

campus development

PLANNING & DESIGN OVERVIEW

AUGUST 23, 2018



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COMMUNITY VALUES

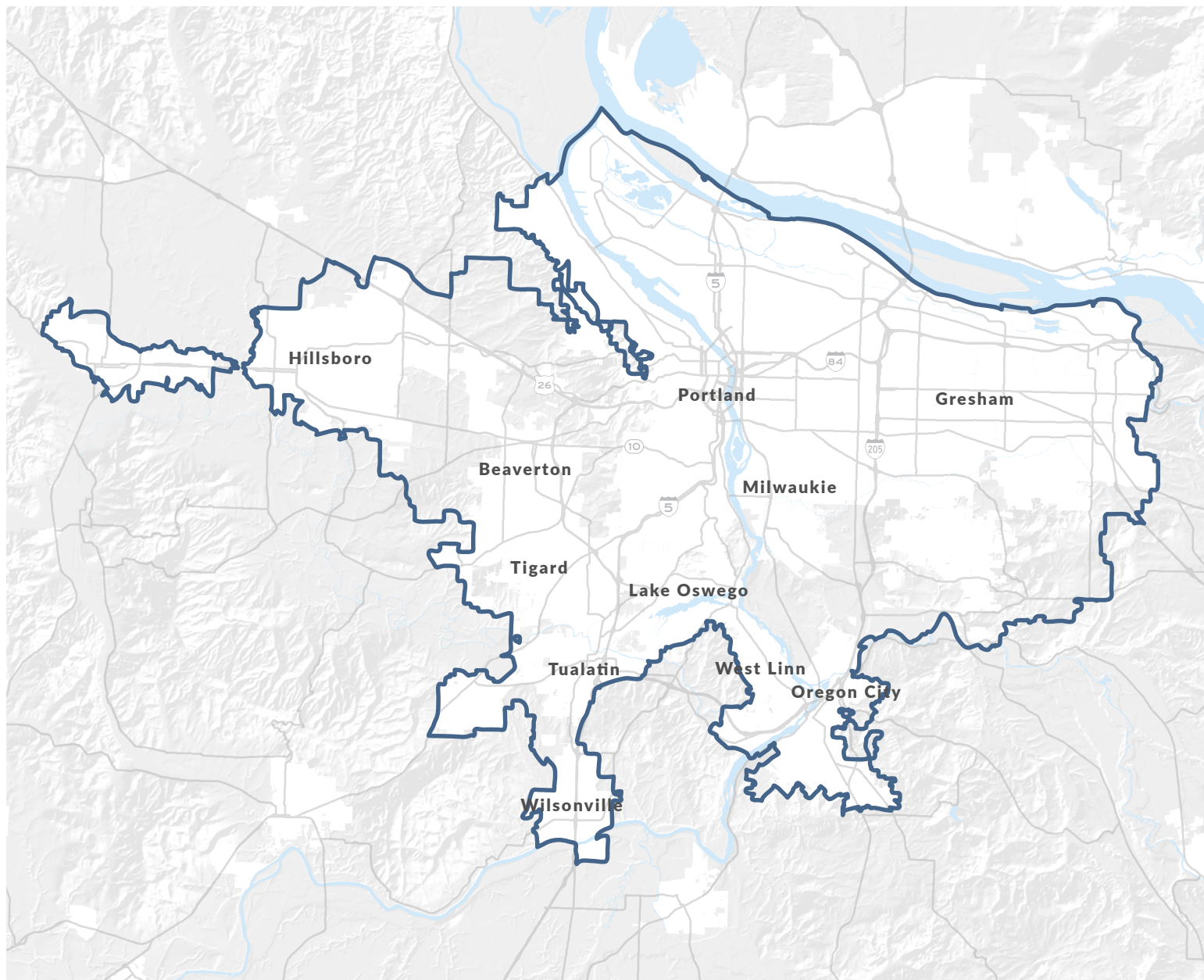
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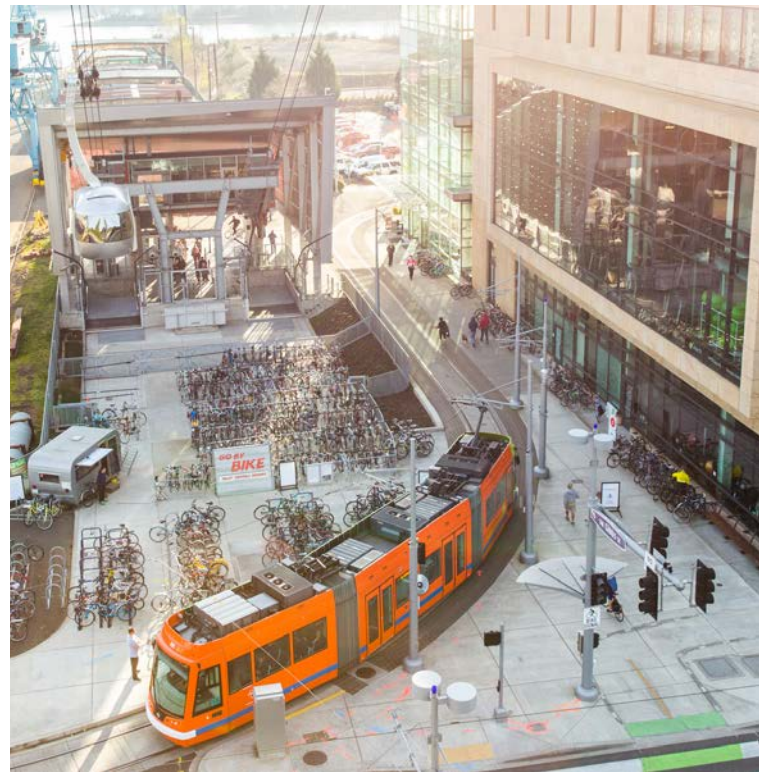
Urban Growth Boundary

