

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.

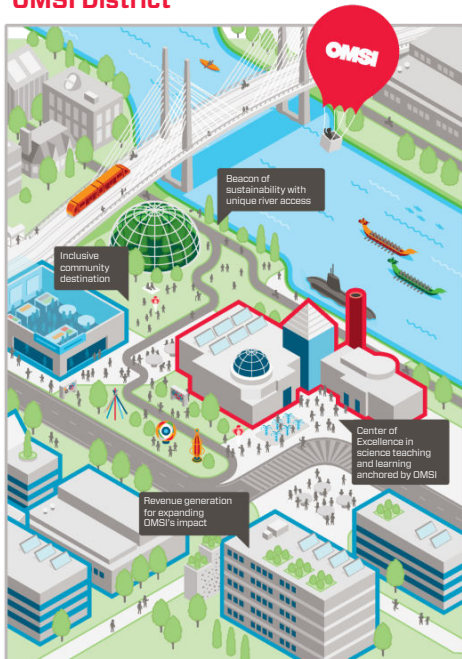


Mission

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



OMSI District



Beacon of sustainability with unique river access

Inclusive community destination

Center of Excellence in science teaching and learning anchored by OSI

Revenue generation for expanding OSI's impact

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.

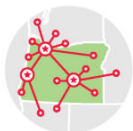
Revolutionizing Science Learning



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

Current State



Future State



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.

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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).



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.



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.



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

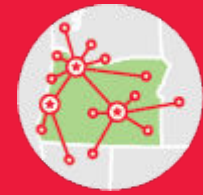
Aggregating resources into an accessible center for educators and trainees, providing classes, materials, guidance, and other industry related resources.

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.



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.



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.



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

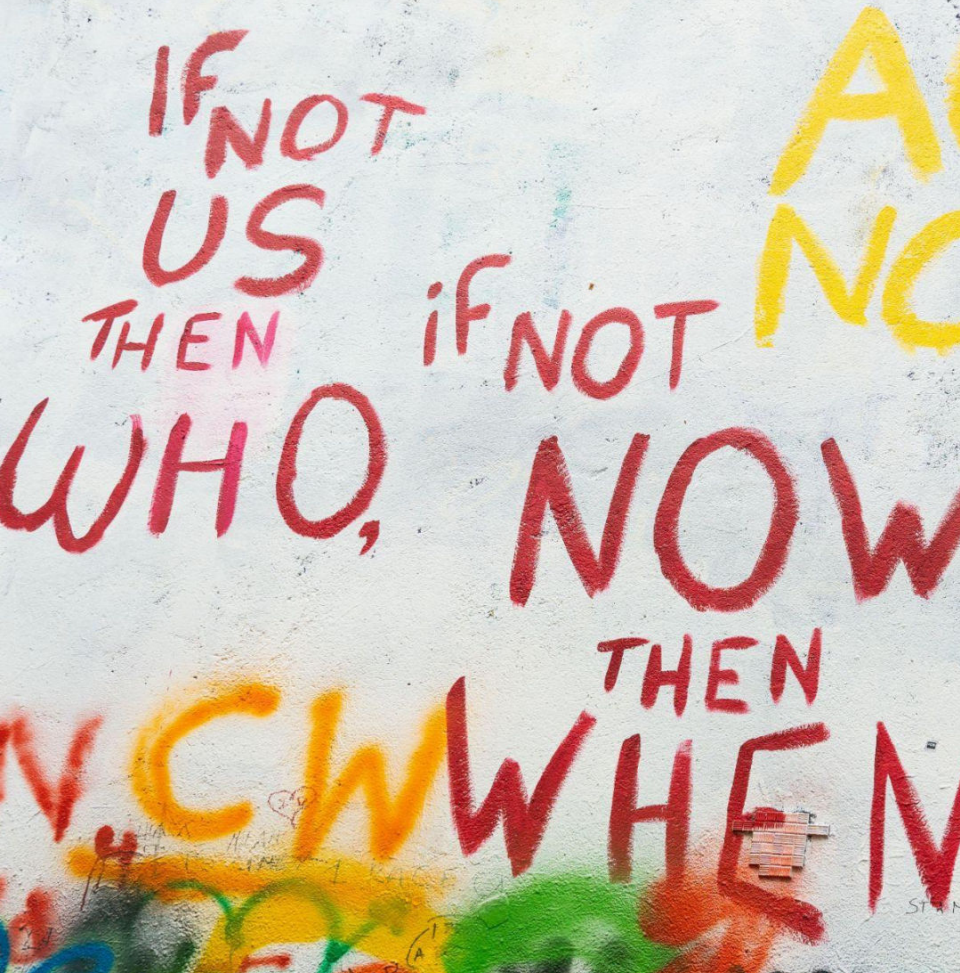
An adaptive transportation strategy. Frequently revisiting the array of mobility infrastructures, partnerships and incentives to adapt with new technology and changing climate conditions.

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.



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.



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.



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.



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.



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.



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.



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.



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.



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.



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.



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.

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.



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

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)

Cowwiltz Indian Tribe

- Suzanne Donaldson (Cowwiltz)

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)

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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.

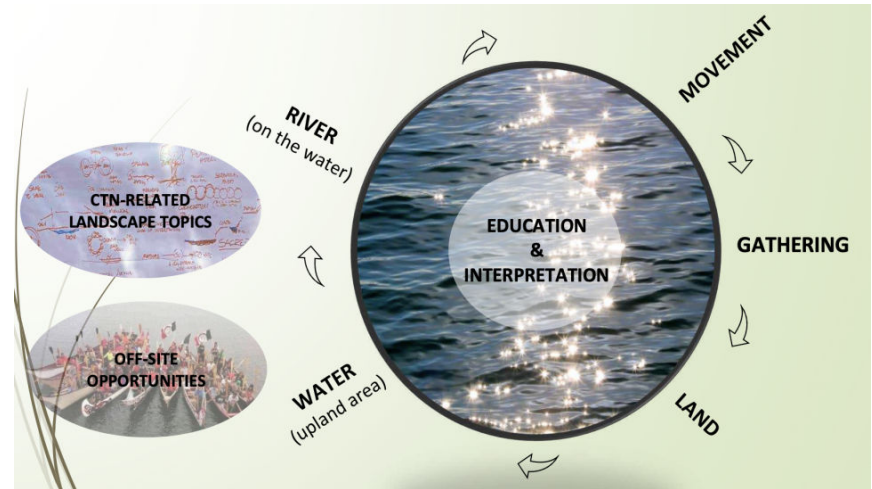
Health care, Community services, Daycare: Existing facilities are not enough.

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)

