maturation space at OMSI.
- Provide breadcrumbs on how to dive deeper such as: take this PCC class, read this book, listen to this podcast, etc to encourage broader information gathering.
- Showcasing science impact and answering: “When/how will I ever use this?”
- ● Partner with university stem programs.
- ● Partner with chip manufacturing firms showing training.
- ● Fabrication Plants to design to SW (software) to science impact.
- ● Partner with Portland public schools and start at a young age.
- ● Partner with operation code.org.
- ● Career mentoring programs to assist in getting jobs in tech and using STEM degrees.
- ● Create education and programs on acquiring jobs in tech and also creating venture capital incubator spaces.
- ● Company entrepreneurship training.
- ● Does workforce plus industry partnership equal money from industry?
- ● Create opportunities for partnership.
- ● Partner with unions and trade tracking.
- ● OMSI District K-12 charter school.

- ● Create mentorship programs with stem related companies.
- ● Love the apprenticeship concept, our youth need more options in addition to college.
- ● Scale the learning potential with stronger connection to university programs, networks, and funding for small & midsize enterprises.
- ● Partner with MESO to integrate minority owned contractors.
- ● Build new programs with culturally specific partners.
- ● Use DBE... Women/minority contracts.

Reimagining boundaries of impact

- ● Startups and intentional innovative education will achieve a global impact.
- ● District reference design handbook thus creating an open source district.
- ● Open source architecture using Github, RDD, add these themes.
- ● “One Oregon” input & output beyond PDX.
- ● Allowing access to rural communities.
- ● Tie to learning opportunities for people outside of PDX with digital programs.
- ● Billboards in Idaho, and Eastern Oregon, especially on reservations to get word out.
- ● Have four residences set aside for thought leaders from other cities/nations to come live for a year.
- ● How does the OMSI District connect to regrown industry?

Ideas and Input from OMSI Board members on District Civic Value



Communicating vision & impact

- ● Ensure mission statements are approachable and understandable by different audiences with transparency and translation accessible.
- Provide education on OMSI mission for all.
- Opportunity to help “lift” Portland out of negative outcomes over the past few years.
- Possibly use video (tik tok, Instagram, facebook ect.) as a way to convey OMSI’s commitment to equity and goals of the District.
- ● How are we ensuring current programming is modern, relevant, and connected?
- Need for high-profile and famous Portlanders to act as surrogate spokespeople to voice support with brainstorming from the board on who these people could be to reach broad audiences.
- Mobilize the board to influence our networks with a strategic approach to communication.
- ● Improve comprehensive storytelling about OMSI, partners and communities.
- ● Communicating the vision and impact will not be solved by more “marketing”.
- Action speaks louder than words, live out the mission.
- ● Show a cyclic system of value creation.
- ● Education - workforce - tech - money - OMSI
- Intentional use of partner voices and communications to share messaging.
- Utilize YouTube & other media to share missions and potentially incorporate visitors of OMSI to spread the message.
- Is it really a communication problem?.

Transportation

- Designate accessible and clear drop-off/pick-up locations.
- Implement wayfinding signs in several languages.
- Define safety in transportation, and then implement.
- Potential use of river as a mode of transportation.
- Ferry people across the river and from Lake Oswego and potentially further downstream to increase access.
- Build a Rivian and Zoox headquarters.
- Create a river transportation area.
- How can we leverage the river?

Impact across phases of development

- The central program area to be created early to establish gathering area.
- Livability during phases of construction should be researched and implemented.
- ● The time-line should be open source with acknowledgement that it frequently changes.
- Just like during Covid, we all ring our pots and pans to celebrate another milestone.

Ideas and Input from OMSI Board members on District Civic Value



Inclusive physical design

- While focused on Portland, also include a global theme to show all are welcome.
- ● Nothing encourages togetherness quite like sharing meals, which can be done through open meal spaces and community kitchens.
- Rotating cultural stories, both art and word on public display to minimize othering.
- Outdoor interactive spaces and play spaces.
- Plaza space that is rented out for special cultural events such as Dia De los Muertos.
- Digital tools for wayfinding that are innovative and adaptable to changing technology.
- ● Have various cultural representations around science and history.