community values

DENSITY

The City of Portland is part of a tri-county Urban Growth Boundary (UGB) that includes Multnomah, Washington and Clackamas Counties, and is managed by our regional governmental agency, Metro. The UGB concept was created with Oregon Senate Bill 100 that was enacted in 1973 with the intent of preserving farm and forest land, while improving the livability of cities through increased density and public transit options. The UGB has undoubtedly contributed to a high quality of life in Portland, which is frequently ranked among the world's most livable cities. As required by law, the UGB extents are reconsidered every five years to maintain a 20-year supply of land. Growing populations, rapid development and the need for affordable housing are important factors in the potential boundary expansion. By the end of 2018, the Metro Council will decide whether to expand its Urban Growth Boundary, or what areas are suitable for future development.

Locally, achieving the right densities is a balancing act, where neighborhood character must be maintained amidst growing development pressures. This is regulated by zoning code that the City of Portland Bureau of Planning & Sustainability considers at the neighborhood level. OHSU's South Waterfront campuses are located in the Central City District, where high density is encouraged in a manner that respects views of the Willamette River, through building height standards and maximum and



Portland Street Car at Center for Health & Healing, Go By Bike, and the Portland Aerial Tram

minimum floor area ratios. Marquam Hill densities are regulated per subdistrict areas rather than building by building, and maximum building heights are measured above sea level.



*Robertson Collaborative Life Sciences Building
Top: south façade, image courtesy of Elephants Delicatessen;
Bottom: west façade, image courtesy of Mayer/Reed*

*Top: CHH2 and Rood Family Pavilion (RPV) facing Caruthers Park
Bottom: Rendering of skybridge connecting CHH1 & 2*

PEDESTRIAN FRIENDLY

Portland's walkability can be attributed to its small block size – majority 200 x 200-feet, which is smaller than block pattern is most American cities. The short blocks create shorter distances between destinations. Walkability of the built environment is enhanced through regulation to create a pedestrian-friendly environment, often requiring active ground floor uses or retail on certain blocks. The ground floor retail uses on OHSU's South Waterfront properties contribute to creating a livable neighborhood. Its sidewalk café seating, for example, creates destinations with active street life. For this reason, the city is opposed to sky bridges that are contrary to the pedestrian environments it aspires to create.

OHSU aims to contribute to healthy pedestrian environments on its campuses. In many instances, bridge connections are important for health care functions, to efficiently and safely connect patients and services between buildings. This feature of OHSU's development proposals have not always been convincing for all audiences, but are essential for campus function. Unlike South Waterfront, Marquam Hill bridges also contribute to accessibility where the steep slopes of the hill top campus aren't traversable for many patients, visitors and members of the OHSU community.



OHSU - Veteran Affairs Medical Center Skybridge, the longest suspended pedestrian skybridge in North America at 660 feet long

ARCHITECTURAL DESIGN

Many areas of Portland are upheld to high-quality architectural and urban design standards. Development proposals within design overlay zones, including all of OHSU's South Waterfront and parts of Marquam Hill, are reviewed by Design Commission, which provides guidance through design assistance reviews, and approval authority of final designs through one or multiple design reviews.



As with many decision making processes, South Waterfront and Marquam Hill are held to different standards because of their unique contexts. Architectural design on Marquam Hill is reviewed according to the Marquam Hill Design Guidelines, intended to maintain and enhance views to and from Marquam Hill, integrate building rooftops that are visible from different vantage points, create successful open areas, strengthen the pedestrian network, enhance relationships to the adjacent forested areas, and strengthen connections to the “village center”.



Left: Robertson Collaborative Life Sciences Building

Top right: Elks Children's Eye Clinic rendering

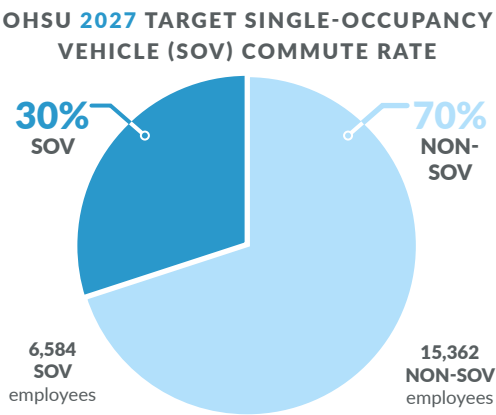
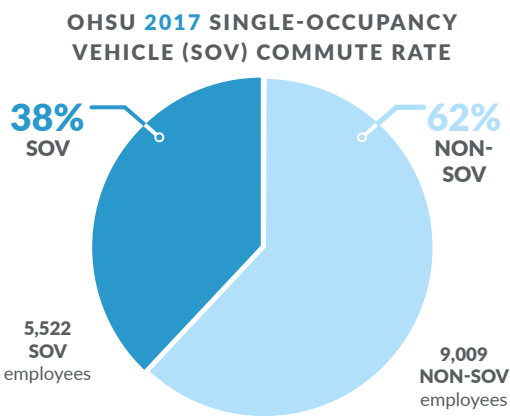
Bottom right: Knight Cancer Research Building rendering

South Waterfront was recently included in the Central City 2035 (CC2035) Plan, which updated regulations and design intent. The next step for the Bureau of Planning & Sustainability is to update the Central City Fundamental Design Guidelines

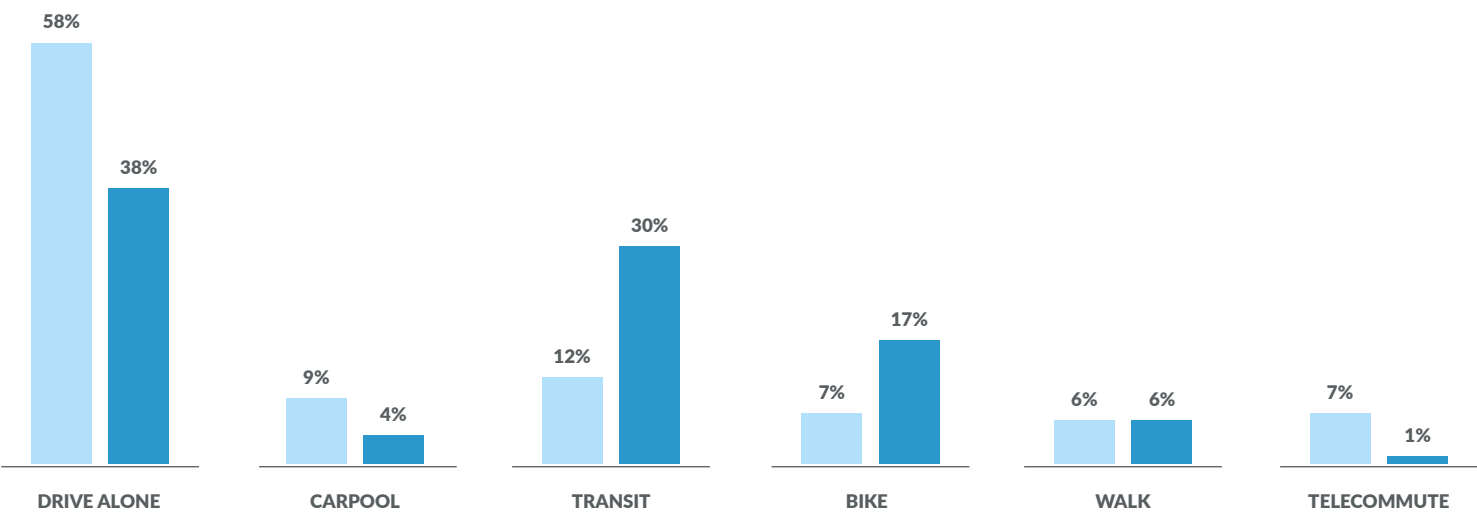
MULTI-MODAL TRANSPORTATION

Fifty-eight percent of Portland commuters drive-alone to work, compared to 76% nationally, 49% in Seattle, and 35% in San Francisco. Portland’s low drive-alone rate can be attributed to local policy, with development code that requires parking maximums rather than minimums which is historically common across the U.S.; and the availability of high-quality alternatives to driving. Because of its initiatives to encourage bicycling, Portland was designated as a “platinum” bicycle friendly community by the League of American Bicyclists, where 7.2% of commuters bike to work. TriMet’s comprehensive public transportation system, serving Multnomah Clackamas and Washington Counties, makes bus, rail, and streetcar viable options for many (12% of Portland commuters).