Empowering commerce & workforce

- Provide space and programs for learning to code workshops.
- Include and partner with the Oregon Association of Minority Entrepreneurs.
- ● Create a sense of community through diversity.
- ● Create a sense of pride and belonging to be a part of the workforce and represent OMSI.
- ● Help transform the river from recreation only to being a part of the economy. This could be done with park and ride boats programs.
- ● Allow and educate people to transition from the service industry into STEM without a STEM background.
- Utilization of Zoox, which is all electric to mobilize pedestrians.

- Partner with low-income school district high schoolers in paid apprenticeship programs.
- Have trade education and programs with clear pipelines to working at the district.
- If rents are affordable this space will attract wonderful artists and be a space for true community and innovation.
- Add a MESO STEAM maker space to encourage more minorities to build companies.
- Hubzone district for companies to hire local tenants and residents.
- Mandate non-aspirational goals for DBE contractors.
- Remove union/apprenticeship requirements for OMSI District as its borders on systems/institutional racism -> use DBE, minority/woman owned contractor vehicle.
- ● Create a startup showcase, allowing local startups to pitch and get feedback on stem tech early in the process.
- ● Show people how to make the jump into chip fab tech from other jobs.

Equitable housing

- Build dorms for global STEM scholars/students to rotate through OMSI/PDX.
- Increase services and opportunity for multi-generational housing.
- ● Have local childcare, various sized residences, and kids play areas. Integration of all levels of housing, have the wealthy live next door to those with low-income.
- Segregation of affordable housing is not empowering or city changing.
- Tenants to save 90% of affordable rent to move out and buy, no longer permanent affordable housing.
- Medium rent transitional housing solutions with financing models the district can support.

Ideas and Input from OMSI Board members on District Civic Value



Access to services, health & safety

- Have a drug addiction center and also a hub for community services.
- Hub for community services.
- Make sure there is access to quality food in the neighborhood for all income levels.

Culture, art, & community

- Add CTE maker spaces and mobile app development for youth and adults.
- Have a small performing arts center.
- ● Include a Center on languages of the Americas.
- Collaborate more with Portland Opera.
- ● Provide access to art in marginalized communities.
- What culture and art mediums are missing in Portland? Survey other big cities and do extensive research.
- How are other museums approaching the "A" in STEAM
- How are we partnering with significantly underfunded Oregon public school art programs?
- Provide district shared performance and presentation spaces. (orange)
- Areas for outdoor picnics/bbq.

Net zero

- How will the district promote net-zero in the life-styles of the 1200 residential unit occupants?
- ● Focus on Net Negative! OMSI produces energy, capturing carbon, hatching fish, etc. can all be used.
- ● OMSI should become the "go-to" authority on Net Zero.
- ● This is an opportunity to partner with other district developments.
- Independent power grid with supply available locally. For example, the Salt Lake company solar + battery housing.
- ● The infrastructure will move organizations to meet their net-zero goals (at a premium)?
- Green roofs on these buildings, net zero buildings, recycle its own water.

Resilience

- Emergency resources should be supplied in all buildings, including the power supply.
- Build out an earthquake response hub.
- Buildings that can be converted to medical clinics.
- Resilience for OMSI district as a service/hub for other parts of Portland.