As Portland’s largest employer, OHSU commuters can have a significant impact on the transportation system, and OHSU has set ambitious goals for its own mode share – to reduce the 38% SOV commute trips to 30% by 2027.



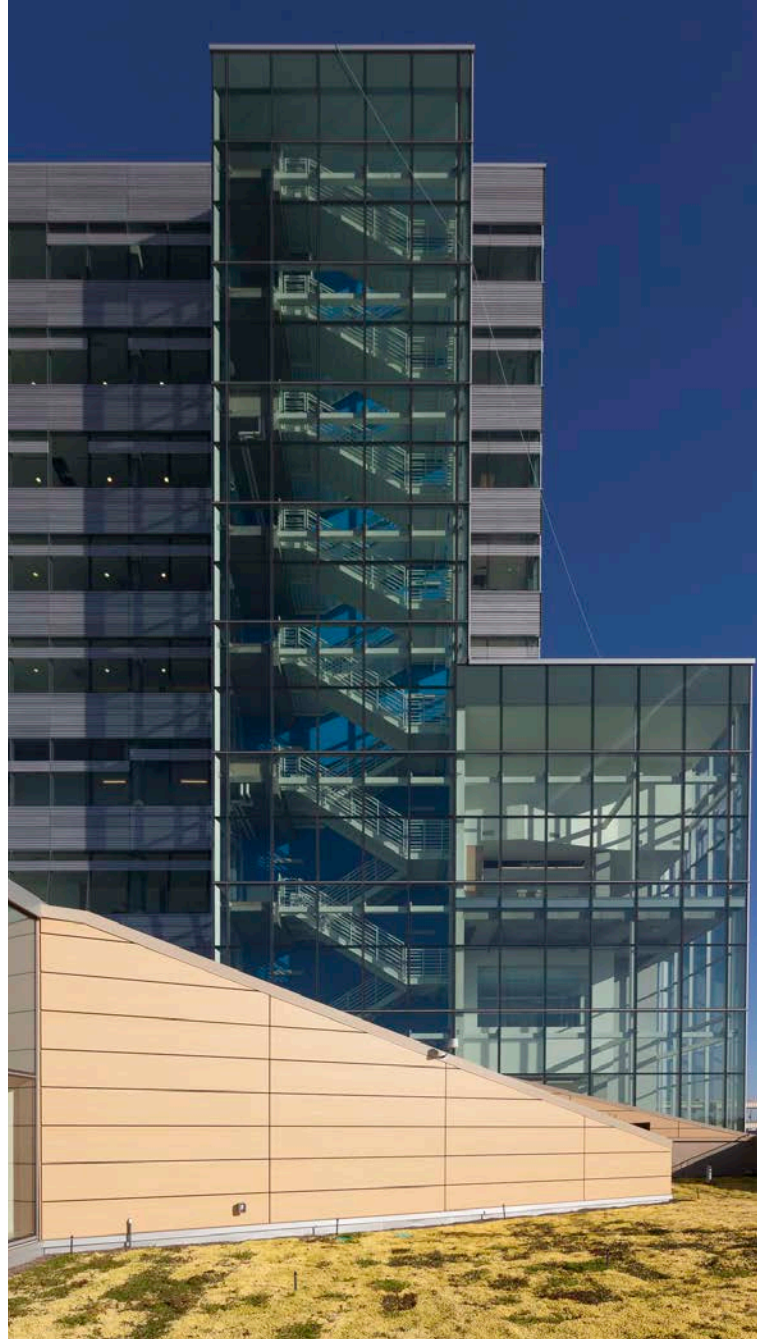
NON-SOV MODES: CARPOOL / BIKE / WALK / TRANSIT / DROP OFF / RIDESHARE / TELECOMMUTE



ENVIRONMENTAL SUSTAINABILITY

Portland is a leader in environmental sustainability, and in 1993, it was the first U.S. city to create a local action plan to reduce carbon emissions. The current 2015 Climate Action Plan addresses buildings, urban form, transportation, consumption and waste, natural systems, and community engagement. Proven successes include City and County operational efficiencies and energy savings of over \$6 million per year; a 35% reduction in landfill waste from residential homes; and more than 250 green building projects in Multnomah County.

OHSU undertakes construction projects in the spirit of sustainability guidelines such as USGBC's Leadership in Energy and Environmental Design (LEED) and Living Building Challenge. Center for Health & Healing (CHH1) was the first medical facility in the nation to achieve LEED platinum. At the time of its certification, Robertson Collaborative Life Sciences Building was one of only two projects in the U.S. greater than 500,000 SF to achieve LEED platinum. Upcoming projects, CHH2, Knight Cancer Research Building and Elks Children's Eye Clinic are on track for LEED certification at gold or platinum levels. With the recent Central City 2035 Plan adoption, developments with a net building area increase of 50,000 SF are required to receive a third party sustainability certification.



Robertson Collaborative Life Sciences Building green roof; image courtesy of Arlene Davis

regulatory process

LAND USE REVIEW

All of OHSU's major projects go through a Land Use Review (LUR) of varying procedures, which put development proposals in front of different reviewers and decision makers. In a simple scenario, a proposal will be reviewed by Bureau of Development Services (BDS) staff. Other city bureaus review the proposal for comment. If there are protections put on a property through the zoning code, such as a design overlay ("d-overlay") or greenway overlay ("g-overlay") then BDS staff will make a recommendation to a different review board.

Most commonly, OHSU projects are within a design overlay, and projects are administered by BDS,

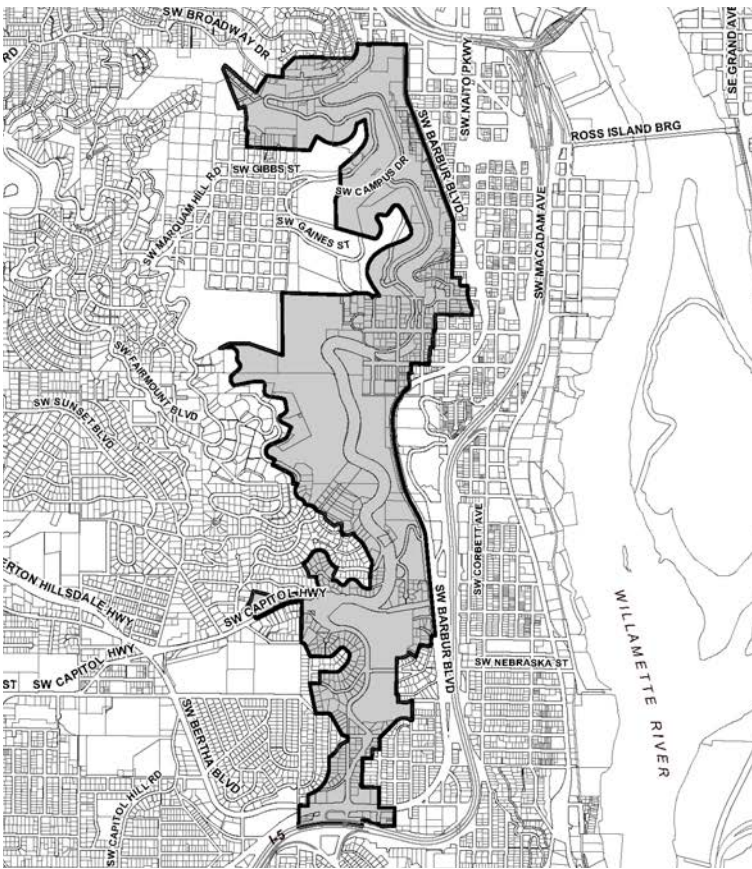
ultimately to be approved by Design Commission. Projects will likely go in for an early design advice request, and multiple design reviews before reaching an approval. Historically, this has been a strain on project schedules. Project teams have learned that it is beneficial to maintain a working relationship with BDS staff through this process, and seek the advice of the Design Commission before a design review. The Bureau of Planning & Sustainability and the Bureau of Development Services are currently working on the Design Overlay Zone Assessment project that will revise the purpose of design overlay zones, make administrative improvements and simplify the three "tenets" of design: context, public realm and quality.



River adjacent properties have design and greenway overlays; image courtesy of Walker Macy

TERWILLIGER PARKWAY

Terwilliger Parkway extends along the eastern boundary of OHSU Marquam Hill campus. Because of this sensitive relationship, parkway regulations impact how institutional uses can develop on Marquam Hill when visible from Terwilliger Boulevard. The 1983 Terwilliger Parkway Corridor Plan along with its adopted Terwilliger Parkway Design Guidelines are intended to uphold the "Character of Terwilliger" statement, ensuring that the Parkway allows people to enjoy natural beauty and the setting of Portland with views of the City, Mt. Hood, Mt. St. Helens, and the Willamette River. As indicated at the time of their approval, the guidelines are to be used by Design Commission to give direction rather than prescriptive requirements. Furthermore, the 2003 Marquam Hill Plan reiterated from the "Character of Terwilliger" statement that urban development fits into the natural topography and enhances the Parkway experience by creating a careful balance of urban