Ideas and Input from OMSI Board members on District Civic Value



Environmental quality and nature

- Demonstration of projects with groups such as DePave and Urban Forest.
- Reflect the environment in the design.
- Celebrate and educate on ecosystem services that work well with Pacific Northwest natural assets.
- Integrate walking and biking paths with innovative train systems.
- Collaborate with energy partners and the fishing industry for finding projects tied to water, Bonneville, etc.
- Urban farming demos and research project center through partnering with PSU, OSU, etc.
- Can we do something to benefit the salmon population and incorporate education such as partnering with hatcheries and having kids release them?
- Foster wildlife living along the river with a fish hatchery
- Mandate native certified contractors with a minimum of 23% contracting goals, non-union or PLA requirements; these latter can be racist.
- Regularly host an OMSI market where creative artists and makers can sell goods and services.
- Deliberately think of which grocery stores will be in the district. A food co-op instead of a whole foods or Zupans for local groceries.
- Leverage Alaska native certified companies to build out contractors. This should be carved out in advance so non-native contractors can't build out.

- Anchor industry tech startups into commercial space prioritizing tribal owned companies.
- Strive for eliminating systemic racism by leveraging non-union shops (non-CBA) groups for coalition building thus creating diverse generational wealth expansion. Example of Latino-built, Professional Business Development Group.

District funding and revenue

- Establish equity stake in startups using space and platform of OMSI.
- Named spaces, make Intel buy a building.
- There must be transparency in the balance of profit to equity - OMSI and partners should disclose the capital stack, including financial returns for each investor and the balance with investments in civic value initiatives.
- Partner with MESO & Professional Business Development Group; integrate ideas for entrepreneurs to achieve savings/ROI.
- Prosperity means something to everyone, OMSI needs a basic framework for measurement - one that is financial.
- Show our ROI - hold ourselves accountable.

Ideas and Input from OMSI Board members on District Civic Value

Climate & Social Change Hubs

- ● Create a “Cultural Lab” experience that serves both the public and as a workforce education center. This can be everything from trainings for orgs/companies/educators on cultural competence, DEIA trainings, tools for being better employers, etc. It can also be a convening place for culturally-specific groups in education, corporate, etc. The goal could be to educate workforce institutions to better serve people and also uplift diversity of cultures.
- ● Show STEM + industry flow; Physics/chemistry - Chips (intel) - Climate modeling - material science: batteries, solar.
- ● Provide space for a pro-profit climate action accelerator for start-ups.
- ● Partnership with global tech firms for rotating exhibits . Look beyond Portland extension of Exhibit business.
- OMSI has potential to be a key player in school age kid education on climate change.
- ● ● Involve Oregon agriculture industry - climate change is significantly impacting ag.
- Can OMSI be a resource to help companies with B-corp status?
- ● Provide a leadership role in the continual focus on recycling and methods to grow recycling opportunities.
- ● Center for grant procurement in partnership with SBIR and SBA.

Center for Tribal Nations & Waterfront Education Park

In early 2020, OMSI, the City of Portland, the Affiliated Tribes of Northwest Indians (ATNI) and the Columbia River Intertribal Fish Commission (CRITFC) submitted a request to Metro for an Equitable Development Grant as part of the regional government's 2040 Planning and Development Grant program. The partners requested funding to explore how a Center for Tribal Nations and a Waterfront Education Park could potentially be developed in the OMSI District by Tribes, Indigenous organizations, and other partners.

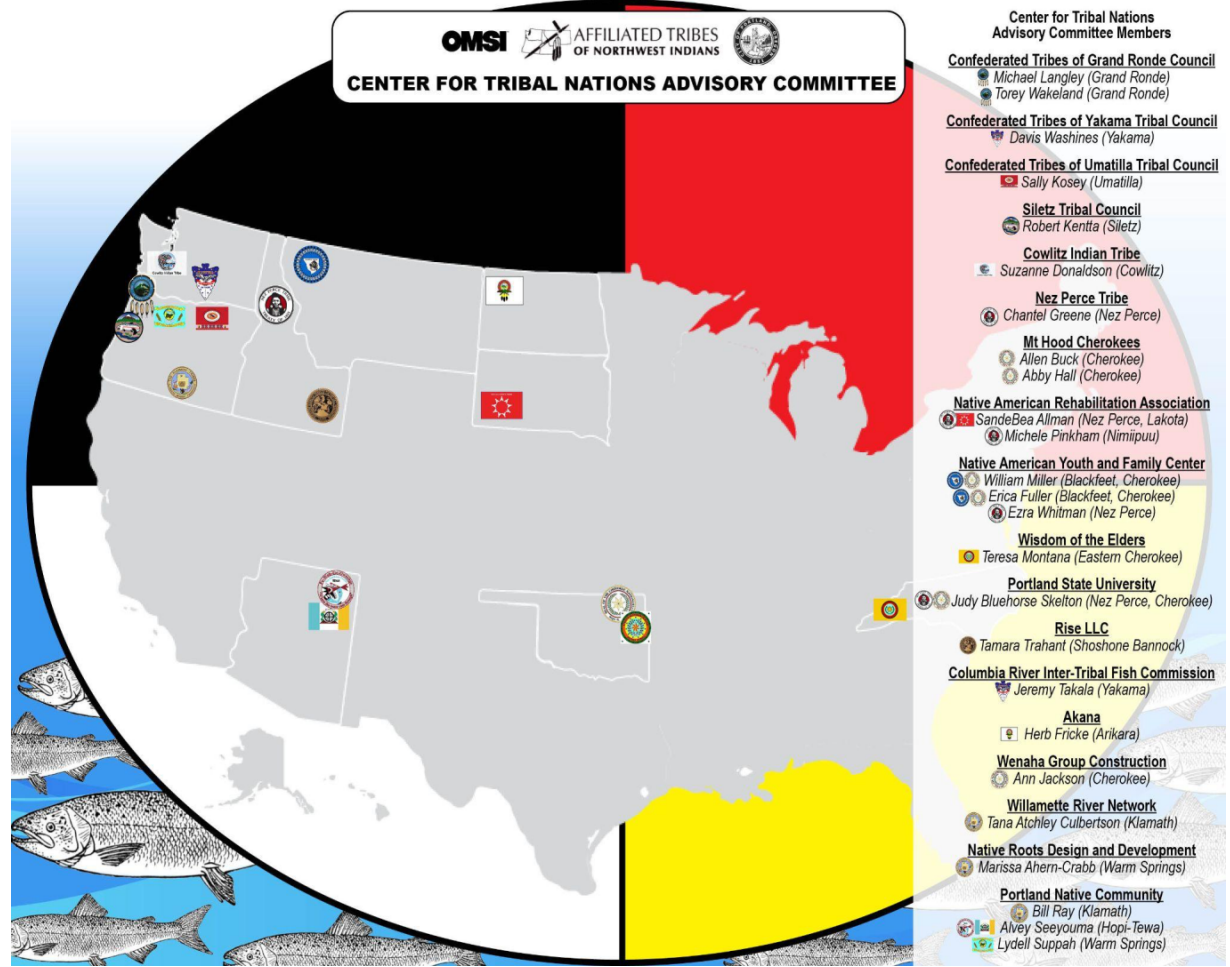
The project seeks to leverage the redevelopment of the OMSI property to model a new partnership between OMSI, Tribal and Inter-Tribal organizations, and the City of Portland to restore the Native community's presence on the Willamette and address the shared challenges of sustainability, resilience, and inclusion.

Metro approved the grant award in May 2020. ATNI led Tribal outreach in January 2021 and grant funds are presently supporting the work of a Center for Tribal Nations Advisory Committee to consider the optimal combination of programs, uses, and activities and the values and principles that should guide future joint efforts to develop a Center for Tribal Nations and a Waterfront Education Park. A full report will be completed in January 2023.