Terwilliger Design District, Title 33 Map 420-3

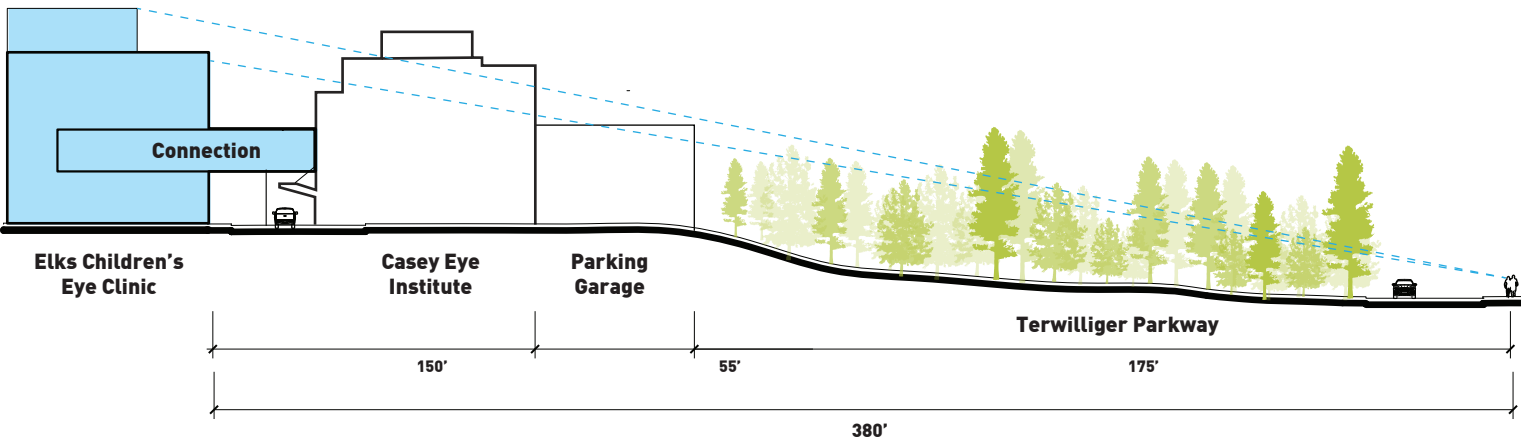
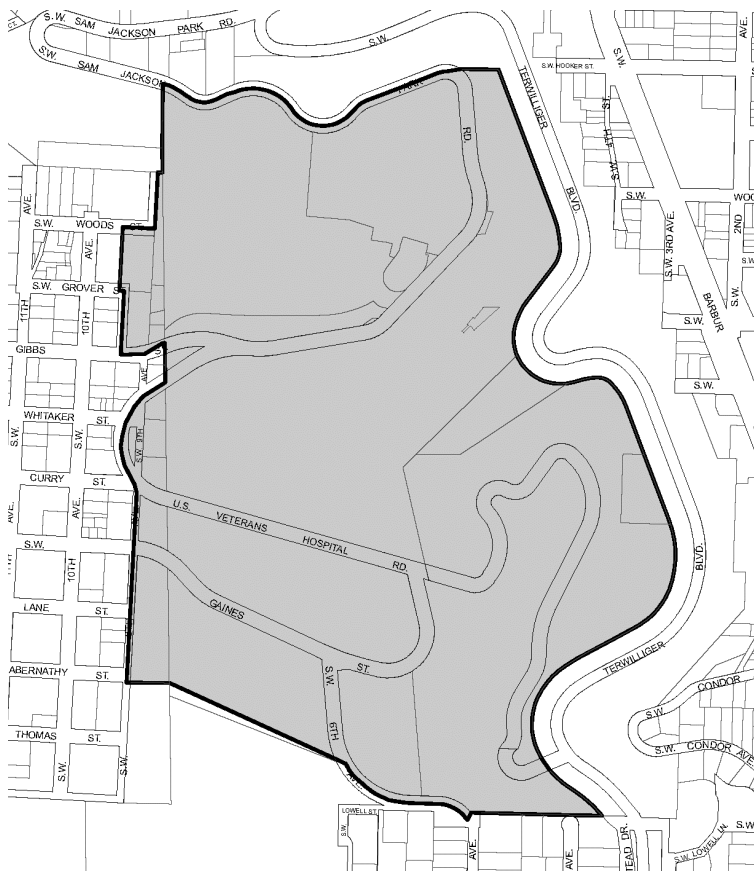
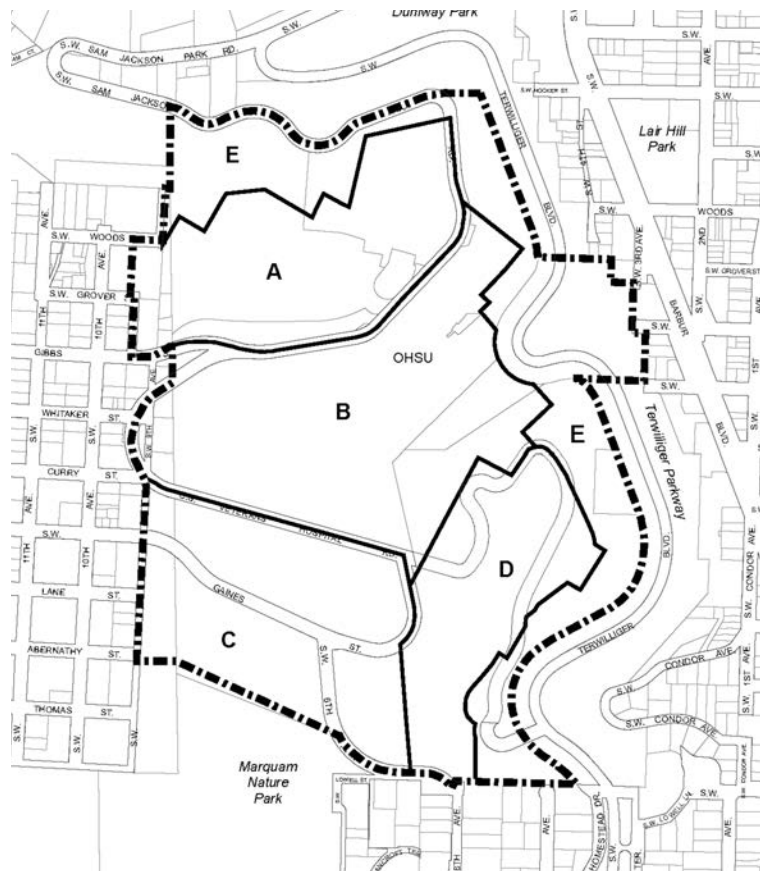