Center for Tribal Nations & Waterfront Education Park

OMSI AFFILIATED TRIBES OF NORTHWEST INDIANS
CENTER FOR TRIBAL NATIONS ADVISORY COMMITTEE



- Center for Tribal Nations Advisory Committee Members**
- Confederated Tribes of Grand Ronde Council**
 Michael Langley (Grand Ronde)
 Torey Wakeland (Grand Ronde)
- Confederated Tribes of Yakama Tribal Council**
 Davis Washines (Yakama)
- Confederated Tribes of Umatilla Tribal Council**
 Sally Kosey (Umatilla)
- Siletz Tribal Council**
 Robert Kentia (Siletz)
- Cowitz Indian Tribe**
 Suzanne Donaldson (Cowitz)
- Nez Perce Tribe**
 Chantel Greene (Nez Perce)
- Mt Hood Cherokees**
 Allen Buck (Cherokee)
 Abby Hall (Cherokee)
- Native American Rehabilitation Association**
 SandeBea Allman (Nez Perce, Lakota)
 Michele Pinkham (Nimipuu)
- Native American Youth and Family Center**
 William Miller (Blackfeet, Cherokee)
 Erica Fuller (Blackfeet, Cherokee)
 Ezra Whitman (Nez Perce)
- Wisdom of the Elders**
 Teresa Montana (Eastern Cherokee)
- Portland State University**
 Judy Bluehorse Skelton (Nez Perce, Cherokee)
- Rise LLC**
 Tamara Trahant (Shoshone Bannock)
- Columbia River Inter-Tribal Fish Commission**
 Jeremy Takala (Yakama)
- Akana**
 Herb Fricke (Arikara)
- Wenaha Group Construction**
 Ann Jackson (Cherokee)
- Willamette River Network**
 Tana Atchley Culbertson (Klamath)
- Native Roots Design and Development**
 Marissa Ahern-Crabb (Warm Springs)
- Portland Native Community**
 Bill Ray (Klamath)
 Alvey Seeyouma (HopI-Tewa)
 Lydell Suppah (Warm Springs)

Center for Tribal Nations & Waterfront Education Park

The charter for the Center for Tribal Nations Advisory Committee specifies its purpose to advise on all aspects of the proposed programming, design and development of the Center for Tribal Nations and Waterfront Education Park. The Committee developed the following vision statements:

Dreamt into existence for decades, the **Center for Tribal Nations** celebrates and catalyzes the power of Indigenous peoples' cultures and presence on the river.

The Waterfront Education Park is a place of healing to explore and experience the river and land through a tribal lens of culture and science.



“The CTN and WEP are guided by values and principles that will support healthy and thriving Native communities with rich and diverse cultures and values, local economies that are grounded in social, environmental, and economic priorities, and sustainable Native communities that enhance natural, social, cultural and built environment.”

Together, “the CTN and WEP seek to meaningfully restore Native Peoples' connection to the Willamette River and address shared challenges of sustainability, resilience, and inclusion.

Key Opportunities

During Center for Tribal Nations Advisory Committee and community discussions, communities identified key opportunities the development could support and advance.

Sense of place: There isn't a place that we run where they follow our protocol.

Housing: Other people are hosting us too much.

Tribal visibility: Educate the local population about traditional ways of the tribes that used to live there.

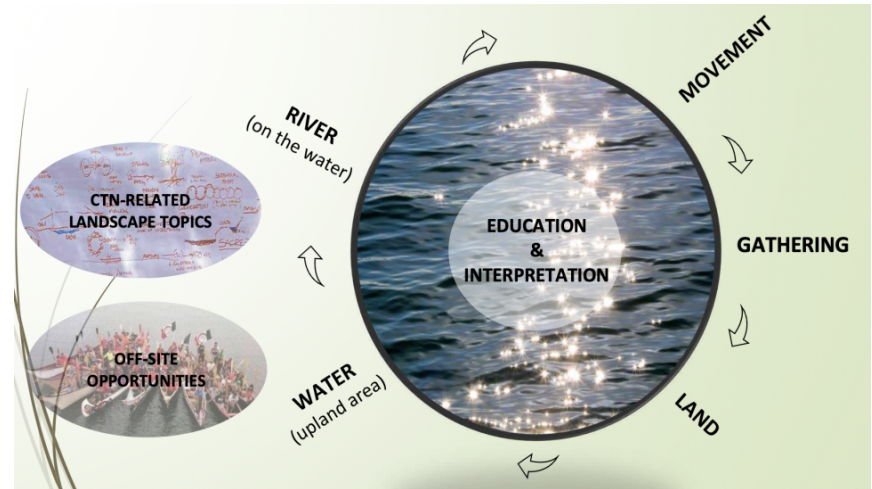
Health care, Community services, Daycare: Existing facilities are not enough.

Gathering Space: Good place for different tribal organizations to come together and learn about each other's cultures.

Summary by James A Parker (ATNI)

Teachings from Elders / Sharing: This is a wonderful site for Elders to come forward and engage, spread values, and time immemorial teachings

Showcase Native Arts and Culinary Traditions: Inform the greater public that there is a vibrant native presence on the West Coast.



Center for Tribal Nations & Waterfront Education Park

ATNI is a nonprofit organization representing 57 Northwest tribal governments from Oregon, Idaho, Washington, Southeast Alaska, Northern California and Western Montana. On September 18-22, 2022, ATNI convened its Annual Conference hosted by the Tulalip Tribes. Advisory Committee facilitators, City of Portland Office of Tribal Relations and OMSI were invited to participate and share information about the projects.

Resolutions are the policy mechanism utilized by ATNI to shape and identify the organizational positions. ATNI passed a resolution to “support the CTN and WEP projects, including the visions and tribal and community-centered planning processes deployed to design and develop these projects for the benefit of Tribes, tribal and inter-tribal organizations, and American Indian and Alaska Native residents of the greater Portland region.” (Resolution #2022 - 44)



ATNI Conference Participant Comments

A full report of the Center for Tribal Nations Advisory Committee will be completed in January 2023

What is important?

Tribal sovereignty, land ownership and management control are key.

Riparian management is core to our fundamental sovereignty – where we are and where we'll be in the future.

Cultural sovereignty is not based on economic development. It is based on values that came from salmon and what the creator has provided us.

Our values *is* next generations.

There is new recognition of ways to provide “alternative education” at a federal level (hands-on, outside of school) more closely align with Tribal values and approaches to education.

We have more climate action opportunities as agencies recognize value in TEK and Native approaches to collaboration and conservation create pathways to green jobs, diversification in agencies and NGOs, new science discoveries (i.e. biodiversity and controlled burns) and more. We need to create more pathways for education in these fields.

Cross-agency data and information sharing is a significant opportunity as we address climate change and fund green infrastructure, and develop environmental protections and programs.

It's difficult for urban Native peoples to find each other – we need more places to run into each other and see each other. We need more spaces where we don't have to change (code switch) or explain ourselves.

The concept of shared prosperity is fundamental. When solving economic challenges or distributing wealth, the collective is the focus. This makes entrepreneurialism on reservations challenging, but some Tribes are adjusting their laws and policies to allow for incubators that support individual makers. I focus my thinking on the single mom – how will she be able to improve her situation?

In Portland, a place for Inter-Tribal learning is necessary for our survival and our identity as a people. Inter-Tribal learning is important for kids to know about themselves and others, for belonging in Portland.

We need places where healing can happen.

Honoring elders and veterans is important in all projects and investments.

What is challenging?

So many commitments have been made and not followed through on in government.

Agricultural and forest advocacy that kill riparian bills are taking from our treaty rights – the approach is always to take more and not build on what has been done.

Sovereignty is continually under attack in the courts, and significant cases are moving through the system that impact culture, justice.

Missing and Murdered Indigenous Women and Girls – still a serious and unacknowledged issue causing re-traumatization that needs coordination across all levels of government. WA is the only state with an alert warning system.

Prosperity is shared among Tribes members on reservations. Depending on Tribal policies and laws, this can make it very difficult for individuals to raise out of poverty (payments to Tribes often based on metrics that systemically keep members in poverty).