Diagram showing the visual impact of the Elks Children's Eye Clinic development proposal of the Terwilliger Parkway experience



Marquam Hill Plan Design District, Title 33 Map 420-5



Marquam Hill Plan District and Subdistricts, Map 555-1

and natural experiences that contribute to the unique and successful experience of the Parkway. Amidst this balance, the preservation of Terwilliger Parkway's natural integrity is strongly advocated for by community members through Friends of Terwilliger, who are actively engaged in its physical upkeep and planning efforts.

MARQUAM HILL PLAN

The Marquam Hill planning effort was initiated by the Bureau of Planning in the fall of 2000 based on the City's and OHSU's desire to pursue long-term growth options for medical and teaching institutions in Portland. In Portland City Council's 2001 resolution to develop a plan for consideration by Planning Commission, Council commended OHSU's teaching, healing and research mission and acknowledged the contributions OHSU makes to the city's economy and the health of its residents. As defined in the

2003 Marquam Hill Plan, the purpose of its Design Guidelines is to “ensure that institutional development is physically and visually integrated within the plan district and with its surrounding neighborhoods, open space areas, Terwilliger Parkway, and the skyline associated with Marquam Hill.” This includes circulation patterns, the quality of design, etc.

The Marquam Hill Plan boundary is comprised of Subdistricts A through D, which many of its regulations are based on. For example, the maximum floor area ratio (FAR) in Subdistricts A, B and D is 3:1; whereas FAR is conventionally defined per building. Furthermore, the maximum building coverage in Subdistricts A through D is 65 percent.

The addition of parking facilities on Marquam Hill will require a Parking Review, and it will be OHSU's responsibility to show that the proposal by itself, or in combination with other parking facilities, does not significantly lessen the overall desired character of the area, and that it is aligned with the Marquam Hill vision, policies and design concepts. This includes understanding the potential impact to neighborhood streets, which is challenging in an area with limited street connectivity.

CENTRAL CITY 2035 PLAN

It is estimated that the Central City will grow by 163 percent in the next 20 years, with a 41 percent increase in jobs. In response to this forecast, the City of Portland developed the Central City 2035 Plan (effective July 9, 2018), which is the new long-range plan for downtown and central areas of Portland, including South Waterfront. The purpose is to “encourage a high-density urban area with a broad mix of commercial, residential, industrial and institutional uses, and foster transit-supportive development, pedestrian and bicycle-friendly streets, a vibrant public realm and a healthy urban river.” For the most part, regulatory changes will not prevent OHSU from developing how it intended, though changes included a reduction in maximum building heights and maximum parking ratios. The plan included preservation parking for Medical Center and College uses in the South Waterfront, which was crucial to allowing OHSU to fulfill its under-developed parking supply.

Over requirements that were developed from this planning effort are bird-safe exterior glazing to reduce the risk of bird-to-building collisions; ecoroofs for stormwater management, mitigation of the heat island effect, and habitat for birds, plants and pollinators; and low carbon buildings that achieve third-party green building certification.

WEST CAMPUS PLANNED UNIT DEVELOPMENT

OHSU developed an internal 20-year OHSU West Campus Master Plan in 2016 for the 154-acre site. As required by the City of Hillsboro, OHSU submitted planned projects for the next ten years as part of a Planned Unit Development application, which includes ten projects that amount to the addition of 125,230 GSF and 190 new employees though much of this is speculative. Future development will occur incrementally as funding comes available, and each project must go through development review with the City of Hillsboro. The first two buildings, DCM Commons and Surge Building, are currently being designed and going through development review.



OHSU West Campus Master Plan site rendering

LOCAL RELATIONS

OHSU is active in the community through several means. Its representation on the Homestead and South Portland Neighborhood Associations allows OHSU to understand the community's values, provide a liaison when residents have questions or concerns, and continue to act as a good neighbor. In many cases, OHSU is asked to participate in stakeholder or advisory committees to help shape project outcomes and provide its support. For example, OHSU is engaged in the Southwest in Motion and Central City in Motion sounding boards to inform how transportation improvements can benefit the OHSU population. OHSU also maintains relationships with partners across Portland, the region and state, including Portland State University and Zidell.



mission areas

LAND OWNERSHIP

Marquam Hill campus is densely developed across 116 acres with challenging topography and buildings that span across and edge its steep slopes. The north and south areas of campus are comprised of academics and research uses. Hospital clinics and inpatient care facilities are located centrally and connected with the public 9th floor.

South Waterfront Central District is connected to Marquam Hill campus with a three-minute ride on the Portland Aerial Tram. The first building, Center for Health & Healing (CHH1), opened in 2006, as part of a plan to move the majority of outpatient surgical and procedural care off the hill. CHH2 and Rood Family Pavilion are under construction and will open in spring 2019, completing the development of a third of the Central District's ten acres.

Schnitzer Campus's 19 acres was donated to OHSU in 2004 by the Schnitzer Investment Corporation. Today, the former scrap steel brownfield is part of the Innovation Quadrant (IQ) that's Board of Directors includes leaders from institutions like Portland State University, Portland Community College, OMSI, Zidell Yards, Central Eastside Industrial Council and OHSU, with the mission to champion an inclusive, equitable, and sustainable hub for innovation. Robertson Collaborative Life Sciences Building is an inter-institutional building that is true to the spirit of the IQ. Knight Cancer Research Building (KCRB) is planned to open in September 2018. Schnitzer Campus is

planned for academics and research with a built environment that will contribute to creating a vibrant urban neighborhood in South Waterfront.

West Campus is located in Hillsboro, 30 miles west of Marquam Hill campus. The site is 154 acres, and consists of Oregon National Primate Research Center (ONPRC) and Vaccine & Gene Therapy Institute (VGTI). VGTI is a multidisciplinary team of scientists assembled to respond to serious viral disease threats, including AIDS, chronic viral infection-associated diseases, newly emerging viral diseases and infectious diseases of the elderly. ONPRC is one of seven National Primate Research Centers in the country. Its mission is to accelerate scientific discovery, foster innovative research, and develop biomedical technologies that help us understand, promote, and improve human health and well-being worldwide.

This closed campus is surrounded by forested land that buffers the core campus from surrounding development. Sixty-two percent of the core campus is forest and floodplain, which does not include OHSU's adjacent undeveloped properties, Quatama and Bates.



OHSU West Campus, Quatama and Bates properties

SPACE COMMITTEE

The University and Hospital Space Committees are the designated forum for hearing and resolving space requests and disputes for all owned and leased space. All space is assigned and managed by OHSU and the allocation of space is delegated by the University President to the Chief Administrative Officer and the OHSU Space Committee.

5-YEAR SPACE MASTER PLAN

Campus Planning & Real Estate (CPRE) has developed a 5-Year Master Plan that responds to outstanding departmental space requests, projected space needs, and strategic relocations. This includes the transfer of 18,000 SF with Hatfield Research Building (HRC) and HRC-Shell space from the University to the Hospital to respond to its significant space deficit; and evaluating backfill opportunities with the opening of KCRB, CHH2, HRC and the School of Public Health.