Inter-Tribal conflict has challenged many past collaboration efforts.

Housing may not be the best use of the space in the OMSI District because we could likely not restrict it to only Native peoples.

Appendix

Participating Organizations
Project Timeline

Affordable Housing & Economic Development



TECHNOLOGY
ASSOCIATION
OF OREGON



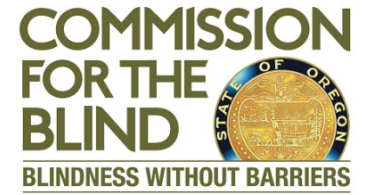
Community, Equity & Accessibility



CALDERA



Figure It In, LLC



MESA OREGON



KAC OREGON
KOREAN AMERICAN COALITION



United Way of the
Columbia-Willamette



EXP Consulting

Education & Youth Services



**EDUCATOR
ADVANCEMENT
COUNCIL**



**OHSU
Health**



**children's
institute**

**FR1ENDS of the
CH1LDREN**



**OREGON
DEPARTMENT OF
EDUCATION**

BOARD of EDUCATION



homeforward

www.homeforward.org



KairosPDX

Sustainability, Energy & Mobility



NW Natural



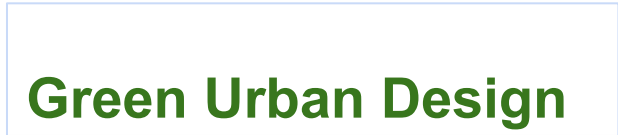
Design, Development & Construction



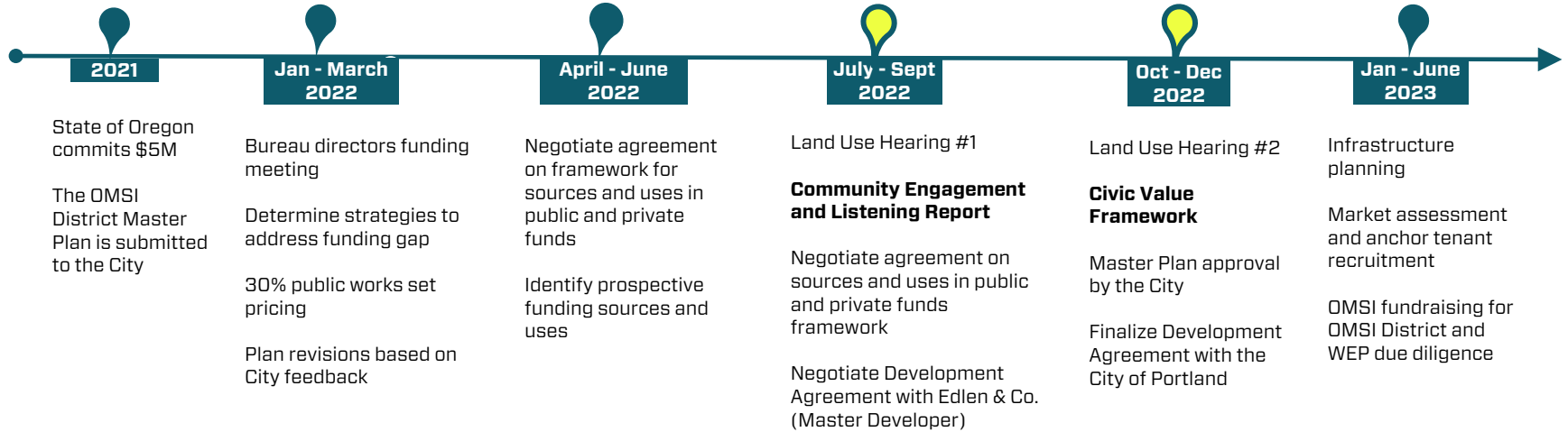
H O L S



Wahl & Associates, LLC



District planning timeline



Early Co-design & Planning:

