

Portland Saturday Market Permanent Home Study

Summary of Activities and Final Report

Prepared for

*Investing in
Portland's Future*



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Portland Saturday Market Permanent Home Study

Summary of Activities and Final Report

Project Purpose and Need

The Portland Saturday Market (PSM) has been operating at its current location at Ankeny Plaza at 1st Avenue and W. Burnside Street for the last 28 years. Centered on the historic Skidmore Fountain, adjacent to Waterfront Park, and sheltered underneath the Burnside Bridge, Saturday Market has grown into an internationally recognized Portland landmark.

The current Market site lies within the Downtown Waterfront Urban Renewal boundaries. The City of Portland Development Commission (PDC), as the Urban Renewal agency for the City of Portland, is charged with revitalization and redevelopment of the Downtown Waterfront to facilitate development, redevelopment, housing, job retention, and job creation.

PDC sponsored a revitalization strategy for the waterfront area, in conjunction with the property owners, business owners and Saturday Market representatives, to create a vibrant mixed-use residential neighborhood near the downtown retail core and opposite Waterfront Park. The Downtown Waterfront Development Opportunity Project Report was adopted by PDC in November 2003, and recommended that the surface lot adjacent to the Skidmore Fountain Building (occupied by the Market on weekends) be redeveloped into mixed-use retail, restaurants, and housing. It found that the Ankeny Plaza area can function as a catalyst and magnet to encourage revitalization. This revitalization could bring people to the area each day of the week and help to address a significant public-safety issue.

Currently, PSM exists on a patchwork of short-term leases that offer little or no long-term certainty for the organization or its vendors. This instability has deterred capital investment and improvements to the site. Lack of activity on the site during the weekdays reinforces adverse social conditions in the neighborhood, and imposes the additional burden of regular cleaning of the site before Market use.

Currently, the Ankeny Plaza/Skidmore Fountain area is the focus of multiple efforts to revitalize downtown Portland and bring new active uses to Old Town. Many of these efforts, if implemented, would present challenges to PSM and potentially force a reconfiguration or relocation of the Market.

Thus the purpose of this study, in the context of changes to this area of the city and as identified in PSM's long-range planning, is to identify a permanent location (e.g., a 20-year lease at a minimum) and improved infrastructure for the Portland Saturday Market.

Planning Process

Phase 1: Establish Framework

The first phase of the planning process was intended to engage Market vendors, customers and other local stakeholders, as well as identify potential issues with Market relocation.

In July and August of 2005, Parametrix initiated several public involvement efforts for the Study. These efforts led to the development of location and site criteria and generated ideas for the Market's permanent home.

Stakeholder Interviews

Twelve interviews took place in August 2005 with representatives of various organizations, agencies, and businesses with knowledge of, or interest in, the future of PSM and the Old Town/Chinatown Neighborhood. The interviews were comprised of several open-ended questions regarding the existing market as well as questions regarding PSM's future. The list of interviewees and their affiliations is included as Appendix A. A summary report of these conversations can be found in Appendix B.

Vendor Focus Groups and Questionnaires

Focus groups with PSM vendors were held in August 2005 to gather input from those closely associated with the Market regarding the organization's future. Four meetings took place, one for each of the following groups: the PSM Board, all vendors, food vendors only, and craft vendors only. Focus group members at each meeting responded to the same list of open-ended questions in an informal discussion format. For those vendors unable to attend a focus group, there was an additional opportunity to provide input by completing a questionnaire.

The following documents, which record the outcomes of the focus groups and questionnaires, are included as appendices:

- Focus Group Summary Report (Appendix C)
- Vendor Questionnaire Summary Report (Appendix D)

Background Research

A review of planning documents about or related to PSM was conducted. In addition to these documents, there are a number of public documents that establish the rights and responsibilities of PSM with respect to the city, county, and Old Town property owners. These documents were summarized to capture desired features and potential sites from past studies and to demonstrate what the current existing conditions affecting PSM are (Appendices E and F).

Market Research

Asterix Group, a brand strategy and consumer marketing firm based in Portland, and a Parametrix subconsultant for this project, surveyed PSM customers about the possible

relocation of the Market. A random sample survey distributed in three counties included questions about PSM. The group also conducted telephone interviews to identify residents' patronage and attitudes about the Market.

Asterix Group prepared the following reports:

- Customer Intercept Survey Summary Report (Appendix G)
- Random Telephone Survey Summary Report (Appendix H)

Phase 1 Outcomes

At the end of the first stage of the project, an initial list of potential permanent homes for the Saturday Market was compiled. This list included sites that had been suggested in the vendor workshops, stakeholder interviews, vendor questionnaires, and by the consultant team.

Sites were also added to the list that had been included in a 1981 study for a new Saturday Market Home, the *Saturday market Location Study Report*. Any sites listed in this report that were still viable (e.g., had not been developed or committed to another use), were included in the study's initial list (Appendix I).

In addition to the list of sites, staff also compiled a list of location and selection criteria that emerged from the initial public outreach activities (Appendix J).

Phase 2: Vision and Alternatives

Advisory Committee Formation

Two committees were created early in the project in order to effectively and efficiently gather technical expertise and public input. The Technical Advisory Committee (TAC) comprised of representatives from public agencies who could provide technical expertise and advice to the project staff (a list of these members and affiliations is included in Appendix K). The Stakeholder Advisory Committee (SAC) consisted of Market vendors, neighborhood residents, business and land owners, and business advisors (see list of these members and affiliations in Appendix L). The role of the SAC was to advise the PSM Board and PDC, and provide them with informed feedback.

Preliminary Site Review

The site review process began at the first TAC meeting, where committee members were asked to brainstorm potential permanent home sites. One of these sites (O'Bryant Square to Ankeny Park) was added to the working list of sites.

Next, the consultant team applied the location criteria to the list of 39 potential sites, and eliminated several sites. PSM and project staff also contributed additional sites to the list under consideration. Staff also contacted the owners of the private properties that were under consideration, in order to request permission to publicly discuss the possibility of using their property as a permanent home for the PSM. Following these discussions, three sites were eliminated from consideration because property owners of these sites were not willing to have their properties receive further consideration. The list of sites was refined to include thirteen sites (Appendix M).

SAC committee members were asked to review the 13 sites and reduce the number of sites being considered. The group agreed by consensus to eliminate Holladay Park, the Broadway Ramp, and Chapman/Lowndale Blocks from consideration. Next, the committee voted on the remaining 10 sites. Following this process, seven sites remained:

- Current Site/Market District
- Greyhound Blocks
- South Park Blocks
- Waterfront Park
- Morrison Bridge Blocks
- U & R Blocks
- Rose Quarter/Coliseum

Public Outreach

Three events were held to gather public input on the seven potential permanent home sites. First, an evening open house was held for interested members of the public. The second open house took place at the current Saturday Market site, and was designed to get input from customers. Project staff, assisted by Market staff and board members, occupied a booth at the Market. The third outreach event was an evening meeting with Market vendors.

At each of these events, staff provided background on the permanent home study and detailed information about each remaining site. Photos and site maps were available, and staff discussed the opportunities and constraints of each site. Open House participants were asked to indicate which three sites they most preferred, and to suggest alternate sites.

In addition, site information and an online comment form were available on PDC's project website. Over 430 responses were received online (summary of responses from all sources is included as Appendix N).

The three most preferred sites from all sources were the Waterfront Park site, the Current Site/Market District, and the Morrison Bridge Blocks.

The list below indicates the percent of respondents who indicated each site was their most preferred permanent home.

A: U & R Blocks	7%
B: NW Hoyt & 5th Blocks	7%
C: Rose Quarter/Coliseum	7%
D: Waterfront Park	21%
E: Current Site/Market District	29%
F: Morrison Bridge Blocks	20%
G: South Park Blocks	9%

Committee Meetings

Following the open houses, the TAC met to provide technical advice on the sites and to vote on their three top preferences. TAC members preferred Blocks U&R, Waterfront Park, and Current Site/Market District.

SAC members then reviewed feedback from the open houses and the TAC, heard the list of additional sites that were proposed, and discussed two of these sites: the substructure of the Burnside Bridge and a combination of the current Market site and Waterfront Park. The committee agreed not to add the substructure of the Burnside Bridge to the list of sites and agreed to add the combination of sites D and E to the list.

The SAC voted on each site, indicating whether they wanted to keep it for consideration, were unsure, or did not want to consider it further. The three sites that were selected from this process were Waterfront Park, at or near the current site, or the combination of the park and the current site (meeting notes are attached as Appendix O).

The group discussed whether they wanted to include a fourth alternative which was less dependent on crossing Naito Parkway, and whether this fourth alternative would be the U&R Blocks or Morrison Bridge Blocks. The committee agreed to consider a fourth site, and agreed to take a walking tour of Sites A and F before choosing one for further study. Following the walking tour, the committee decided to include both Sites A and F in the next phase of site selection process.

The five sites remaining under consideration at this point were:

- A: Blocks U & R
- D: Waterfront Park
- E: At or near the current site
- F: Morrison Bridge Blocks
- H: Waterfront/Bridge Hybrid

Detailed Site Evaluation

Following the November 2005 SAC meeting, the consultant team began creating detailed analyses of the sites and potential layouts for each. Analysis of each site included zoning, property ownership, access, parking, existing site conditions, opportunities, and constraints. Three different scenarios were considered for Site E (at or near the current site). The two additional layouts included the potential footprints of the Portland Public Market (PPM) as presented in the second phase of the PPM feasibility study.

Design Workshops

A workshop was held with vendors in December to present the information gathered on the five sites and review preliminary site layouts. Vendors provided feedback on each site, including ideas and concerns. This feedback was used to develop site schematics.

In January, a small group of Market staff and vendors met with the consultant team to review the schematic site layouts and provide feedback on their functionality and feasibility. There were a total of seven layouts for five sites.

Following this workshop, modifications were made to each layout in preparation for the design workshop with vendors and members of the TAC and SAC. Participants at this meeting were able to review the site schematics and provide feedback on how they would work or how they could function better. Compiled feedback from this event is attached as Appendix P.

Based on the feedback and information from the TAC, staff made an additional set of modifications to the site schematics. These drawings are attached as Appendix Q and represent the last version of the seven scenarios. (Earlier versions are available upon request).

Financial Analyses

Parametrix and its subconsultants also prepared financial estimates for each of the seven scenarios. Parametrix and Ferrarini and Associates prepared order of magnitude cost estimates for the layouts, while Patsy Feeman, a retail consultant, provided input on the layouts from a revenue-generating perspective. The cost estimates included costs for capital improvements of each site, funding gaps for both baseline and upgraded site amenities (Appendix R), and projected net operating income (or debt) for each site (Appendix S). This analysis demonstrated that funding gaps would exist for capital improvements to each site, ranging from about \$700,000 to over \$4,000,000. In addition, all sites except D (Waterfront Park) and H (Hybrid) were predicted to have a net operating income. (Note: these are very preliminary results and are based on certain assumptions so that the analyses were comparable).

Phase 2 Outcomes

At the end of the second phase of the planning process, a list of five potential sites and seven potential site layouts had been created. Project staff, in consultation with the TAC and PDC staff, also identified a list of site constraints and issues (Appendix T) that would need to be resolved before PSM could move forward with implementation or relocation.

Phase 3: Recommendation

This third stage of the process resulted in a recommended alternative. Project staff built upon what they learned in Phase 2 to ensure that the Market could remain successful in the short- and long-terms, pending changes to its site configuration or location.

University of Oregon Locates in the White Stag Building

In March of 2006 the University of Oregon (UofO) agreed to lease the White Stag Building, bordering PSM's current location, from Venerable Properties. The UofO required space for construction staging next to the building, eliminating a portion of the space used by the market. Construction on the building is underway and will continue through 2007. When construction is complete in 2007, UofO will move into the building, but will continue to require 24/7 space next to the building for a loading dock, thereby permanently displacing vendors.

In response to the constraints placed on the market by the UofO use of the White Stag Building, Parametrix developed a PSM Interim Plan. The plan outlines goals and recommendations for PSM to mitigate the effects of a smaller market area. The plan

includes a proposed market layout for the 2006 operating season (Appendix U) on the assumption that the space would be used for construction staging on the Skidmore Fountain Building. Based on the assumption that an additional construction staging area would be needed on the north side of the Skidmore Fountain Building in 2007, it was understood that the area devoted to the food court would need to be tightened to accommodate booths displaced by construction staging.

Ankeny Spine Concept

In May 2006, MIG, a consulting firm responsible for developing the Ankeny/Burnside Framework Plan, introduced a new alternative called the “Ankeny Spine.” The concept was a link of public spaces, or nodes, connected by Ankeny Street located in the center of a Market District.

Providing cover for PSM vendors was the primary challenge for the design of this concept. Pedestrian crossing of Naito Parkway was also a challenge, though MIG was working with Portland Department of Transportation (PDOT) to solve this problem using a wide pedestrian crossing. However, PSM was concerned that dividing the market into three nodes, one in Ankeny Plaza, one west of the light rail line, and one in Waterfront Park, would damage the synergy of the Market.

A suggested advantage of the proposed “spine” was that Waterfront Park could serve as an overflow area for seating and expanded Market space. The concept introduced the idea of a semi-permanent structure to provide cover for the vendors. The structure would be composed of a series of connected columns running along the spine and into Waterfront Park. Awnings would attach to the structure to create cover for vendors. In this Ankeny/Burnside scenario, PSM would be surrounded by active retail spaces along with other activities in the area, and supported by a Market District Coordinator.

June 2006 SAC Meeting

At the June 1, 2006, SAC meeting members agreed to remove the Morrison Bridge Blocks and the U&R Blocks alternatives from further consideration because the sites are not readily available (meeting notes are attached as Appendix V). The SAC recommended that the following sites be further considered, and that the Waterfront/Bridge Hybrid and Ankeny Spine be looked at in more detail:

- D: Waterfront Park
- E: At or near the current site
- H: Waterfront/Bridge Hybrid
- Ankeny Spine

Introduction of Hybrids A and B

While assessing the aforementioned Waterfront/Bridge Hybrid and the Ankeny Spine, PDC, PSM, and Parametrix created two new variations that were identified as Hybrids A and B. Hybrid A was derived from the Waterfront/Bridge Hybrid, and includes the area under the Burnside Bridge and a portion of Waterfront Park. This Hybrid was formed in response to the loss of area and access under the Burnside Bridge to serve the UofO building and the assumed buildout of the Skidmore Fountain Building. Hybrid B

morphed from the Ankeny Spine concept and includes Ankeny Plaza and a portion of Waterfront Park.

Because both Hybrids A and B required the use of Waterfront Park, project staff focused on the Portland Parks Waterfront Park Master Plan to determine if using the park for the market was an appropriate use, and how PSM might be integrated into the Waterfront Park Master Plan. EDAW, the San Francisco based consulting firm that had previously developed the Waterfront Park Master Plan, was asked to participate in the discussion about the placement of the Market in the park. EDAW confirmed that the market was an appropriate use in the park, pending certain design modifications. Parametrix worked with EDAW to create layouts for Hybrids A and B that met the needs of PSM while meeting the goals outlined in the Waterfront Park Master Plan.

July 2006 PSM Design Workshop

On July 14, 2006, SAC, PSM, PDC, PDOT, Portland Bureau of Planning (BOP), Portland Parks and Recreation, Retail Consultant Patsy Feeman, MIG, EDAW, Parametrix, and the Market vendors met to discuss opportunities and challenges for Hybrids A and B. Issues of concern for both hybrids included:

- Crossing Naito
- Location of toilets
- Location of storage area
- Weekday use of the market space
- Location of stage
- Types of surfaces
- Adequate cover/protection from the weather
- Compliance with Waterfront Park Master Plan
- Cost of leasing space in Waterfront Park

The meeting concluded with the understanding that Parametrix and EDAW would work together to refine Hybrids A and B based on comments from meeting participants, and further analyze the layouts to determine the amount of area needed to accommodate, and provide cover for, the Market vendors. Parametrix would also begin cost estimates for each Hybrid. (See Appendix W for the original Hybrid A layout, Appendix X for the original Hybrid B layout, Appendix Y for the Hybrid A and B memo, and Appendix Z for the July 14, 2006 meeting notes).

Refinement of Hybrids A and B

Through July and August of 2006, Parametrix and EDAW refined Hybrid A and B layouts based on feedback from PSM, PDC, and Portland Parks and Recreation (each version of the layouts are available upon request). During that time, it was decided that the central fire department housed in the fire station south of Ankeny Plaza would not be relocated to Block 8. Because the fire department was not moving, opportunities to use the fire station site for other uses were eliminated.

SAC and PSM Board Select Hybrid B as the Preferred Layout

On August 24, 2006, SAC met to vote on a preferred layout of the four alternatives. Project staff explained that they used criteria developed during early conversations with PSM and SAC to evaluate the four alternatives.

Project staff informed SAC about Hybrid A and B's unique features, including a semi-permanent structure, flexibility for the market to expand and contract without detracting from the market's core, and the use of space in Waterfront Park.

SAC asked questions about the layouts ranging from the status of Mercy Corp to the operating capacity of Hybrids A and B.

Project staff then asked SAC to express their preferred alternative out of the remaining four layouts: Waterfront Park, at or near the current site, Hybrid A, or Hybrid B (see Appendix AA for the final Hybrid B layout).

All SAC members present voted in favor of Hybrid B. A PSM representative reported that the PSM Board also voted in favor of Hybrid B at a meeting earlier in the week.

PDC told SAC that in early December 2006, PDC staff would bring recommendations from the Ankeny-Burnside Study (including the PSM Permanent Home Study) to the Development Commission.

SAC decided that e-mail updates from project staff about PSM would be helpful, as this was their last official meeting. Project staff told SAC that the next steps included preparing a transition schedule, refining the Hybrid B layout, and preparing cost estimates (see Appendix BB for August 24, 2006 meeting notes).

Hybrid B Cost Estimates and Financial Analysis

Working with PDC, PSM, EDAW, MIG, and Portland Parks and Recreation, Parametrix developed a preliminary cost estimate for Hybrid B. The estimate included costs for site infrastructure, surface improvements, site furnishings, irrigation, site amenities, plantings, and structures. The estimate also calculated the cost of inflation and had two contingency line items for hard and soft costs. PSM, PDC, and Parametrix reviewed the cost estimate and divided the line items into three priority levels. Items labeled under priority one were of the most importance to PSM, while items labeled under priority three were of the least importance to PSM (see Appendix CC for the latest cost estimate). In addition, a financial analysis is being developed by Ferrarini and Associates with input from Patsy Feeman (see Appendix DD).

List of Appendices

- A** List of Stakeholders and Affiliations
- B** Stakeholder Interview Summary Report
- C** Focus Group Summary Report
- D** Vendor Questionnaire Summary Report
- E** Summary of Previous Studies
- F** Summary of Relevant Planning Documents
- G** Customer Intercept Survey Summary Report
- H** Random Telephone Survey Summary Report
- I** Initial List of Potential Permanent Home Sites
- J** Location and Site Selection Criteria
- K** TAC Members and Affiliations
- L** SAC Members and Affiliations
- M** List of 12 Sites created by SAC
- N** Summary of Comments and Responses from Open Houses
- O** SAC Meeting Notes
- P** Compiled Feedback from Design Workshop
- Q** Revised Site Schematics
- R** Site Improvements and Order of Magnitude Overview
- S** Financial Analysis of Potential PSM Sites
- T** Site Issues and Conditions
- U** 2006 Interim Plan Layout
- V** June 1, 2006 Meeting Notes
- W** Original Hybrid A Layout
- X** Original Hybrid B Layout
- Y** Hybrid A and B Memo
- Z** July 14, 2006 Meeting Notes

List of Appendices *continued*

- AA** Final Hybrid B Layout
- BB** August 24, 2006 Meeting Notes
- CC** Latest Cost Estimate
- DD** Financial Analysis

Appendix A: Stakeholders Interviewed

- Paul Barasch – Little Italy Portland
- John Beardsley – Beardsley Building Development
- Joe D’Alessandro – Portland, Oregon Visitors Association
- Jeff Cogan – Office of Commissioner Dan Saltzman
- Eloise Damrosch – Regional Arts and Culture Council
- Lou Elliott – Elliott & Associates
- Greg Goodman – Portland Business Alliance
- Richard Harris – Central City Concern
- Major Kenneth Hodder – Salvation Army
- Gianna Lupo – Little Italy Portland
- Ron Owens – Salvation Army
- Barbara Steinfield – Portland, Oregon Visitors Association

Appendix B: Stakeholder Interview Summary Report

Saturday Market Permanent Home Study

Stakeholder Interview Summary Report

August 2005

Stakeholder interviews were conducted to elicit input regarding the existing Portland Saturday Market and to also collect suggestions and recommendations for the Market's future with an emphasis on identifying a permanent home location. Twelve interviews took place in July and August 2005 with representatives of various organizations, agencies and businesses within and near the Old Town/Chinatown Neighborhood. Although most stakeholders are not directly affiliated with Portland Saturday Market, they are knowledgeable about the Market's activities and history. The interviews were comprised of several open-ended questions regarding the existing market as well as questions regarding the Market's future. While the interviews generated a variety of responses, several common themes and conclusions emerged which are described below.

According to respondents, the primary strengths of the existing Portland Saturday Market include the Market's central location within downtown Portland and the vitality that the Market contributes to the surrounding Old Town/Chinatown Neighborhood. As the Market attracts tourists traveling via MAX light rail, proximity to transit was also commonly cited as a positive element. The Market also serves as a destination generating both planned and spontaneous customer trips. Interviewees also cited the attraction of hand-made crafts and that the Market also provides free entertainment.

Interview respondents also noted existing weaknesses of the Market. Several respondents commented that Portland Saturday Market currently suffers from an image problem. The image problem is caused by the perception of "dirty" surroundings and the presence of panhandlers and the homeless especially on weekdays when the Market is not in operation. The nearby Skidmore Market was also cited as a weakness due to the type of goods that are sold. Some respondents also commented that Portland Saturday Market appears "static", meaning that the Market has not changed much in its nearly three-decade history.

Stakeholders were given the opportunity to identify the ideal attributes for Portland Saturday Market, should any changes occur. Though the listed attributes vary widely, some were common among many respondents. Attributes of an ideal Saturday Market include several existing elements like transit access (specifically MAX), location within an urban setting, location within the central city, and location within an historic area. Respondents also noted that ample parking is important in addition to covered space to protect the Market from inclement weather.

Stakeholders were also asked to identify elements that could negatively impact Saturday Market's success. Respondents commented that success could be hindered if the Market was relocated away from the central city and/or within an isolated area. The surrounding context (i.e., proximity to other events) was noted as an important element for the

Market's continued success. Relocating to an area with poor transit access was also identified as a potentially negative element.

Finally, stakeholders were asked to identify general and specific locations that could potentially serve as a permanent home for Portland Saturday Market. Several locations within and near downtown Portland were identified. The two most common responses included Tom McCall Waterfront Park and the Market's existing location near the Burnside Bridge. Most of the respondents suggesting Waterfront Park did not identify specific locations within the park, but some respondents suggested the section near and under the Burnside Bridge. Respondents also indicated that Saturday Market should consider remaining in its existing location while making necessary improvements. Some respondents believe that the existing location is most suitable because the Market contributes to the surrounding neighborhood's vitality and because the existing location has several attributes that could contribute to the Market's continued success.

The following section provides several of the questions used in the stakeholder interviews along with the responses given by participants. While the above discussion summarizes key points and the most common responses received, the information below depicts the wide variety of input given by these stakeholder interviews.

What do you see as the market's strengths (for example, in terms of its current location, layout, and physical operations, including traffic, drop-off/pickup, and access for customers, etc.)?

- Centrally located
- Market fits in well with surrounding historic neighborhood
- Market contributes to vitality of Old Town/Chinatown Neighborhood
- Market contributes to success of nearby businesses
- Regional attraction
- Reflects Portland art and culture
- Longevity
- Proximity to transit (specifically MAX)
- Proximity to parking
- Successful at attracting tourists
- Provides free entertainment
- Market serves as an energy hub ("hustle and bustle")
- Items for sale are local and hand-made
- Items for sale tend to be cyclical with addition of new vendors and departure of other vendors
- Availability of traditional and new crafts
- Burnside Bridge provides shelter from inclement weather

What do you see as some of its current weaknesses (for example, in terms of its current location, layout, and physical operations, including traffic, drop-off/pickup, and access for customers, etc.)?

- Surrounding area suffers from an image problem (often perceived as dirty, unattractive and hub for drug dealing)
- Market is somewhat static and has not evolved
- Presence of Skidmore Market complicates the Saturday Market identity
- Some local residents only frequent the Market when accompanying out-of-town guests
- Poor visibility from nearby areas (only visible from Naito Parkway)
- Movement in and around the Market occasionally impeded by large crowds
- Noise from musical bands occasionally disrupts nearby residents
- Area often attracts “undesirables”
- Market could use more art
- Commercial products sold at nearby businesses and Skidmore Market deter experience of being at a local hand-made crafts and food market
- Products sold at market perceived by some as not of great quality

What do you think would be an ideal general location and features associated with a permanent home for the Market? What attributes would enhance and add to the Market’s long-term viability and success?

Desirable attributes

- Within a central location
- Within an urban setting
- Within an historic area
- Open air environment
- Visibility from multiple locations
- Proximity to transit (specifically MAX)
- Adequate parking
- Covered area to protect from inclement weather
- Adequate storage for vendors
- Separate food and entertainment areas from craft booths
- Increased diversity and quality of products sold
- Restrooms
- Improved signage (i.e., indicating market hours, directions, etc.)
- Secure bicycle parking
- Activities for persons of all ages

What location(s) or layout characteristics do you think would detract from or challenge the Market's long-term viability and success?

- Any locations outside the central city
- Any locations that are isolated or locations without proximity to other activities
- Inadequate parking
- Inadequate transit access
- Inadequate protection from inclement weather

Are there specific sites that you feel come close to meeting this ideal? What are the strengths and challenges of each site?

- West of the Willamette River
- Within Fareless Square
- Waterfront Park
- North Park Blocks
- Near Chinese Garden
- Union Station
- Centennial Mill
- Surface parking lots in Chinatown
- Remain in existing location
- Surface parking lot at west end of Morrison Bridge
- South Park Blocks
- Block north of the Galleria
- Pioneer Courthouse Square
- PGE Park area
- RiverPlace
- Central Eastside
- Lloyd District

Anything else you would like to add?

- Regardless of the permanent home study outcome, Saturday Market must remain “authentic”
- Market could use an updated/”refreshed” image

Appendix C: Focus Group Summary Report

Saturday Market Permanent Home Study

Vendor Focus Groups Summary Report

August 2005

Four focus group sessions with Portland Saturday Market (PSM) vendors were held in August to gain input regarding the Market's future from those most closely associated with its activities and operations. Specifically, participants in the four sessions included:

- The PSM Board (all board members are craft vendors)
- An "all invited" session with craft vendors and entertainers attending (no food vendors participated)
- Food vendors (an invited cross-section)
- Craft vendors (an invited cross-section)

Focus group members at each meeting responded to the same list of open-ended questions in an informal discussion format. Attendees were first asked to generally describe their existing customers (i.e., age and other characteristics) and to identify features of an ideal permanent home site. They were then asked to identify advantages and disadvantages of moving from the Market's current location, and to also discuss any strategies that could smooth the transition if a move was to occur. Participants were also asked to identify specific locations that could potentially serve as the Market's permanent home (if a move occurs) in addition to locations that would not be suitable. This summary report presents feedback that was generally consistent across the four focus group meetings, with differences between focus groups noted. The appendices include detailed summaries from each of the four individual sessions.

Customer Base

The Saturday Market customer base covers a wide spectrum of age groups and geographic areas with some emphasis on certain groups. The PSM Board and craft vendors cited women over the age of 30 as a primary customer base, but indicated that age groups and gender can vary based on the products being sold. On the other hand, food vendors indicated that customers come from the full spectrum of people. Customers consist of both local residents and tourists. Local residents typically include repeat customers, new homeowners as well as university and college students. Tourists are often associated with conventions taking place in Portland, and typically use MAX light rail given its convenient connection between Saturday Market and the Oregon Convention Center. The "all invited" focus group also indicated that summer months usually attract families while fall and winter tend to attract older and retired customers.

Desirable Features

Responses to desirable features of an ideal permanent home site fall into several general categories: site access, layout, utilities/infrastructure, amenities and programming needs.

Site Access

Focus group participants described both customer and vendor site access, as these groups can have differing preferences and demands. All focus groups cited MAX light rail as a critical element for customer access given its ease of use for most riders and its many regional connections. It is uncertain how many customers arrive by MAX, but participants felt it was about one-third with most arriving by foot from downtown or from nearby parking locations. Consequently, all groups cited nearby convenient and secure visitor parking as a key element for customer access. Some participants also voiced the need for adequate bicycle and pedestrian access, including ADA-accessible facilities, and all groups discussed the need for safe crossings at key locations like Naito Parkway. In terms of vendor access, the need for adequate loading and unloading space was voiced by all focus groups. Ideal provisions include on-site loading/unloading areas with easy vehicle access as well as vendor parking areas within close proximity of the Market.

Market Layout

Participants in the four focus groups offered many suggestions regarding an ideal layout for Saturday Market. While the need to provide wider aisles to better facilitate customer movement was indicated, vendors want to maintain an image that the Market is bustling and “full”. The issue of vendor booth size also surfaced frequently with participants expressing a desire for larger booths, specifically 10’ x 10’. However, opinions about appropriate booth size were mixed at the “all-invited” meeting, with suggestions that there could be a variety of booth sizes from small starter sizes to the larger 10’ x 10’ spaces. Some food vendors indicated that even larger booths would be helpful to provide storage space. Attendees also discussed the physical location of booths relative to each other. Several vendors indicated a preference for corner booths as they typically have greater visibility, and some vendors indicated a preference to be near a MAX station (though some indicated that the noise and “wind” caused by the trains were disruptive so that being right near MAX was not always a good thing for all vendors). Opinions regarding the location of food booths were mixed. The craft vendors’ focus group preferred food booths to be located away from the Market’s center, citing that the food booths currently separate craft booths on the north and south sides of the Market. On the other hand, the food vendors’ focus group would prefer that food booths remain in the Market’s center. Other food-related needs include more customer eating spaces and larger and better-located food preparation areas.

Utilities and Infrastructure

The focus groups discussed the need for improved utilities, and specific needs voiced by meeting attendees were generally similar. Most vendors expressed the need for improved phone line access at vendor booths to process credit card payments. Water, electricity and adequate drainage were other key utilities listed. The food vendors in particular cited the importance of water and electricity for adequate operations, as well as proper drainage for water disposal. Some vendors suggested that stations be scattered throughout the Market to serve groups of booths and could include phones, water, and adequate electricity services. One food vendor suggested the need for a shared commissary for food preparation and others cited the need for a smooth ground surface as many food vendors have push carts that they bring to the Market.

Amenities

Focus group members were also asked to identify amenities that would improve Saturday Market in its permanent home location. All four groups stressed the need for physical protection from weather (including sun, wind, heat and rain) and all groups indicated that some form of roof or covering is needed for a portion of the Market area, but the roof should not cover the entire market because some craft vendors prefer to operate under natural light. Some members proposed a “green roof”, “eco-roof”, or a movable roof. Other customer amenities suggested by focus group members include better signage at Market entries, more on-site or nearby ATMs, permanent restrooms, and more scattered seating areas for customers. Some groups proposed a central information/customer service center that could include some of these amenities. Better signage or other means of identifying the Market was often cited, including the fact that it is both a Saturday and Sunday market. Participants also identified storage as a key amenity for vendors, including facilities within relatively close proximity to both craft and food booths.

Programming

In addition to ideal physical characteristics, the focus groups also discussed potential improvements for Saturday Market’s programming. Responses generally focused on music and street performers. Most focus groups expressed desire for a permanent stage for music performances and a permanent location for street performers. Most meeting attendees perceive music and street performers as positive elements, but the craft vendors and “all invited” focus groups noted that loud music occasionally makes working conditions difficult. The most frequently expressed need was for adequate marketing and publicity during a transition period to inform the public about the market’s new location or improvements.

Relocation Advantages and Disadvantages

Meeting attendees listed several advantages and opportunities of potentially relocating Saturday Market and numerous responses were common among all focus groups. The groups agreed that a potential move could provide Saturday Market an opportunity for a “fresh start” or “new look.” They indicated that a move could enable the Market to be designed based on layout, infrastructure and other aesthetic needs. The new design and location could then potentially attract new customers that currently do not frequent the existing market. Relocation could also enable Saturday Market to strengthen its identity by increasing its distance from the Skidmore Market. Meeting attendees stressed that opportunities for the Skidmore Market to follow Saturday Market to its new location should be minimized, and the Skidmore Market should not be allowed to move onto Saturday Market’s existing site. Several participants noted that a potential move could provide opportunities for Saturday Market to become more financially self-sufficient, and attendees listed several potential revenue-generating facilities and events that could be integrated into the new market including a coffee house, conference space, art events and film festivals. Focus group participants also indicated that publicity around a move could help re-engage old customers.

In addition to listing potential advantages and opportunities of relocating Saturday Market, focus group members also identified potential disadvantages and constraints. The prevailing concern among all focus groups is the potential for temporary or permanent loss of business. Several vendors referenced the existing difficulty of communicating

less-significant messages to customers (i.e., Saturday Market is open on Sundays), and there is concern that communicating a potential move to the public, though essential, may not be effective. Some focus groups noted that the potential business loss may encourage some vendors to discontinue operating at the Market. If Saturday Market were to relocate, participants are also concerned about losing the Market's identity. They argue that customers may perceive Skidmore Market as a part of Saturday Market, especially if the Skidmore Market continues operating in its existing location. Most focus group members also expressed concern about losing connections to transit, specifically MAX light rail; and though a location directly adjacent to a MAX station may not be essential, Market visibility from the train and from a MAX station was seen as very important by all groups.

Permanent Home Locations

The focus group meetings also elicited information regarding potential permanent home sites, both in terms of general location characteristics as well as specific sites. General location characteristics identified by most or all focus groups include proximity to natural amenities like parks and the Willamette River as well as an urban setting similar to the context surrounding the existing Market. Meeting attendees also expressed interest in being located away from (and more distinguished from) the Skidmore Market. The PSM Board and "all-invited" focus groups noted that Saturday Market could potentially locate adjacent to a farmers market, but opinions were mixed and concern was raised about the potential difference in customer base between the two markets (some vendors indicated that farmers market customers typically know what they are looking for, and do not necessarily spend additional time at the market after making their planned purchases). Opinions were also mixed regarding the Market's proximity to other concurrent events, though in general waterfront events were seen as bringing customers to the Market for food and small craft items; but events such as charity runs and marathons that close streets and bridges are seen as a detriment to the Market.

The issues of a potential "market district" and the potential co-location with a public market surfaced at most focus group meetings. Most focus group members were generally receptive toward the establishment of a market district consisting of a varying typology of facilities. Opinions were mixed however on the issue of co-locating Saturday Market with a public market. The primary concern among meeting participants was the potential effect on customers created by a public market. Vendors indicated that Saturday Market and a public market could co-locate if the two venues did not compete for customers (some vendors feel that Saturday Market currently competes with the adjacent Skidmore Market). Some of the craft vendors also noted that they are unable to staff a booth seven days a week to match the operating schedule of a public market.

On the assumption that the Market moves, focus group members listed several specific locations that could potentially serve as Saturday Market's permanent home. Most of the suggested locations are within Northeast, Northwest and Southwest Portland, and all locations are generally within a few miles of the existing Market location. Potential sites in Northeast Portland frequently identified include the Rose Quarter (in various locations), Holladay Park (near Lloyd Center) and the Lloyd Cinemas parking lot. Potential Northwest Portland sites receiving greater attention include Waterfront Park or on Naito Parkway beneath and/or near the Burnside Bridge (this area is also located within Southwest Portland), and the North Park Blocks (opinions were mixed on this

location). Potential sites in Southwest Portland include Pioneer Courthouse Square, the South Waterfront District and surface parking lots near the west end of the Morrison Bridge. Meeting attendees also listed some potential sites in Southeast Portland (including OMSI and the east end of the Burnside Bridge), but these locations did not generate as much support as the other sites listed above.

Communications

Finally, the four focus groups were asked to identify strategies to keep vendors updated on the study's progress as well as strategies to keep customers informed if the Market was to move. Proposed strategies to keep vendors informed include posting information on the PSM website and in the PSM newsletter, and potentially through e-mail communication. If the Market was to relocate to a new site, the focus groups propose that information be disseminated via the PSM website and through fliers posted at Saturday Market booths. Participants stressed the importance of media attention (i.e., newspaper and television exposure) to notify customers of a move.

Appendix D: Vendor Questionnaire Summary Report

Vendor Questionnaire Summary

Total Completed Questionnaires Received: 20

1) Vendor Activity:

Eighteen of the 20 vendors who completed the questionnaire sold crafts or art, one was a food vendor and one was a massage therapist.

2) Customer Profile:

Most respondents indicated that their customers were all ages, though a minority of respondents (about 25% of vendors' customers were mostly over 30).

3) Regardless of the permanent location that is agreed to, what one or two improvements in features or layout would you like to see considered as part of the Market in the future?

The most frequently cited improvement was a cleaner site away from homeless populations and social services. Many vendors also emphasized the importance of an indoor or covered market area. Several vendors also indicated that they would like to see an accessible, centralized information center, potentially with ATM's. Responses also suggest that the proximity to light rail and the availability of large (10x10) booths are important to vendors.

Other desired features mentioned by one or two vendors include the following:

- A permanent building to house vendors (rather than an asphalt parking lot)
- Seating areas for customers
- Seven-day market access
- Uniformed employees
- Better customer services
- Better storage
- More recycling
- Larger stage area
- Clean, ventilated restrooms

4) Assuming that the permanent location requires a relocation of the Market, What advantages or opportunities do you see if the Market were to be relocated?

Vendors thought moving to a better, cleaner, more upscale neighborhood was the biggest advantage or opportunity. Others mentioned that moving may be a chance to revitalize the market and increase public interest in the market. More than one vendor also indicated that moving away from the neighboring import market would be an advantage.

Other advantages and opportunities mentioned by one or two vendors included the following:

- Free advertising generated by the move
- Larger booth spaces
- Larger covered area
- Higher sales from locating in a market district

On the other hand, what concerns do you have about the possibility of relocating the Market?

The biggest concern PSM vendors expressed in their questionnaires was that they would lose customers, potentially because customers would have less access to the PSM. Another key concern was that customers wouldn't know where the market had moved, and that it would take a great deal of effort and money to communicate and advertise the move. Several vendors were also concerned that they would be pushed to an out-of-the-way location by development or gentrification.

The following are other concerns that were expressed by one or two vendors on the questionnaire:

- Increased fees
- Loss of storage space
- Loss of business and livelihood
- Loss of weather coverage from bridge
- Loss of access to MAX and transit
- Loss of identity

What would help the transition go smoothly if the Market were to move?

Most vendors felt that advertising would be critical. Other vendors indicated that having as much advance notice as possible would be helpful.

In addition, one or two vendors mentioned the following ideas that would aid in a relocation:

- Incentives to get customers to the new location
- Better promotion from Portland tourist organizations
- Maintain current staff, rules, seniority and fees
- Stay near transit
- Relocate during the off season
- Create a map showing the location of each booth
- New location needs to be finished prior to move

5) If you were to select an ideal site for the Saturday Market where would you locate it? Why? What advantages?

The most frequently cited location was Waterfront Park. The most common reasons for selecting a site were its proximity to MAX and aesthetic qualities. Many vendors also mentioned the importance of staying near the current location so that the new market location would be easy for customers to find. A few vendors also felt that PSM should stay in its current location, and that it could be incorporated into the redevelopment plan for the area.

The following are other sites that were suggested by one or two vendors:

- North of OMSI, under I-5 on the east side of the river
- The Park Blocks
- Under the Morrison Bridge
- Near the convention center
- Closer to the Pearl District

6) Which locations would not be acceptable? Why?

Several vendors were opposed to sites outside the central city or far from the current site. Most of these vendors were concerned with moving away from transit access, and a few were opposed to crossing to the east side of the river. Other respondents were concerned about moving to another neighborhood that is perceived as dangerous and dirty like the current location. A few respondents also expressed concern that the new location would not be permanent, and they would have to be relocated in a few years.

Other sites that were opposed included the following:

- Current location
- Fish market
- Under another bridge
- Asphalt parking lots
- Sites with limited or expensive parking

7) What are the best ways to keep vendors informed?

Most vendors felt that the PSM newsletter, fliers, and the PSM website were the best means of communication. Vendors also suggested making meeting minutes available, personal visits to booths, and email as good ways to keep vendors informed.

8) Anything else?

The following were comments made by one or two vendors:

- Make people aware that the market is open on Sundays (“Portland Weekend Market”)
- No loud music

- The market could benefit from a modern new location
- Permanent set-up would be ok with maximum 10x10 booths, but empty spaces are bad for retail
- Try to generate money for the PSM by creating another product or using the facility itself to bring in revenue

Appendix E: Summary of Previous Studies

Draft Summary of Previous Saturday Market Studies of Alternative Sites

September 8, 2005

The Portland Saturday Market (PSM) became involved in studies of alternative sites for the Market in 1978, 1981, and 2004. In 1978, the Market was seeking a site that offered more long-range stability than their location under the Burnside Bridge. At the time, the site was becoming increasingly crowded and relied on year-to-year leases with the City of Portland. After evaluating three sites, PSM and Multnomah County studied one site in-depth—the Morrison Bridgehead in Southwest Portland. After taking several selection criteria and desired features into account, the 1978 Saturday Market Study (1978) concluded that PSM could move onto the Bridgehead site after minor improvements.

The next study, the 1981 Saturday Market Location Study (1981) was tasked with exploring alternative sites, anticipating the need to relocate PSM due to light rail development downtown. A task force was assembled, and beginning with a list of 47 potential sites (developed by staff with public input) and criteria (developed by both the city and PSM), the list of sites was narrowed to 15. Next, design criteria were applied to the list and 4 clearly preferred sites emerged. All of the final 4 sites were in the downtown area and near the established PSM location. Opportunities and concerns of all four final sites were outlined and sample cost estimates for improvements at each site were included in the report.

In 2004, in preparation for the possible relocation of the Market due to Urban Renewal activity in the area, PSM provided PDC a brief analysis of the existing PSM location. The memorandum (2004) identified a list of 20 desired features for a new market site including 8 core criteria. The preference of PSM expressed at this time was to stay in Old Town near the existing PSM site.

In addition to the three documents discussed above, which provide potential locations and desired features of PSM, there are three other projects with content that may be relevant to the current planning efforts for the PSM. A June 2003 market study (MDC) concluded that customers would like to see PSM expand and be cleaner, and customers perceived parking as a barrier to visiting the Market.

Two projects explored the relationship between PSM and other market needs in the City. The first was stakeholder interviews conducted in early 2005 by Cogan Owens Cogan (Cogan). The interviews indicated that both the Saturday Market and Portland Farmers Market agree that the relationship between all the markets would be mutually supportive, Farmers Market representatives in particular are reluctant to actively partner or co-locate with other markets. There was also concern expressed by PSM and the Farmers Market regarding the establishment of PPM, and questions about whether Portland could support all three markets.

The second related project was a June 2005 Phase I feasibility study for the Portland Public Market (PPMS). PDC is actively engaged in revitalization of the area around

Ankeny Plaza as part of the Downtown Waterfront Urban Renewal Area (URA). A recent study of the Downtown Waterfront Development Opportunities Project recommended over 2,000 new residential units which would create demand for new retail opportunities. It recommended more regular use for the PSM site and active uses on the street level of the Skidmore Fountain Building. PPM believes a public market would be consistent with the URA goals and other revitalization activities.

Goals of the PPM were also outlined in this document, and included the following:

- Create new small business opportunities for makers and sellers of specialty and prepared food items
- Promote revitalization of the Old Town area through a catalytic development of the Public Market that attracts retail and other diverse, mixed-use development
- Provide an amenity to support increased residential population in the Downtown Waterfront area
- Secure the future of the historic Skidmore Foundation Building through renovation and establishment of new uses that generate sufficient revenue to ensure its long-term preservation.

In addition to these planning reports, there are a number of public documents that establish the rights and responsibilities of PSM with respect to the city, county and Old Town property owners. These documents establish the baseline or existing conditions and amenities of PSM and are outlined at the end of this report.

Sources:

- FGS Focus Group Summary
- BFG Board Focus Group (August 3rd)
- VFG Vendor Focus Group (August 6th)
- FVFG Food Vendor Focus Group (August 10th)
- CVFG Craft Vendor Focus Group (August 11th)
- SIR Stakeholder Interview Report
- VQS Vendor Questionnaire Report
- MDC Market Study 2003
- PPMS Portland Public Market Study 2005
- Cogan Summary of Interviews with PSM Representatives 2005
- 1978 Saturday Market Study 1978
- 1981 Saturday Market Location Study 1981
- 2004 PSM Memo 2004

Criteria, Features and Locations

Criteria/Desired Features

Site features that were consistently mentioned in reports include space and access for loading and unloading, nearby parking for both vendors and customers, and parking and

transit access for customers. Adequate utilities and at least partial coverage were mentioned in multiple reports. Restrooms, storage and office space were regularly cited amenities.

Site Access

Vendor Access:

- Direct loading and unloading area (1978, 1981, 2004)
 - Sufficient paved area within or adjacent to market area (1978)
 - On-site vehicle access (1978, 2004)
 - Temporarily closed public street for loading and use this space during market hours (1978)
 - Quick set-up/ knock-down stalls (1978)
- Vendor parking within 5 or 6 blocks (1981, 2004)

Customer Access:

- Customer parking within comfortable walking distance/about two blocks (1978, 1981,2004)
- Proximity to public transit, preferably multiple transit modes (1981, 2004)
- Access to MAX light rail or streetcar (2004)

Other:

- Emergency access and egress (1981)
- Pedestrian access and egress (1981)
- Traffic access and egress (1981)
- Few fire access barriers (nooks and crannies) (1981)

Layout

General:

- Minimum 249 spaces (1978)
- 8' x 8' space for booth (1978)
- 12 foot aisles (1978)
- Site should be free of hazards (1981)
- Hard surface with good drainage (1981, 2004)
- Separate market areas for food vendors (1978)
- Open space (2004)

Entertainment:

- Separate entertainment area (1978)

Utilities:

- Water source and dump facility (1981, 2004)
- On-site electricity (1981, 2004)
- Permanent restrooms/sewer connection (1981, 2004)

Protection from Elements:

- Adequate cover and protection from the elements (1981, 2004)

Amenities:

- Storage (1978, 2004)
 - Covered or enclosed areas for general storage and vendor storage (1978)
 - Storage needs to be adjacent to market area (1978)
- Office space nearby (1981)
- Public telephone and drinking fountain (1981)
- 5000 square feet of storage (2004)
- 3000 square feet of office space (2004)

Other:

- Available on Saturday and Sunday (1981)
- No dependence on surrounding business approval (1981)
- Consistent with planning regulations and policies (1981)
- Available for long-term weekend use (2004)
- No significant noise or public safety issues (2004)

Location Characteristics and Sites

Most locations that were suggested were in downtown Portland or the central city near other retail or entertainment and the existing PSM location. (Please see the appendix for a complete list of sites suggested in the 1981 study.)

Location Characteristics

- Centrally located/within the Downtown area (1981, 2004)
- Near public open space (1978, 1981)
- Illumination/ visibility (1981, 2004)
- Close to major retail or entertainment area (1981)
- Open air feeling (1981)

- Active urban area (1981)
- Wide sidewalks in area (1981)
- Cleanliness (2004)
- Public safety (2004)

Potential Sites

Southwest Portland

- Waterfront Park (1978, 1981)
- Morrison Bridgehead (1978, 1981)
- Existing Location (1978)
- Three blocks west of Morrison Bridgehead (1981)
- Main Street between Broadway & 10th (1981)
- Ankeny Street and adjacent parking lots (1981)
- New Market Theatre and adjacent parking lots (1981)
- Second Avenue south of Burnside (1981)
- South Park Blocks (1981)

Northwest Portland

- Portland Center Mall (Lovejoy to Pettygrove blocks) (1981)
- North Park Blocks (1981)
- Flanders and NW Second (1981)
- Transportation Center (Union Station) (1981)

Southeast Portland

- Produce Row (1981)

Northeast Portland

- East of Lloyd Center (1981)
- Holladay Park (1981)

Summary of Portland Saturday Market Agreements and Permits

Electrical Equipment

In October 1985, PSM and owners of the Skidmore Fountain Building agreed to the construction of electrical equipment on the exterior of building for use by PSM. Permanent service panels, outlets and feeders were installed.

Vehicle Access for Loading and Parking

The City of Portland granted a revocable permit to the owners of the Skidmore Fountain Building to use certain portions of the area under the west end of the Burnside Bridge for loading and parking exclusively by Saturday Market.

Water Facilities

An agreement was made in 1986 between PSM and the owners of the Skidmore Fountain Building to provide a water facility. The water room providing water services and the janitorial room housing the hot water heater were to be accessible to PSM staff at all times.

Use of Public Rights of Way

A revocable permit was granted to PSM to close certain streets for market use during certain hours. The permit was made valid from January 2003 through December 2006.

- The street area under the Burnside Bridge may be used for market booths, stands, etc and for loading and unloading between 6:00 am on Saturdays and 12 midnight on Sundays.
- Use of the sidewalk area of SW Ankeny Street between SW 1st Ave and SW Naito Parkway for the use of booths in Ankeny Park.
- Closure of the west traffic lane of NW and SW Naito Parkway from the south right of way line of NW Couch Street to 90 feet south of SW Ankeny.
- Certain areas of SW Ankeny Street and SW 1st Avenue may be closed to ensure pedestrian safety and to provide vehicle loading and unloading from 6:00 am to 9:00 pm on Saturdays and from 7:00 am to 8:00 pm on Sundays.

In April 2003, a permit was granted to PSM, Inc. for use of Ankeny Park and the areas under the Burnside Bridge for an outdoor market from 2003 through 2007. The following provisions were included in this agreement:

- Ankeny Park may not be used for the sale of food or beverages
- The City may require some use of the Waterfront Park area typically granted to PSM for major waterfront events
- No barrier or fencing may be used to limit public access to the area under the Burnside Bridge
- Emergency vehicle access must be maintained and clearly marked at all times.
- The number of vehicles in the permit area must be limited and parking spaces well marked.
- PSM will make at least 5 vehicle spaces available for other Waterfront Park users upon request.
- PSM shall work with Portland Parks and Recreation to find alternative sites to the area under Burnside Bridge for vehicular access and loading and unloading.
- PSM shall provide one portable toilet for every 125 customers expected in attendance. At least one, or 5% of the toilets, must be ADA approved.

Market Booth Location

In March 2001, PSM entered into a sublease agreement with Metro Management. PSM agreed not to block doorways to the Skidmore Fountain Building. Booths set up by PSM have to be at least 16 feet away from any door.

Storage

Multnomah County issued a lease for the Burnside Bridge Storage Vault to PSM through 2009. The area may be used for storing PSM and vendor stands and equipment only.

Sources:

Acceptance between Skidmore Fountain Associates and City of Portland. October 2, 1985.

Agreement between Portland Saturday Market, Inc. and Moore Scherzer Fountain Partners, LP. October 30, 1985.

Agreement between Portland Saturday Market, Inc. and Moore Scherzer Fountain Partners, LP. March 13, 1986.

Market Place Space and Occupancy Agreement between Metro Management, Inc. and Portland Saturday Market, Inc. March 2, 2001.

Memorandum. Portland Saturday Market Operating Site Requirements. January 21, 2004.

Ordinance 177379. Portland City Council. April 9 2003.

Ordinance 177166. Portland City Council. December 26 2002.

Portland Saturday Market: Awareness & Perceptions (Power Point). Prepared by Market Decisions Corporation. June, 2003.

Portland Public Market Study. Phase 1: Market and Financial Analysis. Prepared Bay Area Economics. June 2005.

Resolution No 04-092. Multnomah County Board of Commissioners for Multnomah County.

Saturday Market Location Study Report. City of Portland Saturday Market Task Force. September 1981.

Saturday Market Study: A report on the feasibility of moving the Saturday Market to the County-owned property at the west end of the Morrison Bridge. Prepared by Project Planning Associates. September 1978.

Summary of Interviews with representatives from Portland Farmers Market, Public Market and Saturday Market (Draft). Prepared by Elaine Cogan, June 15, 2005.

Complete list of sites evaluated in Saturday Market Location Study Report, 1981

1. Oaks Amusement Park
2. Portland Center Mall (Lovejoy to Pettygrove Parks)

3. South Waterfront Renewal Area (East of I-5 around SW Harrison)
4. PSU Broadway Parking Structures
5. Waterfront Park (South of Hawthorne, east of Front Ave)
6. City Parking Garage (between 1st & 2nd and Madison & Jefferson)
7. Site of No.2 Main Place (between Madison, Main, First and Second)
8. Main Street between Broadway and 10th
9. Morrison and Yamhill, centered around Pioneer Square between 4th and Park
10. Developed Park Blocks (Park & 9th between Salmon & Washington)
11. Morrison & Yamhill between 9th & 11th
12. Portland Civic Stadium (PGE Park)
13. West of Portland Civic Stadium along 20th & Morrison Streets
14. Morrison Bridgehead
15. West of Morrison Bridgehead between 1st & 2nd and Stark and Morrison
16. Morrison Park East
17. Produce Row
18. Ash Street between Front & 4th
19. Ankeny Street between Front & 5th
20. Blocks bounded by SW 3rd, 4th, Ash and Burnside
21. Ankeny Street and adjacent parking lots, and Waterfront Park to 2nd
22. New Market Theatre and adjacent parking lots
23. North Park Blocks
24. Waterfront Park between Burnside and Steele Bridges
25. Closed streets around Flanders and NW 2nd Ave
26. Union Station
27. McCormick dock warehouse structure
28. Memorial Coliseum near Holladay St transit center
29. East of Lloyd Center between 15th & 16th and Multnomah & Halsey
30. Waterfront Park west of Water Ave between SE Ash & Alder streets
31. Emanuel Hospital area just north of Lillis-Albina park
32. Old Wards building at NW Vaughn and 27th
33. Ports of Call, Swan Island
34. Portland International Raceway
35. Portland Meadows
36. Delta Park

37. Expo Center
38. South Park Blocks
39. Washington Park
40. NW 21st between Johnson and Lovejoy
41. Willamette Park
42. Front Avenue between SE Madison & Burnside
43. Holladay Park
44. Second Avenue south of Burnside Bridge
45. Under west side of Fremont Bridge

Appendix F: Summary of Relevant Planning Documents

Saturday Market Study (September 1978)

- Study goal: Evaluate the potential for moving Saturday Market to area under the Morrison Bridge west ramps (Morrison Bridgehead)
- Recommendations
 - Negotiate with then-owners of the Morrison Bridgehead site to establish a lease for weekend use of the property
 - Plan and seek funding for necessary site improvements, specifically for storage areas

Awareness and Perceptions (Saturday Market Survey, June 2003)

- Survey objectives:
 - Profile the typical Saturday Market customer
 - Evaluate perceptions of Saturday Market
 - Examine advertising recall and learn if advertising is reaching customers
 - Learn if customers are coming to Saturday Market for special events
 - Determine whether Portland residents are aware that Saturday Market is open on Sundays
- 301 phone interviews, June-July 2003 (randomly selected) (“random shoppers”)
- 100 in-person interviews at Saturday Market, June 2003 (“target customers”)
- Summary findings:
 - 95% of Portland residents are aware of Saturday Market; 77% have shopped at the Market
 - Reasons for coming: uniqueness, diversity, arts/crafts, atmosphere
 - People would like to see Saturday Market expand (more room to walk, more booths)
 - “Target customers” more likely to visit the Market to purchase arts/crafts
 - “Random shoppers” more likely to purchase arts/crafts from traditional stores
 - Target customers visit Saturday Market substantially more often than random shoppers
- Conclusions:
 - Increasing Sunday attendance
 - Main barrier for generating higher Sunday traffic is a lack of awareness that the Market is open on Sunday

- Communications (radio, newspaper, etc.) should emphasize the atmosphere, smaller crowds, and free parking available on Sundays
- Increasing website exposure
 - Only 9% of random shoppers aware of Saturday Market website
 - Any communication/advertisements should include website address
 - Market should consider displaying a banner with the website address

Downtown Portland Retail Strategy (April 2002)

- Study goal: Identify elements that will support the goals of the retail core as a regional retail center, establish new opportunities for retail success, and integrate with current and future downtown plans)
- Key strategies for attaining the goal:
 - Retention of department stores and local independent retailers
 - Recruitment of new retail and entertainment uses
 - The impact of recent and proposed development projects
 - Ways in which public policy can encourage appropriately scaled new space that will positively shape and reinforce a strong retail core
- Top priority recommendations
 - Protect and strengthen the retail core (includes about 17 blocks around Pioneer Courthouse and Pioneer Courthouse Square)
 - Work to preserve Meier & Frank downtown presence
 - City of Portland: Recognize the 17-block area as the “Retail Core” and adopt supportive policies
 - Add on-street parking and well-located garages
 - Protect and strengthen local retailers
 - PDC: Adopt a policy supporting new development projects that would individually add no more than 400,000 SF of retail space
 - Conduct a West End housing feasibility study to determine what amenities are needed for higher density housing and mixed use development and where such amenities should be located
 - Establish a financial program to assist local retailers faced with displacement
 - Create a safe and comfortable downtown shopping environment
 - Add market rate housing
 - City: Formally adopt a goal of constructing 2,500 market rate housing units in the downtown core by 2010

- Improve linkage between the retail core and the waterfront
 - Provide on-street parking on Naito Parkway
 - Encourage parcels overlooking Waterfront Park and Willamette River to have active uses at the street edge
- Upgrade the retail context along the transit mall
 - Open 5th/6th avenues to vehicle traffic
 - Add on-street parking on the non-bus loading side of 5th/6th avenues
- Upgrade Broadway as an important retail avenue
- Recruit selected retailers and market downtown

Old Town/Chinatown Development Plan (December 1999)

- Study goal: To develop Old Town/Chinatown into a vibrant, 24-hour, mixed-use, urban neighborhood, rooted in a rich historical past
- Key strategies for attaining the goal
 - Establish active and safe street life (enhance pedestrian experience)
 - Encourage cultural diversity (diversity of shops and other businesses)
 - Economic diversity (preserve existing lower-income housing and social service providers)
 - Ground-floor retail businesses, housing and nightlife-related businesses
 - Retaining and rehabilitating existing historic structures
- General recommendations (excerpts):
 - Preserve and enhance the historic and cultural character of the area
 - Support development of retail and arts and entertainment businesses in the district
 - Enhance the area around the Classical Chinese Garden
- Specific recommendations (excerpts):
 - Reduce Burnside Street to 2 lanes in each direction, eliminate median, restore parking, widen sidewalks and corners, provide left turns at 4th Avenue
 - Evaluate potential for signaling Naito Parkway at Couch for pedestrian crossings
 - Create “fountain walk” on Ankeny between 2nd and 5th avenues to connect with Skidmore Fountain
 - Provide assistance to new and existing Asian business enterprises
 - Revise City Parking Code to allow surface lot owners to transfer parking to new structures

- Pursue replacement parking for the New Market Theater surface lot to enable public plaza/market use
- Pursue redevelopment of Fire Station block
- Develop pedestrian plaza at New Market Theater site

Waterfront Park Master Plan

- Study goal: Provide a framework of policies, describe several development concepts and outline specific projects and actions
- Recommendations (Salmon Street Springs to Morrison Bridge)
 - Develop Waterfront Plaza
 - To serve several functions including vendor carts, small group performances, temporary art pieces, small festivals, displays, public gatherings
 - Include interactive water feature, removable furnishings, and infrastructure to support events including utility hook-ups, sleeving system for tent poles, fencing, temporary stages
- Recommendations (Morrison Bridge to Ankeny Pump Station)
 - Area to function as an open grass area for informal activity
 - Provide recreational space including terraced sitting steps
- Recommendations (Ankeny Pump Station area)
 - Area to serve as an activity center
 - Include interactive water feature, visitors service structure, new dock, and area that can accommodate open air markets.
 - Include cantilever walkway paralleling seawall
 - Include small event space south of the Burnside Bridge

Downtown Waterfront Development Opportunities Project

- Study goal: Identify obstacles to development, identify public and private actions required to stimulate historic revitalization and new development, and to develop implementation strategies to stop the decline and revitalize the waterfront
- Recommendations (excerpts)
 - Consider moving Saturday Market to another location, close to its current location to allow the parking lot to have uses that contribute to the area more frequently
 - Reconstruct Naito Parkway with on-street parking on the west side, and improved pedestrian crossings
 - Add mixed-use housing to the waterfront area

- Initiate feasibility study of redevelopment of Morrison Bridgehead sites, either with existing ramps or removed ramps
- Rehabilitate historic buildings with residential lofts (and offices in selected buildings) and active street level uses
- Create funding tools to promote the renovation of historic structures in the area
- Move Fire Station 1 and build a project that fronts the plaza with street level cafes and housing above
- Restore Skidmore Fountain Building with active uses on the street
- Strengthen the crossing on Naito Parkway into Waterfront Park
- Strengthen existing “magnets” (Waterfront Park, Ankeny Plaza) and add more magnets (public market, health clubs, restaurants)
- Create public market on or near Fire Station 1 property
- Create active street uses near the Skidmore Fountain MAX station
- Add a health club and/or other frequently open uses beneath and/or adjacent to the area beneath the Burnside Bridge
- Rehabilitate Made-in-Oregon Building
- Develop mixed-income housing and active street level uses on the NW corner of Ankeny Plaza

Appendix G: Customer Intercept Summary Report, see following 12 pages.

Appendix H: Telephone Survey Summary Report, see following 8 pages

Appendix I: Initial List of Permanent Home Sites

1. Under the Morrison Bridge on the west side of the Willamette (on existing parking lot)
2. Current location
3. Waterfront Park
4. Pioneer Courthouse Square
5. South Waterfront Renewal Area
6. Park across from Portland Building
7. Forestry Center
8. Three blocks west of Morrison Bridgehead
9. Rose Garden tennis court
10. Skidmore and New Market Theatre building
11. Naito Parkway (block vehicle access on weekends)
12. Specially designed parking garage/roof of Smart Park
13. South Park Blocks
14. Block north of the Galleria
15. PGE Park area
16. RiverPlace
17. Main Street
18. North Park Blocks
19. Union Station
20. Near Chinese Garden
21. Pearl District between post office and Greyhound station
22. Surface parking lots in Chinatown
23. Portland Center Mall
24. Flanders and NW Second
25. Centennial Mill
26. Central Eastside Industrial Area
27. Under the eastside of the Burnside Bridge
28. North of OMSI, under 1-5 on the east side of the Willamette River
29. Produce Row
30. Holladay Park

- 31.** Lloyd Cinemas parking lot
- 32.** Near Convention Center
- 33.** Lloyd District
- 34.** Near Rose Quarter Transit Center
- 35.** East of Lloyd Center
- 36.** 700 NE Multnomah parking lot
- 37.** North Mississippi Avenue area
- 38.** Between Coliseum and Rose Garden
- 39.** Rose Quarter water fountain area

Appendix J: Location and Site Selection Criteria

Portland Saturday Market Permanent Home Study

Site Selection Criteria

Assumptions:

- Market will consist of a mix of craft and food vendors with stage and street entertainment
- There will be room for approximately 300 vendor booths
- The criteria below will be used to identify sites for public review, and eventually, as a part of the detailed analysis of up to six sites
- Sites for consideration include: spaces in parks or with green elements, sites on undeveloped or underdeveloped lots, sites that incorporate the use of public streets, sites in existing buildings or some combination of the above
- There is a concurrent study called the Ankeny Burnside Development Framework that is evaluating the feasibility of a Market District in the Ankeny – Burnside area. At this time, the Portland Saturday Market permanent home site selection process will make two assumptions about those plans: 1) the siting study will approach site evaluations that anticipate a Market District in the Ankeny – Burnside area, and 2) the siting study will not consider a Market District approach in that area.

Essential Site Criteria

- 75,000 – 80,000 +/- square feet, depending on context
- Long-term availability (20-years plus)
- Available on weekends
- Loading access
- Urban setting/central location
- Accessible by multiple transportation modes

Priority Site Criteria:

- Utilities: on-site sewer, water, electricity, garbage & recycling services accessible to vendors
- 5000 square feet of storage on-site or nearby
- Permanent restrooms on site or accessible nearby
- Visible from MAX light rail
- Within a few blocks of MAX light rail station
- Acceptable noise levels

- Appropriate zoning
- Redevelopment potential and FAR requirements allow PSM on site
- Compatible with weekday use
- Sufficient protection from weather (roof covering about 1/3 to 1/2 of site)
- Vendor parking within 5-6 blocks
- Customer parking within 1-2 blocks
- Transition timing appropriate for PSM and PDC

Desired Site Criteria

- Smooth surface for rolling carts/kiosks
- Wider aisles for easy customer flow
- Centralized information booth with services
- Improved customer access to ATM services
- Improved vendor access to shared telephone lines for credit card charges
- More opportunities for 10'x 10' booths
- More and varied seating areas throughout the market
- Near a park/open space
- 15,000 to 25,000 sf of lawn area
- 3000 square feet of office space (need not be on-site)
- Good drainage
- Safe crossing of MAX tracks and major streets
- Permanent stage for entertainment
- On-site loading access
- Clean site/surroundings

Appendix K: Technical Advisory Committee Members

- Joe Zehnder, Portland Bureau of Planning
- Karl Lisle, Portland Bureau of Planning
- Bill Hoffman, Portland Department of Transportation
- Janet Bebb, Portland Parks and Recreation
- Jillian Detweiler, TriMet
- Pam Krecklow, Multnomah County
- Plambeck Ross, PDC
- Jennifer Nolfi, PDC
- David Davies, PDC
- Jeff Joslin, BDS
- Dave Nunamaker, BES

Appendix L: Stakeholder Advisory Committee Members

- Adam Milne, Old Town Pizza
- Larry Norton, OTCT resident
- Robin Grimwade, Portland Parks and Rec.
- Lou Elliott, Bill Naito Company
- Charles Houtchens, Portland Saturday Market
- Rhia Weinhaus, Portland Saturday Market
- Diane Tweten, Portland Saturday Market
- Ann Madland, Portland Saturday Market
- Patrick Gortmaker, OTCT Visions
- Allyson Reed, Retail Expert
- Teal Davison, Portland Business Alliance
- Randy Capron, Voleur Restaurant

Appendix M: List of 13 Potential Sites

1. O'Bryant Square to Ankeny Park
2. South Park Blocks
3. North Park Blocks
4. Broadway Ramp
5. Blocks U & R
6. Chapman and Lownsdale Blocks
7. Waterfront Park
8. Holladay Park
9. Current PSM Site/Market District
10. Fish/Blanchet/NW Natural Blocks
11. Greyhound Blocks
12. Rose Quarter/Coliseum
13. Morrison Bridge Blocks

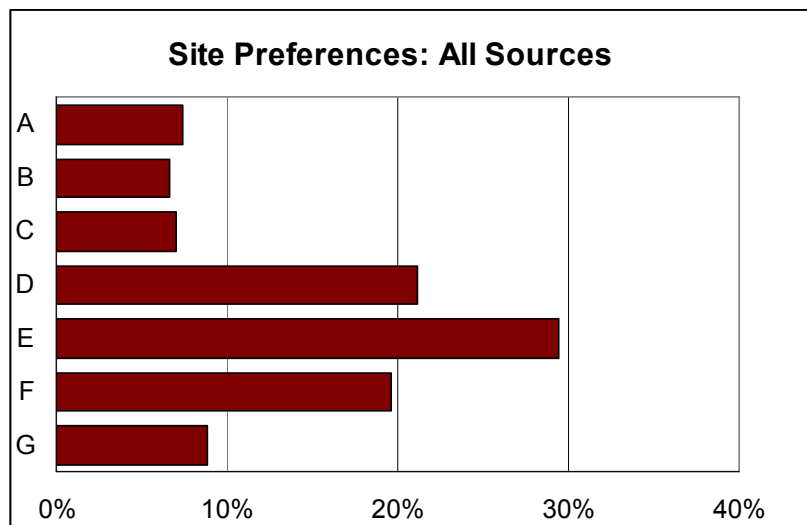
Appendix N: Summary of Comments and Responses from Open Houses

Public Participation

	First Open House	Second Open House	Vendor Meeting/Comments	Website
Participants	25	250	30	430
Responses	14	142	35	430

Site Preferences

	First Open House	Second Open House	Vendor Meeting/Comments	Website	Overall
A	7%	9%	12%	6%	7%
B	7%	4%	7%	7%	7%
C	8%	5%	1%	8%	7%
D	20%	22%	24%	20%	21%
E	29%	30%	33%	29%	29%
F	19%	21%	16%	19%	20%
G	10%	8%	7%	10%	9%



Site A: U & R Blocks

Open Houses

- Good access to site from multiple modes of travel
- Union Station tower creates attractive setting
- Uncertain character and timing of redevelopment
- Light rail development is too far in the future
- Undesirable neighborhood

Vendor Meeting and Comments

- PDC ownership is an advantage
- Good potential
- Obscure, out-of-the way location

Website Responses

- Responses were very mixed regarding locations in NW Portland

TAC Meeting

- Hoyt is not a designated festival street
- Hoyt may end up with higher traffic volumes once light rail is constructed
- There is too much uncertainty in the future development of the area for the Market to drive development decisions
- There have been problems developing the site in the past, adding Market space as another programmatic requirement may be an impediment to development

Site B: Hoyt/5th Ave Blocks

Open Houses

- Uncertain character and timing of redevelopment
- Light rail development is too far in the future
- Undesirable neighborhood
- Not centrally located

Vendor Meeting and Comments

- Obscure, out-of-the way location

Website Responses

- Responses were very mixed regarding locations in NW Portland

TAC Meeting

- Latest proposed light rail alignment precludes the use of one block
- Recommend eliminating this area from consideration

Site C: Rose Quarter/Coliseum

Open Houses

- Area is already congested
- Conflicts with other events
- Parking is a problem
- Not walkable from other city attractions
- Received the most “no” votes

Vendor Meeting and Comments

- Site is too far from the central city and current site
- There is no activity in the immediate area
- Conflicts with other weekend events
- Character of the site is too commercial
- Setting has no natural features
- Received the most “no” votes

Website Responses

- Access to transit is good
- Very mixed opinions, but lots of strong negative feelings

TAC Meeting

- Potential underwriting of Market costs by Rose Quarter management

Site D: Waterfront Park

Open Houses

- Very visible site
- Natural setting is desirable
- Proximity to current site is an advantage
- Green spaces need to be protected
- Crossing Naito is difficult/dangerous
- Conflicts with other events

Vendor Meeting and Comments

- Proximity to current site is an advantage
- Loading/access/storage are challenging
- Crossing Naito is difficult/dangerous

Website Responses

- Proximity to current site is an advantage
- Keeps the Market in the same neighborhood
- Lots of resistance to using park space for the Market

TAC Meeting

- Any use of the space north of the bridge is unlikely because of the Japanese Memorial
- Paving/hard surface is an environmental concern and inconsistent with the Waterfront Master Plan
- There is an additional plaza planned for the park, which would be located between the Morrison and Hawthorne bridges, which would be used for festivals and could conflict with the Market
- If Market relocation affects the Master Plan, a public process would be needed to revise the plan
- A linear Market configuration is more acceptable to Parks
- Multnomah County does not foresee any problems with Market use under the bridge, but would raise red flags to any permanent changes to the bridge structure
- The bridge is also a historic structure, which would complicate any modifications
- A 20-year lease with Parks may be possible, at a cost
- Park Master Plan did indicate this area should be energized, just not at this intensity, and the Market could provide that energy

Site E: Current Site/Market District

Open Houses

- Strongly preferred
- Lots of resistance to relocation

Vendor Meeting and Comments

- Strongly preferred
- Vendors would like to see some improvements and long-term lease

Website Responses

- Strong resistance to relocation
- Old Town/Chinatown location is critical

TAC Meeting

- Market District could change the configuration of the Saturday Market
- The Public Market study released this week suggests two potential configurations which intrude into some of the existing Market space

Site F: Morrison Bridge Blocks

Open Houses

- Proximity to current site is an advantage
- Central location is an advantage
- Site perceived by some as dark and dirty
- Site is not visible from MAX

Vendor Meeting and Comments

- Conflicts with Waterfront events
- Site is not visible from MAX
- Site access is perceived as difficult/dangerous, particularly for pedestrians
- Storage may be difficult

Website Responses

- Proximity to current site is an advantage
- Bridge cover viewed as advantageous

TAC Meeting

- County has declared this land surplus and is actively looking to sell it
- County wants to sell four blocks, including Site F, as a package and is giving priority to private parties
- Redevelopment of these blocks in the near term is unlikely
- Site is somewhat isolated
- If the lots remain undeveloped, this site will continue to create dead space on Naito Parkway
- Market design would need to consider the relationship of the site to Waterfront Park, First Avenue and Naito Parkway
- Loss of parking currently used by vendors and for other events

Site G: South Park Blocks

Open Houses

- Too far from central city and existing site
- Conflict with residents likely
- Conflicts with other events
- Parking is a problem
- Too far from MAX line

Vendor Meeting and Comments

- Attractive, natural setting
- Conflicts with other events
- Parking is a problem
- Too far from MAX line

Website Responses

- Strong resistance to using park space for Market (including some residents)

TAC Meeting

- Parks does not want any additional hardscape in this Park
- Museum would be opposed to the removal of planters
- The northernmost Park Block has existing leases for other events
- There may be resistance from residents
- Street closures are problematic and the reduction in on-street parking could create conflicts with other nearby uses
- Vendor access and parking would be difficult

List of Alternate Site Suggestions:

- Montgomery Building (near North Park Blocks)
- Vanport Project (NE MLK)
- USS Ranger (Willamette River, NW Portland)
- Old Fire Station and surrounding streets
- Substructure of the Burnside Bridge
- Produce Row/OMSI/Eastbank Esplanade
- Pioneer Square
- Centennial Mill
- Expo Center
- Galleria
- Burnside Bridgehead Project
- “Ankeny Arcade” (Ankeny Street from Naito Parkway to 5th Ave)
- Lloyd Center Parking Lot
- A combination of existing site and Waterfront Park

Appendix O: November 17, 2005 SAC Meeting Notes

Introduction/Overview:

Paul began the meeting by reviewing the Frequently Asked Questions handout developed by PSM and PDC. Paul outlined the reasons why the Portland Saturday Market (PSM) is searching for a permanent home which includes:

- PSM exists on a patchwork of short-term leases that give little or no long-term certainty and deters capital investment in the site and related infrastructure.
- Lack of mid-week activity on the site reinforces adverse social conditions in the neighborhood and imposes the additional burden of weekly cleaning of the site before Market use.
- PSM's long-range planning has identified the need for a permanent location, improved infrastructure, and more protection from the weather as major goals. These goals need to be met in a cost efficient manner that allows PSM to provide space at rates that artists and craftspersons can continue to afford.

Paul then outlined the ownership and use of the Skidmore Fountain Building:

- Saturday Market operates on the surface parking lots adjacent to the building, but not in the building.
- Saturday Market currently owns the building, but is transferring title and debt to PDC so the building can be renovated.

Then Paul discussed how the PDC has supported PSM over the years:

- Taking over debt obligation for the Skidmore Fountain Building.
- Providing funding to make physical improvements, such as restrooms.
- Underwriting study to secure Saturday Market a permanent home in the Central City.
- If agreed upon by PSM and PDC boards, potential funding assistance for future site and improvements.

Next, the group reviewed the property ownership map for the parcels currently used by PSM and the Metro Market.

Amy next provided an update on the other studies and planning efforts occurring in the area. The Ankeny/Burnside Development Framework is responsible for coordinating the other studies in the area, including any PSM proposals for the current site. The Portland Public Market Feasibility is being produced to analyze the viability of a new public market in the Skidmore Fountain Building. The PDC commission has initiated work that will allow mixed-income and mixed-use residential redevelopment on the current Fire Station property. Amy noted that the Development Framework will determine whether the housing is rental or ownership and she pointed out that any residential project will be within current zoning (height limit of 75 feet) contrary to various reporting.

Review of Feedback on Site Selection

Next, Ellie and Michael provided a summary of the feedback on the seven potential sites they received from the

- November 10th evening Open House
- November 12th Market Open House
- November 12th Vendor Meeting
- November 15th Technical Advisory Committee Meeting.

(Note: Summary is available on the PDC and PSM websites.)

Sumner then reviewed the list of additional sites that were suggested by community members, and led a discussion on two of these sites: the substructure of the Burnside Bridge and a combination of the current Market site and Waterfront Park.

The substructure of the Burnside Bridge had been suggested by Andrew Wheeler, a local architect, as well as Ron Paul. Vendors identified wind and isolation as being negative aspects of this site, and the County indicated that it would be difficult to gain permission to add onto the existing structure of the bridge and to ensure access for bridge maintenance. Paul reported that this idea would be very expensive, and likely involve fundraising. Amy indicated that it would be extremely difficult to obtain the permits necessary to site the Market on the substructure of the bridge. All committee members agreed to not add this element to the Waterfront Park site for consideration

A combination of sites D and E had been suggested, which would include some of the publicly-owned land on the current PSM site in combination with some land in Waterfront Park. Portland Parks and Recreation had indicated that this site may be possible. The committee agreed to keep this site on the list of sites under consideration.

Discussion of Potential Sites

Christine suggested giving Site E a new name to be clear that the potential site may change. The group agreed to use “at or near the existing Market.”

Sumner provided an overview of the permanent home study process. The SAC will select 3 or 4 sites that will be studied in depth. Once the site analysis is complete, there will be another public open house and SAC meeting to make recommendations to PDC and the PSM Board.

The group next discussed Site F: Morrison Bridge Blocks. Amy explained that PDC has recommended that Multnomah County try to sell these blocks privately. A real estate appraisal indicated that the highest and best use of these lots was for surface parking, however the long-term plan for this area is redevelopment. Karl indicated that the redevelopment of these parcels is likely 15-20 years into the future given the complex requirements to redevelop on this sites.

It was clarified that Site E is included within the Ankeny/Burnside study area.

Next, the SAC members indicated, for each site, whether they wanted to keep it on the list, were unsure, or did not want to keep it on the list. The three sites that were selected from this process were:

- D: Waterfront Park
- E: At or near the Current Site
- D/E combination

The group discussed whether they wanted to consider a fourth alternative that is less dependent on crossing Naito Parkway, and whether this fourth alternative would be site A: U&R Blocks or Site F: Morrison Bridge Blocks.

Key discussion points on the two sites are listed below.

Site A: U&R Blocks

- The site is a “blank slate”
- The two blocks are likely to redevelop in 5 to 10 years
- It would need to be assumed that PSM would be part of the U&R Blocks redevelopment
- The site was viewed by a few committee members as more visually appealing than Site F

Site F: Morrison Bridge Blocks

- The site is not visible from MAX
- The retail experts suggest that the (perceived or real) difficulty in accessing the site could be very damaging to vendor sales

The committee agreed to consider a fourth site, and agreed to take a walking tour of Sites A and F before choosing one for further study.

Next Steps

- The consultant staff will move ahead with site analysis on the three selected sites
- A walking tour of Blocks U&R and the Morrison Bridge Blocks will be scheduled
- The schedule is likely to move out a bit. Ellie will send out a revised schedule when it is available
- The next public open house will likely be at the end of January or in early February, but could be later to provide opportunity for vendor feedback

Appendix P: Compiled Feedback from Design Workshop

Note: Items marked with an “” were mentioned by multiple participants.*

Items marked with an “!” were points of disagreement among participants.

Site A: U&R Blocks

Feedback:

Pro

- *Customer flow in and out of rows
- Visibility
- Improvement for the neighborhood, especially with MAX
- Clustered food booths
- Better neighborhood
- Long aisles are ideal, good length
- People will walk to both sides
- Symmetry of design, equality of booth neighborhoods
- Few political barriers to development (e.g., no displacement, historic buildings)
- Synergy with Pearl retailers
- Synergy with permanent retailers
- Opportunity for a few vendors to expand into permanent retail space and still operate Market booth on weekend
- 10 x 10 booths
- Upscale element to neighborhood
- Self-contained market can help develop PSM’s identity
- Good pedestrian flow/retail along Hoyt
- Underground parking/storage
- Stepped site (sight?) lines are very attractive and create visual interest
- Layout easy for visitors to navigate
- Incorporation of green space very complimentary

Con

- *Concern about staying in current site till 2010 (especially if construction begins near Skidmore Building)
- *Concerns that site is unfeasible due to timing of development
- Potential conflict with residential uses upstairs
- Big risk to move so far from current site

- Proximity to shelters
- Concern that homeless may be drawn to area under cover
- Market won't drive development of the site
- Uncertainty whether Saturday Market will be viewed positively by developers
- Retail choice is risky (imports, grocery, restaurant?)
- Bad neighborhood for pedestrians
- Grade along Broadway may be an issue
- Concern about another market locating next door on parking lot

Ideas & Suggestions

- ! More corner spaces created by clusters of 4-6 booths
- Create permeability between permanent retail spaces and markets – roll up doors to market, retail spaces become open air
- Housing may be better suited facing Broadway
- Co-locate food uses
- Ensure light enters booth areas under cover
- Move food out from under cover to prevent smells from being trapped
- Create appropriate separation and transition between food and dry uses
- Freight elevator for underground loading and storage
- Don't create too many gaps between booths (it confuses the customer)

Site D: Waterfront Park

Feedback:

Pro:

- Good access through esplanade
- Southern gateway provides good transition between market and public space
- Access to river

Con:

- Difficult conflict with bike, pedestrian traffic on esplanade
- Potential bottleneck on esplanade
- Food booths too separated from dry goods
- Windy closer to river
- Need to be able to control stage area on weekends

Ideas & Suggestions:

- Consolidate food in one area
- Put booths on west side of Naito to draw people from MAX
- Keep market contained and put flex space on edges
- Move food to create a path across Naito (see drawing)
- Green space near water feature can serve as overflow area for vendors
- More small entertainment areas (but not between booths)
- Change orientation of outdoor booths to east/west to allow loading from Naito
- Decomposed granite for hard surface (permeable but ok for vehicles)
- Separate food and dry goods, perhaps with seating
- Potential cover in outdoor area (see drawing)
- Central info booth, perhaps in center aisle of outdoor booths along Naito (see drawing)
- Fencing at north end could help with security

Site E: Current Site/Market District

All Configurations

Feedback:

Pro:

- Synergy with public market, increases critical mass
- Opportunity for new, stronger identity.
- Draw for waterfront events
- Chinese Garden is nearby destination
- Most closely resembles current location

Con:

- Entertainment area in the center will create a bottleneck

Ideas & Suggestions:

- Move food uses away from gateway
 - prevent congestion preventing people moving into the Market.
 - not best visual representation of market
- Create a natural separation between food and dry uses
- Make the stage smaller
- Create smaller, multiple performance spaces throughout the market
- Sprinkle more intimate areas with seating throughout the market

Site E1

Feedback:

Con:

- Booths facing sidewalk along Naito will not have good customer flow
- Increase in building area will make area under bridge dark and cavernous.
- Market feels too divided
- Layout might polarize the market. Center wider aisle will not fit unless north side booths are pushed back to wall
- Flow is pinched

Ideas & Suggestions:

- No booths facing sidewalk
- Open row at south end for visual and physical access to last row of booths under cover

- Need big roll-up doors along building facing bridge to allow access and light.
- Consider a walk-thru building (similar to one of the earlier studies)
- Improve drainage along Naito Parkway and in general
- Put a cover along the east side of the addition
- Create U-flow for food by moving four booths (on drawing)
- Explore modularity; can stage be moved based on market attendance?
- There is a desire for a greater physical and economic symbiotic relationship between booth markets
- Move food booths so they ring the stage in Ankeny Park
- Need to be cohesive when not at full capacity

Site E2

Feedback:

Con:

- Separation of food and craft booths

Ideas and Suggestions:

- Need more big doors at north end of addition, facing under bridge, so people may move through building from PSM to the public market
- Move public market outdoor area adjacent to east side of building and allow PSM food vendors this area during weekends
- Move food vendors in Ankeny Park to east side of building adjacent to the other food vendors
- People should be able to move through the Skidmore Building to get from one end of PSM to the other

Site E3

Feedback:

- Good customer flow
- Seating and information kiosk

Ideas and Suggestions:

- Cluster food uses
- More blocks instead of long runs of booths
- Move info booth to food court
- Align eight food booths to create a straight line
- Information booth should be in food court
- Separation of food booths
- Do not allow for performance area near craft vendors or under bridge

Site F: Morrison Bridge Blocks

Feedback

Pro

- *Centralized info booth in the center of the market
- Two storage facilities
- Designated entrances
- !Visibility
- *Glass building
- Close to retail core
- *Highest and best use of parking lot
- Less expensive improvements
- Trees

Con

- *Customer Access too difficult
- *Concern about parking lots to the west of the site being used by other competing markets (These markets would be visible from MAX)
- *Site is very isolated
- *Site has Limited visibility
- *Too noisy (vehicular traffic)
- ! *Curved booths at southern end of site disrupts customer flow/causes some booths to receive little customer traffic
- ! Not enough entrances
- Not enough metered/on-street parking
- Bridge is very low in places
- Layout is too spread out
- Runs and waterfront events make site access difficult and compete for customers
- Street traffic might spray water on booths
- Food smells may linger under the northernmost onramp

Ideas & Suggestions

- ! Break up booth layout, more clusters and corners, less long sections
- ! Restrict access to the market to only a few main entrances
- ! Linear booths close together lead to better customer flow/square off the southernmost row of booths

- ! Some vendors like the curved design of the southernmost booths, while others wanted to square off the final rows
- Need direction on how to get to market
- Obtain agreements with neighboring parking lots to not allow competing markets to operate
- Ensure correct aisle width
- Consolidate market activities on weekends with lower vendor attendance (but make sure undesirable activities do not infiltrate the unused portion of the site)
- Ensure finish and start lines of runs are at least one block from the market
- Get Tri-Met to announce the Saturday Market stop on MAX
- Create a vehicle turnaround spot on the northeast corner of the Morrison parking lots for customer drop off/pick up and loading of purchases
- Work with PDOT to improve the pedestrian safety of the entrances to market:
 - Under the bridge (the existing crossing that is slated for removal by PDOT)
 - At the four corners of the Morrison Blocks
- Swales to absorb water runoff from the parking lot
- Signage improvements:
 - Facing the park, so that those in the park will know where the market is located
 - Above the Max tracks, facing North and South, so riders will know where the market is
 - On the Morrison Bridge, facing westbound traffic (an exit sign telling people to exit for the Market)
- A noise barrier along the eastbound ramp of the Morrison bridge
- A New MAX stop, and crossing, located underneath the Morrison bridge
- Closure of the southern on-ramp (i.e., the ramp for eastbound traffic) on weekends to reduce noise
- Allow vendors to drive onto the site to load/unload
- Site maps at entrances

Site H: Waterfront/Bridge Hybrid

Feedback:

Pro

- Useful stage area in the Park is great, possible weekday use by other groups

Con

- **Concern about the northerly expansion of the Skidmore building cutting off natural light under the bridge
- Truck traffic on Sunday could be a problem
- Security concerns on east side
- The public market outdoor area needs to be an active space if the hybrid is going to work for the PSM (with or without the public market)
- Suggested entertainment area on west side (near * in drawing) may blocking the flow of foot traffic
- Location of west side entertainment area okay for seating or an info booth but not for entertainment
- A double row of booths on the north edge on the east side is problematic

Ideas & Suggestions:

- ! Food should not be separate from craft vendors
- ! Keeping food in one area is better
- Some form of windbreak south of pump station and between stage area and river
- PSM information booth on south side¹
- The more of the PSM on the riverside, the better
- The area under the bridge needs to be painted, lighted and made more inviting
- Keep entertainment out of flow; place in corners adjacent to buildings/structures
- On east side under bridge, at access point, remove first two booths (to the north) to encourage left-turning movement of customers; otherwise, they will go straight ahead and not come back to booths on the north edge
- Single row of booths along the north edge on the east side
- Wind breaks on north edge on east side are essential
- Tie-downs for booths on the north edge on east side
- Storage on east (waterfront) side is needed
- Farmers' market activities associated with a public market should be located on north edge of waterfront (east) side as they are not likely to be all-day activities and this allows for more flexible use of other spaces

¹ Unclear if this was intended to be a second information booth

Appendix Q: Revised Site Schematics

(Attached as separate files)

Appendix R: Site Improvements and Order of Magnitude Overview

Overview and Assumptions

February 24, 2006

Stakeholder Advisory Committee

OVERVIEW

The following site overviews highlight the major capital improvement assumptions for the proposed Portland Saturday Market (PSM) sites. The most expensive sites to improve are Site A: U and R Blocks and Site F: Morrison Bridge Blocks due to the relatively large cost of constructing new structures and surfaces. The other four sites share a similar range of costs, as they assume the retention of the existing PSM office, maintenance, and storage areas. Cost sharing of improvements between the PSM and other private/public parties may reduce the improvement costs of some sites, but cost sharing estimates cannot be determined at this phase of the Permanent Home Study.

Site improvement costs include electrical service to all vendor booths. Booths under structures would receive electrical service via an above-ground network and the remaining booths would receive electrical service via an underground network. Sites were assumed to have a network of 78 to 105 junction boxes, with each junction box served by two 40-amp circuits. The electrical service would provide 10-amps per craft vendor and 40-amps per food vendor. Stormwater cost for all sites assume a system of improved catch basins with new or resurfaced impervious areas (no additional impervious areas are projected, except for U and R and Waterfront Park). Permeable pavers should be explored at appropriate sites considering DEQ and City of Portland water quality and quantity requirements. A commissary kitchen, on or off-site, is included for all sites in the upgraded amenities section.

Contingency for all sites totals 73% and includes: mobilization, contract administration, engineering and design, and hard costs. The Portland Department of Transportation uses a 75% contingency for their projects and it was assumed that this percentage would be an appropriate reference for our analysis. Figures included in the PowerPoint presentation are shown in 2006 dollars to allow for easier comparison.

U and R Blocks – Site A

BASELINE

Surface Improvements:

- New paving in Hoyt Street right-of-way to provide a seamless connection between the two blocks, matching pavement and grade of the plaza/promenade. This offers a space that may contract and expand with market vendor demand while serving other uses during non-market days.

Structures:

- Office space is leased (see financial proforma analysis) in the new building, at estimated market lease rates.
- Maintenance and storage areas would be in the underground parking lot and is shown as a construction expense because it is assumed the developer is constructing these facilities solely to serve the PSM.
- Restrooms specifically for use by PSM vendors and customers are shown as a construction expense.

Possible Shared Expenses:

- Hoyt Street improvements
- General park/plaza improvements
- Building improvements: cantilevered structure attached to the building, restrooms, maintenance, and storage area.

UPGRADED:

- The budget only provides enough funding for a very basic water feature.

Waterfront Park – Site D

BASELINE

Surface Improvements:

- Baseline surface improvements for the festival area assume a combination of pavers and concrete to accommodate PSM and other events.

Structures:

- Office space, storage, and maintenance would remain at their respective locations.
- Restrooms are proposed to be part of the reconstructed restroom on park property and PSM would pay for the cost of expanding the facility
- New bridge drainage system required to collect water from expansion joints.

Possible Shared Expenses:

- Festival area improvements
- Park restroom and stage
- Naito Parkway at-grade crossing.
- New esplanade (path) paving designed to caution path users of slow zone near market area.

UPGRADED

- New paving under bridge to match paving in festival area
- New esplanade (path) paving designed to caution path users of slow zone near market area.
- Commissary kitchen (on or off-site).
- Naito Parkway at-grade crossing.

Current Site – Full Public Market Build Out – Site E1

BASELINE

Surface Improvements:

- Ankeny Street would become a curbsless, at grade-street, with resurfaced Ankeny Park and sidewalk adjacent to the Public Market building.
- New paving replaces poorly draining section along Naito Parkway under the bridge for all three of the current site locations, E1-3.

Structures:

- Office space, storage, restroom, and maintenance would remain at their current locations.
- Bridge drainage system upgraded to collect water from expansion joints.
- A permanent post and beam covered structure attached to the new building at the current fire station site, allowing for covered booths at both ends of the market.

Possible Shared Expenses:

- Garbage and recycling located in Public Market building
- New restroom in Public Market building to serve Public Market and PSM customers
- Building Improvements: cantilevered structure attached to building

UPGRADED

- Commissary kitchen (on or off site).

Current Site – Partial Public Market Build Out – Site E2

Improvements similar to E1 with the addition of resurfacing the Naito family owned parking lot.

Current Site – No Public Market – Site E3

BASELINE

Surface Improvements:

- Ankeny Street is a curbless street, at grade with resurfaced Ankeny Park and sidewalk adjacent to the Public Market building.
- New paving would replace poorly draining section along Naito Parkway under the bridge.
- Naito property parking lot would be resurfaced and match grade with Ankeny Street.

Structures:

- Office space, storage, restroom, and maintenance would remain at their current locations.
- Bridge drainage system would be upgraded to collect water from expansion joints.
- A permanent post and beam covered structure attached to the existing (Skidmore) building, allowing additional booth protection from the elements.

Possible Shared Expenses:

- Ankeny Street and Park paving and drainage
- Naito parking lot resurfacing and drainage
- New permanent covered structure

UPGRADED

- Commissary kitchen (on or off-site).

Morrison Bridge Ramps – Site F

BASELINE

Surface Improvements:

- Parking lot resurfaced and drainage improved. Materials include a combination of 60% asphalt and 40% pavers to provide an upgraded market environment.
- Parking lot islands and trees are added to provide shade, soften the environment, and comply with City parking lot standards.

Structures:

- Assumes construction of new office, restroom, and maintenance buildings on-site.
- Storage opportunities are created by enclosing ramp areas which are too low for booths.
- Permanent (translucent) structure in opening between ramps, extending vertically beyond the ramps as a PSM structural icon and cover.

Possible Shared Expenses:

- Parking lot drainage and surface improvements.

UPGRADED

- Commissary kitchen (on or off-site).

Waterfront Park and Current Site w/ Public Market (Full Build Out) – Site H

BASELINE

Surface Improvements:

- New paving replaces poorly draining section along Naito Parkway under the bridge.
- Naito property parking resurfaced and at grade with Ankeny Street.
- Festival area paving option same as Waterfront Park, Site D.

Structures:

- Office space, storage, restroom and maintenance would remain at current location.
- New restroom facility in park to accommodate PSM customers and park users.
- Bridge drainage system upgraded/built for both bridge covered areas to collect water from expansion joints.

Possible Shared Expenses:

- Garbage and recycling facilities located in Public Market building.
- New restroom in Public Market building.
- New restroom in Waterfront Park.
- New esplanade (path) paving designed to caution path users of slow zone near market area.
- New paving under bridge in the Park to match paving in festival area.
- Naito Parkway at-grade crossing.

UPGRADED

- Commissary kitchen (on or off-site).
- New paving under bridge in Park area to match paving in festival area.
- New esplanade (path) paving designed to caution path users of slow zone near market area.
- Naito Parkway at-grade crossing.

Appendix S: Summary of Potential PSM Sites Financial Analysis

Net Operating Income

A	\$69,412
D	(\$26,634)
E1	\$38,353
E2	\$51,285
E3	\$33,153
F	\$14,026
H	\$(27,400)

Funding Gap for capital costs

	Baseline Costs	Upgraded Amenities
A	\$3,021,615	\$4,068,953
D	\$975,645	\$2,586,705
E1	\$1,072,216	\$1,926,916
E2	\$1,209,393	\$2,064,093
E3	\$904,673	\$1,756,073
F	\$3,558,532	\$4,437,9822
H	\$712,622	\$2,673,647

Appendix T: Site Issues and Conditions

Site Considerations/Conditions

Site A: U&R Blocks

- PDC is able to identify developer willing to develop in conjunction with PSM
- Development would be financially feasible without full-block build out
- Light rail construction complete
- Post Office decision made
- Future of Greyhound station made

Site D: Waterfront Park

- Agreement with Portland Parks and Recreation for use of Park, following review of Waterfront Park Master Plan with associated public process
- Big Pipe construction complete on/near Market site
- PSM retail use allowed within OS zone
- Coordination with PDOT regarding:
 - Pedestrian access/improvement across Naito
 - Runs/walks
 - Site access
 - Naito closure
 - Loading/unloading access
- Coordination with other Waterfront events (esp. Rose Festival)

Site E: At or near Current Site

- Resolution of Fire Station relocation
- Decision on Portland Public Market and PSM footprint
- Resolution of U of O student and loading access issue under bridge
- Site control for use of all parcels (Naito, Parks, PDOT)

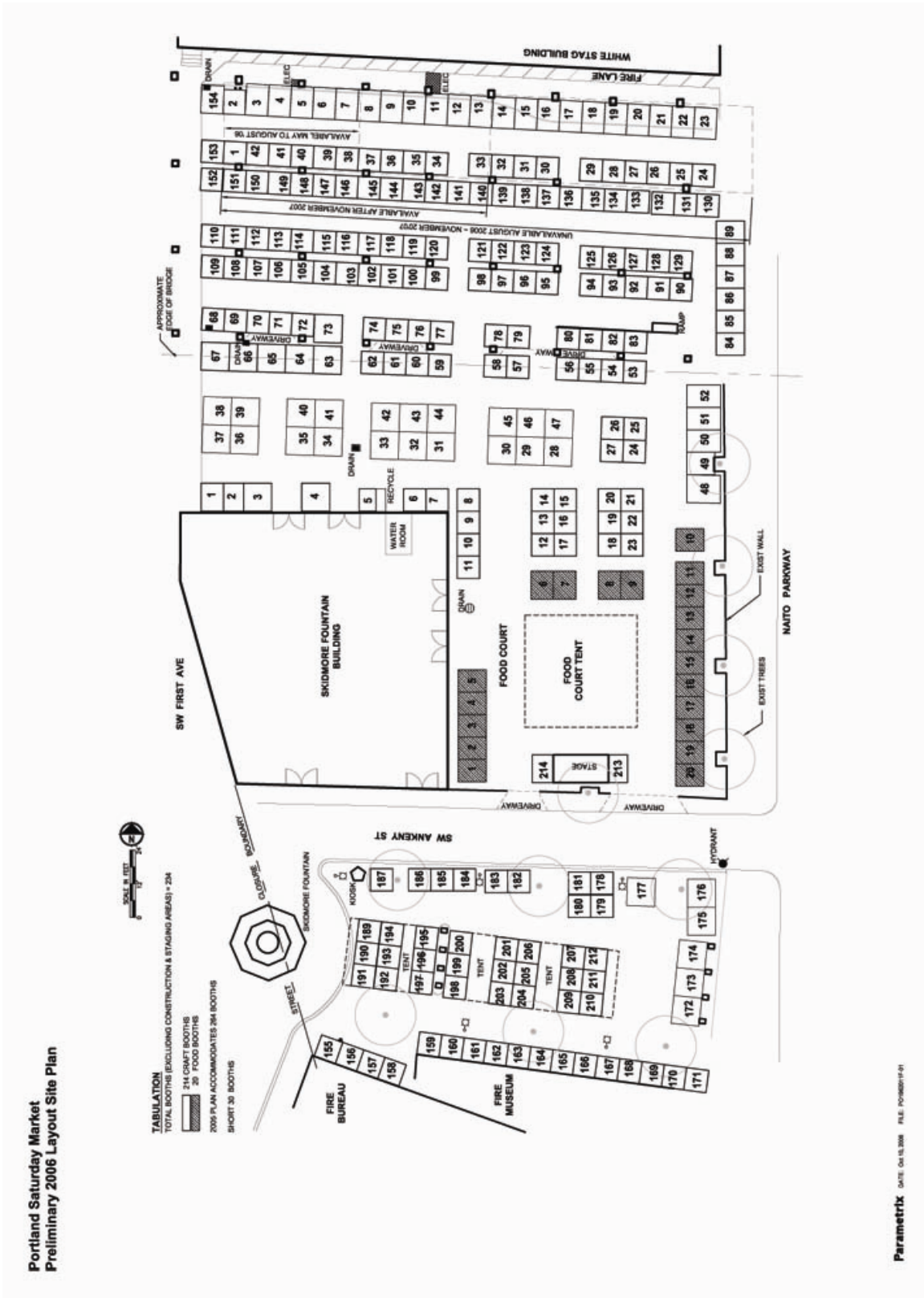
Site F: Morrison Bridge Blocks

- Future owner allows long-term lease with site improvements
- Coordination with County about bridge/new structures attached to/under bridge
- Coordination with PDOT about pedestrian improvements
- Coordination with other Waterfront Park events
- Explore new options for vendor parking

Site H: Hybrid

- Agreement with Portland Parks and Recreation for use of Park, including review of Waterfront Park Master Plan (and associated public process)
- Big Pipe construction complete on/near Market site
- Ensure retail use allowed within OS zone
- Coordinate with PDOT regarding:
 - Runs/walks
 - Site access
 - Naito closure
 - Loading/unloading access
 - Pedestrian access/improvement
- Site control for all parcels (Parks, PDOT)
- Coordinate with other Waterfront events (esp. Rose Festival)
- Resolution of Fire Station relocation
- Decision on Portland Public Market and PSM footprint
- Resolution of U of O student and loading access issue under bridge

Appendix U: 2006 Interim Plan Layout



Parametrix DATE: 04.16.2006 FILE: PORTSAT06A1

Appendix V: June 2006 Meeting Notes

**Portland Saturday Market Permanent Home Study
Stakeholder Advisory Committee Meeting #5**

June 01, 2006

Portland Development Commission

In Attendance:

Committee Members:

Lou Elliot, Bill Naito Corporation

Patrick Gortmaker, Old Town China Town Visions

Charles Houtchens, Portland Saturday Market

Ann Madland, Portland Saturday Market

Larry Norton, Neighborhood Association Board Member & Resident

Allyson Reed, Retail Consultant

Diane Tweten, Portland Saturday Market

Rhia Weinhaus, Portland Saturday Market

David Yamashita, Portland Parks and Recreation

Staff:

Magnus Bernhardt, Parametrix

Lew Bowers, Portland Development Commission

Peter Englander, Portland Development Consultant

Patsy Feeman, Retail Consultant

Ellie Fiore, Parametrix

Sarah Harpole, Portland Development Commission

Bill Hoffman, Portland Department of Transportation

Pam Kreckow, Multnomah County

Karl Lisle, Portland Bureau of Planning

Ross Plambeck, Portland Development Commission

Jay Renkens, MIG

Sumner Sharpe, Parametrix

Paul Verhoeven, Portland Saturday Market

Additional:

Art DeMuro, Venerable Properties

Jesse Gustafson, Portland Saturday Market

Sue Ieronemo, Portland Saturday Market

Sandra Kvalheim, Portland Saturday Market

Paul Tweten, Portland Saturday Market

Introduction:

Sumner explained that the purpose of the meeting was to update the committee on the status of various developments that may impact PSM and to get feedback on permanent home options.

Updates on other projects:

University of Oregon: Paul reported that the University of Oregon is moving into the White Stag building and will require space under the Burnside Bridge, which will displace vendor booths. In response, PSM is shifting some booths to Ankeny Plaza and making upgrades to the space. PSM is also working with the appropriate agencies and stakeholders to amend the city ordinance that allows the Market to occupy the space under the bridge. The ordinance may be amended upon further redevelopment of the White Stag building.

Art DeMuro informed the group that light demolition is currently underway in the White Stag building, and heavy demolition will begin around August 1st. Construction is expected to last 15 months, and classes should begin in the building in January 2008. During the construction period, there will be displacement of roughly one row of PSM booths.

Portland Public Market: Ross reported that the feasibility study for PPM has been completed and is posted on the PDC website. A peer review of their findings is underway and is expected to be completed by mid-June. It was concluded that the Skidmore Fountain Building is not an appropriate site for the PPM and that it would be better suited to Block 34, which would eliminate conflicts with the Saturday Market. The peer review has suggested that sales projections may be somewhat aggressive.

Skidmore Fountain Building: Paul told the group that the future of the Skidmore Fountain building is largely unknown at this point. There was an offer from Campo di Bocce, interest from Rhia and a group of artists in purchasing the building as a collective, and interest from Mercy Corps in the building and the surrounding lots. The site is one of many that Mercy Corps is considering, and they do not want to disrupt the Saturday Market.

Larry expressed his concern that multiple parties are “nibbling away” at the Market, which is threatening the stability of the Market. He expressed that a quick decision is needed to protect the Market, and PDC should do what they need to come to a resolution.

Sumner responded that the goal is to find a permanent home, given all the pressures on the Market.

Ankeny/Burnside Framework: Jay Renkens from MIG presented an update on the Ankeny/Burnside Framework. An internal design workshop was held in February that developed overarching concepts, including keeping PSM in the district and relocating the Fire Station. A second internal workshop was held in May. At this workshop, it was decided that Alternative D: All in Waterfront Park had fatal flaws because it was unacceptable to Portland Parks. Variations of Alternative E: At or Near the Current Site were also considered, but were dismissed due to the lack of active weekday uses for the parking lot.

They also developed a “revised hybrid” option that included Ankeny Plaza and Waterfront Park. There is a good deal of interest in the entire Skidmore Fountain Building lot from private developers, and development goals include active uses during the week.

A new alternative was created at the May workshop, which is known as the “Ankeny Spine.” The concept is a link of public spaces, or nodes, connected by Ankeny Street, with a possible permanent pedestrian corridor with utilities, located in the center of a Market District. There is some concern that 3 distinct nodes would be problematic from a marketing and retail perspective.

Providing cover for Market vendors is the primary challenge for the design of this concept. Pedestrian crossing of Naito is also a challenge, though MIG is working with PDOT to solve this problem, using the concept of a block-long crossing. An advantage of the proposed “spine” is that Waterfront Park can serve as an overflow area for seating and expanded Market space. In this scenario, PSM would be surrounded by active retail spaces and potentially supported by a Market Coordinator. Activity during the week in the area is critical to the success of this concept.

A detailed analysis of PSM in the Ankeny Spine space has not yet been conducted. Future analysis should include the need for satisfactory cover, market layout, economic viability and circulation (particularly across Naito).

Diane noted that the existing PSM has so many vendors because of the cover provided by the bridge. The spine model may cause a transition to a seasonal market model through attrition, which may be very damaging.

Larry added that this space looks smaller than the other alternatives and seems like another instance of “nibbling away” at the Market and he stated that PSM may suffer if it occupies the Ankeny spine site.

Jay noted that in the Ankeny Spine scenario, PSM is located entirely within the public right of way, eliminating Market reliance on private leases.

Sandra, a PSM vendor, pointed out that although the Market site would be in public right of way, it affects private retail in the storefronts that the market would border. It also involves crossing two roadways.

Sumner pointed out that no analysis has been done yet, and what is being presented is only a concept at this stage.

Rhia felt that going from 2 to 3 activity nodes would be detrimental to PSM’s synergy. She also noted that it may be very difficult to get access for nighttime cleaning of the site and to ensure overnight on-site storage on Saturday nights.

Jay responded that these concerns would be addressed, and MIG staff plan to pursue this option for the Ankeny/Burnside district.

Jesse, a PSM vendor, pointed out that Ankeny between 4th Ave and Naito Parkway is not wide enough to accommodate the Market and that the Market’s neighbors would be bars, missions and parking lots.

Jay pointed out that the concept requires the elimination of some curbs along Ankeny.

Next, Bill Hoffman addressed some transportation-related questions. The focus for PDOT in the permanent home study has been on pedestrian crossing of Naito, a problem which appears to be solvable. The use of Ankeny street presents new issues that haven’t been addressed yet and could potentially be more challenging than crossing Naito. The Ankeny Spine option involves multiple property owners and non-traditional uses of right-of-way for many years.

Larry pointed out that PDC has the power to bring private sites into public ownership. He also noted that other vendors along Ankeny Street may be opposed to the Ankeny spine concept.

Lou expressed that although he is somewhat uncomfortable with the suggested solution, he is comfortable with the process. He felt it was time to identify which solutions are possible.

Lou informed the group that the existing Saturday Market lot is probably not a permanent home site option. The Naito family has remained open to the permanent home search and there are currently no existing commitments for the

site. However, the Skidmore Fountain Building parking lot is not a realistic long-term option for PSM, since it will probably be developed as a full block. The Naito family has made a commitment to the Market through the 2007 Market season and is still committed to PSM and their search for a permanent home.

Next, Art DeMuro informed the group that the University of Oregon will be placing additional pressure on PSM. Permanent full-time access will be required under the bridge.

Next, Lou Elliot asked what the status of the Morrison Bridge blocks was. He suggested that, although all of the options have issues and challenges, we need to identify the best possible options and work to resolve the issues.

Rhia expressed that she feels the most critical issues are those associated with being in "limbo." The PSM board has taken a position on what is acceptable in order to strengthen the Market's position. The Market has the support of its customers and wants to define a positive solution. The current situation is beginning to hurt PSM, and several businesses don't believe they will survive the transition.

Sandra agreed with Rhia. She noted that PSM vendors don't have real estate. The power they do have comes from public and customer support and the press. There are over 200 PSM vendors, and many of them disagree with Paul and Rhia's position and want to get press coverage.

Sumner pointed out that the common theme in what everyone is saying is that we need to reach consensus as soon as possible.

Next, Lou asked whether the Ankeny/Burnside Framework SAG or the PSM Permanent Home Study prevails, since the two groups have different interests.

Paul responded to the message from the Naitos by suggesting that it is time to accept that the current site is off the table. Private property owners have the right to deny PSM access to their property. PSM needs direction from PDC regarding what they are and are not willing and able to give.

Art suggested that it may be the right time to select and rank the prospective sites.

Sumner pointed out that we still do not have complete information on all the site options.

Lew then reported on a meeting he had with Zari Santner, the director of Portland Parks and Recreation. She had two primary concerns regarding PSM's use of Waterfront Park space. First, the water feature in the 2003 Waterfront Park Master Plan needs to be implemented and must be able to coexist with the Market. Second, the space needs to function seven days a week. Parks is relatively open to part of the Portland Saturday Market occupying Waterfront Park. Zari suggested that the most appropriate area is probably north of Ankeny Street.

The current Portland Parks and Recreation policy is to charge market rate for use of their land. David will research what the rate is. It is also unclear how the Market would function in the space where Big Pipe construction is underway. There will likely be disagreement about the location of the Market within Waterfront Park. The Ankeny Spine concept calls for the Market to be in line with Ankeny Plaza, but the Market will also have to accommodate the BES work and the proposed fountain in Waterfront Park.

Lou felt that Portland Parks' willingness to work with PSM to find a solution was a positive change.

Bill asked David whether the option of having the entire Market in Waterfront Park was still an option under consideration. David replied that this was problematic.

Lew noted that each option involves different property owners and constraints. He felt it was time to do more rigorous analysis and to identify any "fatal flaws". PDC is trying to reconcile conflicting goals from all parties, including the fire department, private developers, and PSM.

Rhia asked whether the vaults BES constructed in Waterfront Park could be changed. David said that Parks did not know what the plans were for the vaults until a few weeks ago.

Rhia explained that the PSM Board's recommendations had been to eliminate the U&R Blocks, Morrison Bridge Blocks and the Hybrid (under Burnside on both sides of Naito and a portion of Waterfront Park) options from consideration. Their goal is to narrow the focus of the permanent home study to sites that will be available and ones that keep the Market in one piece.

Lew added that he felt the hybrid and spine options are the most promising. A politically, financially viable option that is acceptable to PSM is needed. Eventually the recommendation will go to the Commission.

The timeline for the Ankeny/Burnside Framework has shifted. It will likely go to Commission in August or September.

Lew suggested that for the purposes of analyzing the spine concept, it could be assumed that the area outside the Beardsley building would be either public or managed as part of a market district. It was noted that the proposed spine concept needs to address the Metro Market.

Lou remarked that the PSM Board has been very positive through the process so far.

Larry felt that PSM has not been viewed as a group of businesses. He felt that since PDC is an urban renewal agency, private owners should not be driving the process if PDC is to represent the public interest.

Low responded that the goal is to reach a solution that meets multiple needs, including the needs of the Market. However, if PSM cannot function in a given site, that would constitute a fatal flaw.

Lou pointed out that the urban renewal effort is for the district, which includes the Market. By definition, PDC deals with development.

Transition Plan

Sumner explained that the Market is beginning to lose spaces due to construction on the White Stag building. To compensate, the Market focus will shift to Ankeny Square, and improvements will be made to Ankeny Square.

Paul explained that there will be a net loss of both booths and covered space. About one-third of the covered spaces will be lost. PSM is requesting the use of Ankeny Street right-of-way for the 2007 market season.

Meeting attendees reviewed the 2006/2007 site plan.

A plan for transition into a permanent home is still needed.

Lou added that the Naito family has committed to taking down the wall along Ankeny Street and rebuild driveways for the 2007 season.

Discussion

Paul asked about how to mesh the permanent home study with the Ankeny/Burnside framework if MIG was proceeding with the Ankeny spine concept.

It was agreed that cost estimates and a confirmed rental rate from Portland Parks was needed. Parametrix agreed to look at the hybrid and spine options for “fatal flaws.” If fatal flaws are found, it may be necessary to return to permanent home ideas that had been taken off the table.

Pam informed the group that the Morrison Bridge Blocks site is not an option at this time. It will be at least 6 to 8 months before a decision is reached on ownership for the site, which is currently held by the County. The County hopes to sell the property to fund the courthouse relocation. No future plans can be made at this time without knowing who the future private owner will be.

It was agreed that reserving space for the Saturday Market on the U&R Blocks was too great a challenge to continue pursuing that site at this time.

Larry identified the “permanent home: sites that are still under consideration:

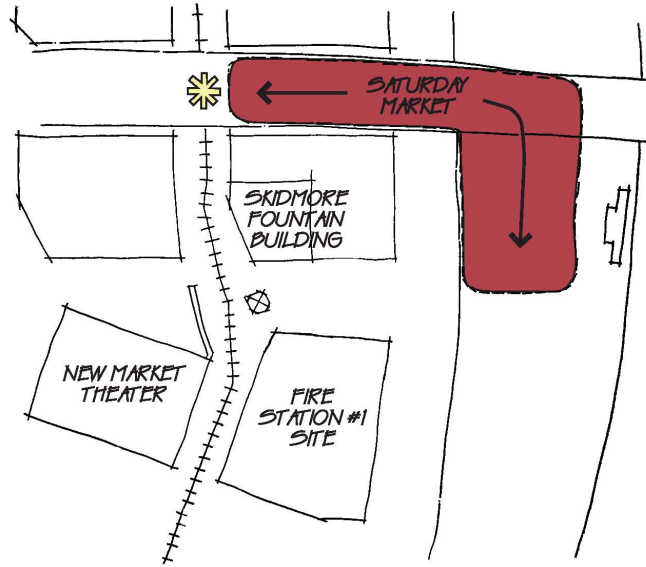
- Waterfront Park
- Hybrid

- “C”-shape using Naito
- Ankeny Spine

It was agreed that the Ankeny spine concept should be analyzed for “fatal flaws” before the Ankeny/Burnside SAG meets on June 29th.

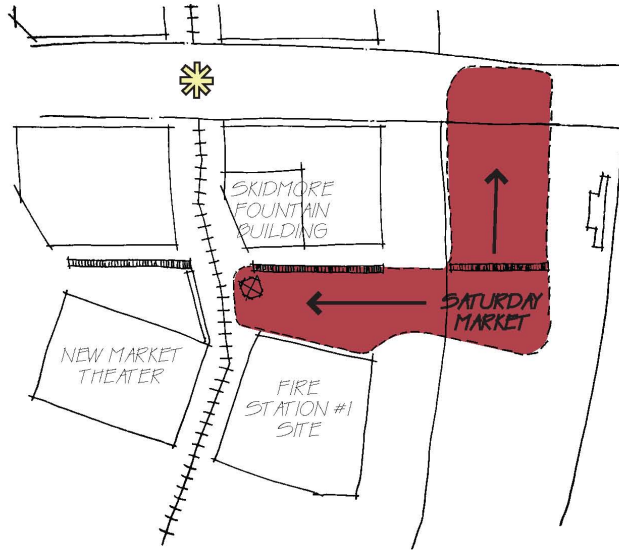
Bill noted that it is uncertain whether there is a mechanism for using right-of-way for weekend use for many years.

Appendix W: Original Hybrid A Layout



SATURDAY MARKET SITE
MODIFIED HYBRID

Appendix X: Original Hybrid B Layout



SATURDAY MARKET SITE
HYBRID B

Appendix Y: Hybrid A and B Memo

MEMORANDUM

Date: **July 21, 2006**

To: **David Yamashita, Portland Parks**
Ross Plambeck, Portland Development Commission
Paul Verhoeven, Portland Saturday Market
Steve Hanson, EDAW

From: **Magnus Bernhardt**

Subject: **Portland Saturday Market Hybrid A and B Layout Studies**

cc: **Lew Bowers, Portland Development Commission**
Peter Englander, Portland Development Commission
Joe Zehnder, Portland Bureau of Planning
Arun Jain, Portland Bureau of Planning
Karl Lisle, Portland Bureau of Planning
Patsy Feeman, Retail Consultant
Sarah Harpole, Portland Development Commission
Quinn Fahey, Parametrix
Sumner Sharpe, Parametrix
Brian Scott, MIG
Jay Renkens, MIG

Project Number:

Project Name: **Portland Saturday Market Permanent Home Study**

The following summarizes discussion and layout assumptions for Hybrid A and B. There are two layouts for Hybrid A under the Burnside Bridge that explores vehicle access and booth configuration. There is one layout for Hybrid B. All layouts assume that the Site Selection Criteria will be met for each of the scenarios, with the following information highlighting key issues and assumptions.

Hybrid A

General Conditions:

Two plans explore the layout of craft booths under the Burnside Bridge considering vehicle access, booth configuration and a 'welcome zone' by the transit stop that draws people into the market and across Naito. Hybrid A-1 provides service and residential vehicle access to the Skidmore Fountain Building (SFB) and future building on the Naito property and service vehicle access to the White Stag Building via a main corridor along the center spine of the bridge with perpendicular loading bays to the buildings. Hybrid A-2 provides only service vehicle access from the drive aisles along the north and south edges of under the bridge. Crossing at Naito to the east side of the bridge offers more craft booths with bridge cover. The open area south of the bridge offers more craft booths with food booths at the southern edge adjacent to Ankeny pedestrian crossing. The booths in the open area south of the bridge need about 8000 sf. of cover. Places marked 'Gateway Area' link nodes and draw people into the market and parks through a combination of permanent design features and signage (permanent and temporary), banners and similar identifiers such as information kiosks.

Assumptions:

1. Both configurations under the bridge will work with future vehicle access.
2. Ankeny Pump Station access will change with park improvements around the building. In the interim vehicles can access the building from the north via the esplanade.
3. Restrooms in the park with a minimum of 10 stalls for women; 2 stalls and 5 urinals for men.
4. Trash, clean sink and trash compactor need to be near the site, possibly under the bridge east of the esplanade. Restrooms and trash facilities will be shared with other park developments mentioned in the Waterfront Master Plan.
5. Cover in the Park may be permanent or temporary. If cover is temporary, it should be designed to facilitate easy assembly and maintenance. Currently, we believe that a permanent cover may be a better option in the park. During recent discussion the idea of exploring a transparent structure like the roof of a green house that would protect from rain but could also allow panels to rotate like louvered windows, allowing air to circulate during warm periods and rain to pass through as desired to prevent cover from becoming a refuge for transients.
6. Vertical wind and rain cover on east side of bridge.
7. Proposed Water Front Park features such as stage, dock area, water feature, and adjacent open space should be designed to accommodate the amount of people that will be drawn to the area during market operation.
 - a. Stage to be used by performers associated with the market.
 - b. Market should be able to erect temporary cover for people watching stage performances.
 - c. Look into shared use of a permanent Parks/PSM kiosk.

8. After lengthy discussion it is currently felt that Utilidore concept does not well work with the market. Its likely location will not provide flexibility in laying out booths in Ankeny Plaza (Hybrid B) and would create a barrier between the markets on a north south axis in both Ankeny Plaza and Waterfront Park.

9.

Issues:

1. Will fire access along the north side under the Burnside Bridge adjacent to the White Stag building be necessary with the proposed plans?
2. Others

Hybrid B

General Conditions

Ankeny Park is the primary gateway and first node of the market for many users. The plaza would be redesigned to better accommodate the market, primarily with the creation of a curbless environment in Ankeny Plaza. Gateway features are at Ankeny Fountain and the SFB area and around the Naito crossing creating two 'bookend' gateways. On Waterfront park side the market layout is similar to Hybrid A except the booth area under the bridge is configured to loop customers back through the market.

Assumptions (Generally the same as Hybrid A with some exceptions):

1. Booth configurations along Ankeny St. allow for fire access
2. Ankeny Pump Station access will change with park improvements around the building. In the interim vehicles can access the building from the north via the esplanade.
3. Restrooms in the park with a minimum of 10 stalls for women; 2 stalls and 5 urinals for men. With possible restroom in the Fire Station Museum area or in the SFB which would reduce the quantity needed in Waterfront Park.
4. Trash, clean sink and trash compactor need to be near the site, possibly under the bridge east of the esplanade. Restrooms and trash facilities will be shared with other park developments mentioned in the Waterfront Master Plan.
5. Cover in the Park may be permanent or temporary. If cover is temporary, it should be designed to facilitate easy assembly and maintenance. Currently, we believe that a permanent cover may be a better option in the park. During recent discussion the idea of exploring a transparent structure like the roof of a green house that would protect from rain but could also allow panels to rotate like louvered windows, allowing air to circulate during warm periods and rain to pass through as desired to prevent cover from becoming a refuge for transients.

6. Cover in Ankeny Plaza may be either temporary or permanent. Large tent structures are currently being used with some success.
7. Vertical wind and rain cover on east side of bridge.
8. Proposed Water Front Park features such as stage, dock area, water feature, and adjacent open space should be designed to accommodate the amount of people that will be drawn to the area during market operation.
 - a. Stage to be used by performers associated with the market.
 - b. Market should be able to erect temporary cover for people watching stage performances.
 - c. Look into shared use of a permanent Parks/PSM kiosk.
9. After lengthy discussion it is currently felt that Utilidore concept does not well work with the market. Its likely location will not provide flexibility in laying out booths in Ankeny Plaza (Hybrid B) and would create a barrier between the markets on a north south axis in both Ankeny Plaza and Waterfront Park.
- 10.

Issues:

1. Column locations in Ankeny need to be reconfigure is this possible? Can cast-iron (columns. other) be used in Waterfront Park as a unifying element with the Ankeny Plaza?
2. How much redesign is possible in Ankeny Plaza?
3. Other...

Appendix Z: July 14, 2006 Meeting Notes

Portland Saturday Market Permanent Home Study

Discussion of Hybrids A and B

July 14, 2006

Portland Development Commission

In Attendance:

Portland Saturday Market Vendors and Others:

Barb Haddad, Portland Saturday Market

Rhia Weinhaus, Portland Saturday Market

Jessie Gustafson, Portland Saturday Market

Larry Norton, SAC Member

Barbara Covey, Portland Saturday Market

Peter Mott, Portland Rose Festival

Charles Houtchens, Portland Saturday Market

Karen Saro Troeger, Portland Saturday Market

Peter Nelson, Portland Saturday Market

Patty Kelly, Portland Saturday Market

Gerty Kelly, Portland Saturday Market

Sayde Thoreson, Portland Saturday Market

Jon Abrahamon, Portland Saturday Market

Sandra Tvalheim, Portland Saturday Market

Sue Jeronemo, Portland Saturday Market

Dana Godfrey, Portland Saturday Market

Karin Eder, Portland Saturday Market

Cindy Weigandt, Portland Saturday Market

Lora Dhone, Portland Saturday Market

Doug Archer, Portland Saturday Market

G. Doug Nash, Portland Saturday Market Staff

Staff:

Magnus Bernhardt, Parametrix
Lew Bowers, Portland Development Commission
Peter Englander, Portland Development Commission
Claudia Plaza, Portland Development Commission
Patsy Feeman, Retail Consultant
Ellie Fiore, Parametrix
Sarah Harpole, Portland Development Commission
April Bertelsen, Portland Department of Transportation
Joe Zehnder, Portland Bureau of Planning
Arun Jain, Portland Bureau of Planning
Karl Lisle, Portland Bureau of Planning
David Yamashita, Portland Parks
Ross Plambeck, Portland Development Commission
Jay Renkens, MIG
Brian Scott, MIG
Sumner Sharpe, Parametrix
Quinn Fahey, Parametrix
Paul Verhoeven, Portland Saturday Market

Morning Session

Hybrid A Discussion:

- Assume restrooms in Waterfront Park (Park), probably not more than 10, near pump station
- Stainless steel stage likely to return to original site
 - Potentially used by Portland Saturday Market (PSM), move it?
 - Could cause conflict with pedestrian traffic
- Assume Esplanade and stage remain in current site
- Need to control space around stage
- Entertainment and food court = “family entertainment”
- Question: Without Public Market, what happens? No active Ankeny Plaza

- Create an anchor—perhaps with stage at Ankeny Plaza; but huskers will still be in the area near the fountain
- Question: Retail viability without connection to Market District
- Need an attractor—is PSM enough in bad weather?
- Successful spaces:
 - Something to do
 - Food
 - People watching
- Constraints under bridge:
 - Need additional cover on Eastside
 - Access
 - Column spacing is different
 - Max stop—can Burnside be a major pedestrian crossing?
- Design the “tunnel” to be attractive corridor
- Risk if corridor under Bridge is not full or gap appears between Bridge and entertainment node.
- Question: What happens in Ankeny Plaza? Assume other market moves in—“competitive edge.”
- Question: What happens during the week? Under the Bridge storage?
- Question: Will active uses drive out unwanted behavior?
- Okay to have Ankeny Plaza as quiet space if edges are activated.
- Permeable surface is okay, but may be more complicated with food booths, and requires different surface treatment.
- Flexible cover is desirable in Park during bad weather
- Ideas:
 - Line booths on either side of Esplanade
 - Flex space to East and West
- These ideas may conflict with bikes, other traffic
- Can’t control public space, but could capture customers from through-traffic
- Question: How does market interact with Japanese Memorial?

Marketability Discussion (Patsy):

- Strong connection through “tunnel”
- Concern is crossing Naito at Burnside
- Question: Is the attraction strong enough to get pedestrians to cross?
- Active, novel use under Bridge on Eastside
- Booth layout more critical under Hybrid A
- Loading/unloading during events—alternative access? Needed 9-10 times per year
- Space in Park needs to work when PSM is not there

Hybrid B Discussion:

- Assume Ankeny Plaza redesigned with or without the additional 6,000 sf
- If Fire Station #1 moves, expand plaza
- PDOT “scramble zone”
- Need visual connection from MAX to Ankeny Plaza, more difficult from the North
- Booths along MAX line are very problematic
- “Celebrate” intersection of 1st and Ankeny
- Need cover both in Ankeny Plaza and in Park—flexible is good, modular?
- Improvements to Ankeny Plaza should not depend on Fire Station #1 move
- Don’t rely on Burnside Bridge for cover
- Possible 2nd stage in Ankeny Plaza?
- Challenge is North end of Waterfront Park near Bridge
- Need strong craft vendor connection from Ankeny Plaza to Bridge
- Ability of heavy trailers to be in Park (food courts)
- String food booths North/South to avoid “plug” effect
- Portland Parks and Rec is reluctant to have trailers in the Park due to appearance
- Mitigate visual impact of trailers

- Uses in Park more than once a year must use natural gas (no propane, per Fire Department)
- If two or more food courts on Eastside, different types of food
- Need to maintain access to pump station. Check with Fire Department
- If food at North end, expand/contract E/W
- Rose Festival has significant traffic along Esplanade
- Need strong vendor presence in Ankeny Plaza
- Question: Cover at Ankeny scramble zone for pedestrians?

Afternoon Session

Vendor Discussion of Hybrid A:

- Less light under Bridge may be good for some vendors
- Make sure crafts are visible from Ankeny crossing
- Question: Congestion around food booths and Esplanade, is this a problem?
- Concern about other markets moving into Ankeny Plaza
- Preference to have one food cluster away from crafts
- Put stage in line with Ankeny
- Bridge configuration with restricted access not likely to work
- Need reason for customers to travel from East (food court) to West (under the Bridge).
- Imports in Ankeny Plaza would be worse than the current situation
- May lose MAX riders to other markets in Ankeny Plaza
- Wet conditions under Bridge on eastside—need to mitigate
- Look into cover at Folk Life Festival at Seattle Center
- Look into cover at Eugene Bus Station—good cover design
- Question: Need cover at both the Bridge and Ankeny Plaza?
- Leave Ankeny Plaza vacant with agreement from Portland Parks and Rec to not allow other markets
 - This is not consistent with the Market District concept
 - Cost of holding Ankeny Plaza vacant is market rate

- Another market in Ankeny Plaza is a fatal flaw if they don't sell complementary goods
- Constrained use of Bridge is fatal flaw

Vendor Discussion of Hybrid B:

- Concern about getting MAX riders to Ankeny Plaza
- Keep MAX riders from going West into Import Market
- Prefer to control area under Bridge
- Hybrid B is preferred because it's able to act as an anchor for MAX
- Getting people to Ankeny Plaza is an "easy challenge"
- Hybrid B secures Ankeny Plaza
- Secure underside of Burnside during the week
- Not enough structure in Hybrid B
- Need protection from side wind and moisture
- Smoke gets trapped under the Bridge
- Continuous cover for about 140 booths is necessary
- Minimize labor required to set up a cover
- Tilt inverted umbrellas to deflect wind

Next Steps:

- Key issues:
 - Toilets
 - Weekday uses
 - Stage
 - Surfaces
 - Cover, impact on landscaping?
 - Infrastructure
- Parametrix to refine layouts (use bubble diagrams to show numbers for vendors (sf, number of booths, number covered).
- Parametrix to contact Fire Department (Dave R) and Portland Parks and Rec (Cary) about use of propane/gas in Waterfront Park

- Parametrix to contact Portland Parks and Rec about design standards for trailers
- Parametrix to conduct cost analysis
- PDC to contact BES and Fire Department about access to pump station
- PDOT to contact Fire Department about Fire Station #1 regarding Ankeny Crossing
- Portland Parks and Rec rental rate
- EDAW: Layout/space issues—how much cover and where?

July Action Items:

- Task 3—First week. Coordinate with EDAW and run through Portland Parks and Rec Staff. Check in with bureaus, explore existing covers and cost. Gain confidence of PSM vendors/board. Explore utility issue (MIG-utilidor, more money, okay in Park?)
- Task 4—Second week. Coordinate with EDAW and run through Portland Parks and Rec Staff. Check in with bureaus, explore existing covers and cost.

August Action Items:

- Third week. PSM Board Check-In, SAC for recommendation, Hybrid A/B (MIG) SAC, PDC

Appendix AA: Final Hybrid Layout



PORTLAND WATERFRONT PARK/SATURDAY MARKET FEASIBILITY STUDY

DMJM ARCHITECTS
August 22, 2006

Appendix BB: August 24, 2006 Meeting Notes

**Portland Saturday Market Permanent Home Study
Stakeholder Advisory Committee Meeting**

August 24, 2006

Portland Development Commission

In Attendance:

Charles Houtchens, SAC, Portland Saturday Market

Larry Norton, SAC, Neighborhood Association Board Member

David Yamashita, SAC, Portland Parks and Recreation

Ann Madland, SAC, Portland Saturday Market

Randy Capron, SAC, Voleur Restaurant

Patrick Gortmaker, SAC, Old Town China Town Visions

Ross Plambeck, Staff, PDC

Lew Bowers, Staff, PDC

Sarah Harpole, Staff, PDC

Kim Tran, Staff, PDC

Kevin Brake, Staff, PDC

Peter Englander, Staff, PDC

Sumner Sharpe, Consultant, Parametrix

Quinn Fahey, Consultant, Parametrix

Paul Verhoeven, Director, Portland Saturday Market

Sandra Kvalheim, Guest, Portland Saturday Market

Jan Abrahamson, Guest

Jan Oliver, Guest

Sue Leronemo, Guest, Portland Saturday Market

Bing Sheldon, Guest

Voting Preferences

7 Votes for Hybrid B:

Larry Norton

David Yamashita

Patrick Gortmaker

Randy Capron

Ann Madland

Lou Elliott (absent but told Peter his preference)

Rhia Weinhaus (absent but told Paul her preference)

Introduction and Overview:

Paul and Sumner explained that the purpose of the meeting was to update the committee on Hybrids A and B and to vote on the committee's preferred layout.

Updates on surrounding projects:

Peter gave an update on the following projects:

- The Fire Station is not moving
- PDC is working with Mercy Corp to look at the possibility of using Block 8 or the Skidmore Fountain Building and the adjacent Naito parcel.
- Mercy Corp would like to know where PSM will settle before they decide on a location.
- PDC staff will be asking the Commission for assistance to support redevelopment of the Smith Blocks on SW Ash.
- University of Oregon (UofO) and Mercy Corp are now part of the Ankeny-Burnside Development Framework Stakeholder Advisory Group.
- Both UofO and Mercy Corp expect to use their spaces 24/7, with people coming and going at all times.
- UofO and Mercy Corp will share their ideas with the Advisory Group on Sept. 8.
- PDC owns a collection of cast iron building materials.
- Portland Public Market has said this is not their preferred site.
- Salvation Army will share their ideas with the Advisory Group on Sept. 8.

Budget Updates:

- Some of the approximately \$17 million that would have been used for the fire station will go to the fire bureau to cover the cost of delaying their move.
- PDC and the City are discussing setting aside 30% of their funding for low-income housing. It's yet to be determined if this discussion will affect the Burnside-Ankeny area.
- The Development Commission will meet in December at which time we'll have a better idea of how the \$17 million will be spent.

Presentation of Alternatives:

- Sumner explained that the following criteria were considered when evaluating the alternatives. These criteria were developed during early conversations with the PSM Board and the SAC. Criteria include:
 - Crossing Naito
 - Lane closures
 - Signals
 - Weather/Wind
 - Cover
 - Tie-downs
 - Screening
 - Loading, Unloading
 - Other Events
 - Toilets
 - Surfaces/Infrastructure
 - Storage
 - Recycling/Cleaning
 - Informational Booths/Kiosks
 - Market Entrances
 - Marketing, rebranding the market, giving it a new face
 - Signs/Banners
 - Market Wayfinding
 - Other
 - Activate space under Burnside Bridge (Hybrid A)
 - Moving MAX station

Discussion of Layouts:

- Sumner explained that both Hybrids A and B will have covered areas in both Ankeny Plaza and Waterfront Park—a combination of permanent columns with removable cloth strips that would provide cover.

- Food vendors would be placed in the same locations for both hybrids.
- Randy said that Hybrids A and B should be joined so that the market has room to grow.
- Paul explained that both Hybrids already allow for room to grow, and that the market would probably not be able to use all the space if the two hybrids were joined. Both of these layouts allow the market to expand and contract, without detracting from the core of the market.
- Randy was concerned about Mercy Corp coming to the area. He said that they will bring large trucks to the area and limit visitors.
- Peter explained that Mercy Corp would bring minimal truck traffic and 140-200 full-time staff members to the area each day. Mercy Corp will also attract visitors to museum or learning center on the bottom floor of the building. Additionally, other small businesses that are consistent with Mercy Corp's mission will be in the building.
- Larry explained that Mercy Corp's criteria have changed since Mercy Corp first came to the table and that their proposed uses have been for the better in terms of compatibility with the area.

Update from Tuesday's PSM Board Meeting:

- Charles told the group that on Tuesday, August 22nd, the Saturday Market Board voted in favor of Hybrid B. One Board member said more information was necessary in order to decide.
- Many members are still worried about protection from wind and rain, cost, and what happens to Ankeny Plaza if PSM is not occupying the space.
- Paul noted that the board voted for Hybrid B in good faith with an understanding that their concerns will be addressed. Paul expressed the importance of cost. If the cost is too high, it's a fatal flaw.

Moving Forward:

- SAC's recommendation will go to the Development Commission; Commission's recommendation will go to City Council.
- Either Hybrid A or B will require an amendment to Portland Parks and Recreation's Waterfront Park Master Plan.
- Sumner reminded the SAC that other layouts are still on the table. Site D has little flexibility and will be completely full with 238 vendors.
- The "C" option has loading/unloading constraints and will be completely full with 260 vendors.
- One SAC member mentioned his concern about people not wanting to cross Naito.

- Sumner informed the group that PDOT will close lanes on Naito, provide more time for pedestrians to cross, and make signal sequences more frequent.
- Sumner asked the SAC to express their preferred layout.
- All members present voted in favor of Hybrid B. Lou Elliott and Rhia Weinhaus also submitted votes in favor of Hybrid B as they were unable to attend the SAC meeting.
- Paul told the SAC to be aware that some vendors are nervous about moving from their current location. They're also nervous that they are being promised something that won't happen.
- Ann suggested that TriMet announce Saturday Market at stops near the market.
- In early December, PDC staff will bring recommendations from the Ankeny-Burnside study (including PSM) to the Development Commission.
- One SAC member expressed concern about how much time it will take to amend the Waterfront Master Plan.
- David noted that he didn't think it would take too long because EDAW is already involved in the project and the plan language is not specific enough to rule out the market. David said the proposal would have to be vetted with the appropriate stakeholders.
- Sumner asked how the SAC would like to stay informed of the process. The group agreed that e-mail updates would be helpful.
- Sumner told the group that if they'd like to meet again, to please contact Ross to make arrangements.
- Sumner told the group that the next steps include preparing a transition schedule, refining the Hybrid B layout, and preparing cost estimates.

Appendix CC: Latest Cost Estimate

Draft Portland Saturday Market Order of Magnitude - Prioritized Cost Estimate	1-Highest Priority
Waterfront Park/Ankeny Plaza/East Burnside Bridge-Hybrid B	2-Medium Priority
Cost Estimate Date: September 2006 - Site Transition Date: Spring 2008	3-Low Priority

PSM Primary Priorities	Item	Unit	Quantity	Unit Cost	Estimated Cost	Proposed % Paid for by PSM	Proposed % Paid for by Other	Estimated Cost to PSM	Estimated Cost to Other	Comments and Assumptions
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Site Infrastructure										
1	Mobilization	LS	0	8.00%	\$230,964.32	40%	60%	\$92,385.73	\$138,578.59	8% of construction cost, priorities 1-3
1	Electrical									
	Service/Breaker	EA	1	\$10,000.00	\$10,000.00	50%	50%	\$5,000.00	\$5,000.00	
	40 Amp Outlets (at grade w/ cover)	EA	100	\$150.00	\$15,000.00	60%	40%	\$9,000.00	\$6,000.00	In Ankeny and Waterfront
	Conduit (underground)	LF	2200	\$50.00	\$110,000.00	50%	50%	\$55,000.00	\$55,000.00	In Ankeny and Waterfront
1	Water									
	Line 3/4"	LF	500	\$40.00	\$20,000.00	50%	50%	\$10,000.00	\$10,000.00	In Ankeny and Waterfront
	Plumbing for fixtures	EA	3	\$250.00	\$750.00	100%	0%	\$750.00	\$0.00	In maintenance bldg
1	Storm Drain									
	Catch Basin	EA	4	\$1,000.00	\$4,000.00	50%	50%	\$2,000.00	\$2,000.00	Waterfront only
	Storm Line	LF	300	\$50.00	\$15,000.00	50%	50%	\$7,500.00	\$7,500.00	Waterfront only
	Wash Quick Couplers w/cover	EA	5	\$150.00	\$750.00	50%	50%	\$375.00	\$375.00	Pump in storage building
	Catch Basin Grease Insert	EA	4	\$10.00	\$40.00	100%	0%	\$40.00	\$0.00	On-going operational cost
	Industrial Rug (Grease Mat) 3'x300'	EA	1	\$114.00	\$114.00	100%	0%	\$114.00	\$0.00	On-going operational cost
	Pump for pressure washing	EA	1	\$1,500.00	\$1,500.00	100%	0%	\$1,500.00	\$0.00	In park maintenance bldg

Surface Improvements										
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1	Site Preparation under Burnside Bridge									
	Asphalt and Concrete Removal/Scarifying	SF	15,600	\$1.50	\$23,400.00	50%	50%	\$11,700.00	\$11,700.00	Under Bridge East
1	Eastside of under Burnside Bridge									
	100% Concrete	SF	15,600	\$6.50	\$101,400.00	50%	50%	\$50,700.00	\$50,700.00	

PSM Primary Priorities	Item	Unit	Quantity	Unit Cost	Estimated Cost	Proposed % Paid for by PSM	Proposed % Paid for by Other	Estimated Cost to PSM	Estimated Cost to Other	Comments and Assumptions
1	Waterfront Park (Festival Area)									
	100% Concrete	SF	32,400	\$6.50	\$210,600.00	50%	50%	\$105,300.00	\$105,300.00	Includes Esplanade East 10'
1	Lighting Fixtures Under Bridge	EA	15	\$2,000.00	\$30,000.00	50%	50%	\$15,000.00	\$15,000.00	Permanent
Site Furnishings										
1	Signage									
	Free Standing Signage	EA	9	\$4,000.00	\$36,000.00	100%	0%	\$36,000.00	\$0.00	Temporary
	Banners on -Poles	EA	15	\$600.00	\$9,000.00	100%	0%	\$9,000.00	\$0.00	Permanent
1	Trash Receptacles	EA	3	\$300.00	\$900.00	100%	0%	\$900.00	\$0.00	
1	Bike Racks	EA	6	\$800.00	\$4,800.00	50%	50%	\$2,400.00	\$2,400.00	
1	Stage/hookups/lighting/sound	LS	1	\$20,000.00	\$20,000.00	50%	50%	\$10,000.00	\$10,000.00	Permanent Upgrade to Existing
1	Off-site directional signs	EA	3	\$500.00	\$1,500.00	50%	0%	\$750.00	\$0.00	
1	Booth tie-downs	EA	150	\$100.00	\$15,000.00	60%	40%	\$9,000.00	\$6,000.00	
Site Amenities										
1	Column Relocation in Ankeny Park	EA	8	\$2,000.00	\$16,000.00	50%	50%	\$8,000.00	\$8,000.00	
Structures										
1	Maintenance (Tool) Room/Garbage/Recycling	SF	2,500	\$150.00	\$375,000.00	100%	0%	\$375,000.00	\$0.00	Cantilevered structure to cover opening; east end of bridge
1	Storage (In the Park under the Burnside Bridge)	SF	2,700	\$150.00	\$405,000.00	100%	0%	\$405,000.00	\$0.00	Part of Park restroom
1	Sink Room (Potable and Disposal)	SF	150	\$50.00	\$7,500.00	100%	0%	\$7,500.00	\$0.00	In Waterfront Park
1	Restrooms (Waterfront Park)	SF	1000	\$300.00	\$300,000.00	50%	50%	\$150,000.00	\$150,000.00	In Waterfront Park
1	On-site Info/Adm. Booth (2 booths on wheels)	EA	2	\$12,000.00	\$24,000.00	100%	0%	\$24,000.00	\$0.00	

PSM Primary Priorities	Item	Unit	Quantity	Unit Cost	Estimated Cost	Proposed % Paid for by PSM	Proposed % Paid for by Other	Estimated Cost to PSM	Estimated Cost to Other	Comments and Assumptions
1	Existing Structure Drainage (Bridge/Ramps)	LF	700	\$20.00	\$14,000.00	50%	50%	\$7,000.00	\$7,000.00	
1	Cover/Structure (temp/perm) (MIG Cover for Waterfront)	LF	100	\$3,350.00	\$335,000.00	50%	50%	\$167,500.00	\$167,500.00	Covers 40-60 booths
1	Temporary Wind/Screens (20x30)	EA	20	\$2,300.00	\$46,000.00	70%	30%	\$32,200.00	\$13,800.00	Roll-up cover 20'x30' semi-permanent
1	Outdoor Cover									
	10x20 Stage	EA	1	\$2,000.00	\$2,000.00	100%	0%	\$2,000.00	\$0.00	
	20x20 Food	EA	3	\$3,000.00	\$9,000.00	100%	0%	\$9,000.00	\$0.00	For seating near stage in Park

Priority One Totals	Shared Totals
Priority One Subtotal	\$2,393,468.32
40% Contingency (Hard Costs, Contract Administration) 0.40	\$957,387.33
25% Contingency (Soft Costs, Design and Engineering) 0.25	\$598,367.08
Total Cost (Current Dollars)	\$3,949,222.73
Total Cost with Inflation (Transition Date Dollars)	\$4,152,915.74

Average 3.4% Inflation Multiplier

	12 months	18 months	24 months
Inflation with Contingencies for PSM			
1.034	\$2,766,637	\$2,813,669.71	\$2,860,703
Inflation with Contingencies for Other			
1.034	\$1,316,859.41	\$1,339,246.02	\$1,361,633

PSM Secondary Priorities	Item	Unit	Quantity	Unit Cost	Estimated Cost	Proposed % Paid for by PSM	Proposed % Paid for by Other	Estimated Cost to PSM	Estimated Cost to Other	Comments and Assumptions
2	Telephone									
	Wireless	N/A	0	\$0.00	\$0.00	100%	0%	\$0.00	\$0.00	
	Hardwire (underground)	LF	100	\$30.00	\$3,000.00	100%	50%	\$3,000.00	\$1,500.00	Hardwire to info. kiosk and tool room in park
2	Benches	EA	8	\$2,000.00	\$16,000.00	50%	50%	\$8,000.00	\$8,000.00	Permanent
2	Lighting Fixtures in Park	EA	9	\$4,700.00	\$42,300.00	30%	70%	\$12,690.00	\$29,610.00	Permanent

Priority Two Totals				Shared Totals		
			Priority Two Subtotal	\$23,690.00	\$39,110.00	\$62,800.00
40% Contingency (Hard Costs, Contract Administration)	0.40			\$9,476.00	\$15,644.00	\$25,120.00
25% Contingency (Soft Costs, Design and Engineering)	0.25			\$5,922.50	\$9,777.50	\$15,700.00
			Total Cost (Current Dollars)	\$39,088.50	\$64,531.50	\$103,620.00
			Total Cost with Inflation (Transition Date Dollars)	\$41,104.61	\$67,859.91	\$108,964.51

Average 3.4% Inflation Multiplier

	12 months	18 months	24 months
Inflation with Contingencies for PSM			
1.034	\$40,418	\$41,104.61	\$41,792
Inflation with Contingencies for Other			
1.034	\$66,725.57	\$67,859.91	\$68,994

PSM Tertiary Priorities	Item	Unit	Quantity	Unit Cost	Estimated Cost	Proposed % Paid for by PSM	Proposed % Paid for by Other	Estimated Cost to PSM	Estimated Cost to Other	Comments and Assumptions
3	Street Lighting	N/A	0	\$0.00	\$0.00	50%	50%	\$0.00	\$0.00	
3	Second Traffic Signal	N/A	0	\$0.00	\$0.00	50%	50%	\$0.00	\$0.00	
3	Site Preparation Ankeny									
	Asphalt and Concrete Removal/Scarifying	SF	13,400	\$1.50	\$20,100.00	50%	50%	\$10,050.00	\$10,050.00	Ankeny Plaza
3	Ankeny Plaza 13,400 SF									
	100% Concrete	SF	13,400	\$6.00	\$80,400.00	50%	50%	\$40,200.00	\$40,200.00	Including Area Under East Bridge
3	Restrooms (Ankeny Plaza)	SF	800	\$200.00	\$160,000.00	50%	50%	\$80,000.00	\$80,000.00	In existing adjacent building
3	Cover/Structure (temp/perm) (MIG Cover for Ankeny)	LF	120	\$3,350.00	\$402,000.00	50%	50%	\$201,000.00	\$201,000.00	Replaces 30x30 tents. Covers 50-70 booths

Priority Three Totals				Shared Totals		
			Priority Three Subtotal	\$331,250.00	\$331,250.00	\$662,500.00
40% Contingency (Hard Costs, Contract Administration)	0.40			\$132,500.00	\$132,500.00	\$265,000.00
25% Contingency (Soft Costs, Design and Engineering)	0.25			\$82,812.50	\$82,812.50	\$165,625.00
			Total Cost (Current Dollars)	\$546,562.50	\$546,562.50	\$1,093,125.00
			Total Cost with Inflation (Transition Date Dollars)	\$574,753.10	\$574,753.10	\$1,149,506.20

Average 3.4% Inflation Multiplier

	12 months	18 months	24 months
Inflation with Contingencies for PSM			
1.034	\$565,146	\$574,753.10	\$584,361
Inflation with Contingencies for Other			
1.034	\$565,145.63	\$574,753.10	\$584,361

PSM Upgraded Amenities	Item	Unit	Quantity	Unit Cost	Estimated Cost	Proposed % Paid for by PSM	Proposed % Paid for by Other	Estimated Cost to PSM	Estimated Cost to Other	Comments and Assumptions
	Tables	EA	20	\$200.00	\$4,000.00	100%	0%	\$4,000.00	\$0.00	Free standing/movable
	Chairs	EA	80	\$50.00	\$4,000.00	100%	0%	\$4,000.00	\$0.00	Free standing/movable
	Small transport vehicle (Gator Vehicle)	EA	1	\$15,000.00	\$15,000.00	100%	0%	\$15,000.00	\$0.00	To transport goods from storage
	Commissary Kitchen	SF	2000	\$250.00	\$500,000.00	100%	0%	\$500,000.00	\$0.00	In Skidmore Building?

Upgraded Saturday Market Amenities/Improvements			Shared Totals		
			Upgrades Subtotal	\$523,000.00	\$0.00
40% Contingency (Hard Costs, Contract Administration)	0.40			\$209,200.00	\$0.00
25% Contingency (Soft Costs, Design and Engineering)	0.25			\$130,750.00	\$0.00
			Total Cost (Current Dollars)	\$862,950.00	\$0.00
			Total Cost with Inflation (Transition Date Dollars)	\$907,459.24	\$0.00

Average 3.4% Inflation Multiplier

	<i>12 months</i>	<i>18 months</i>	<i>24 months</i>
<i>Inflation with Contingencies for PSM</i>			
1.034	\$892,290	\$907,459.24	\$922,628
<i>Inflation with Contingencies for Other</i>			
1.034	\$0.00	\$0.00	\$0

	PSM	Other	Total Shared
All Priorities Total (Current Dollars) including upgraded amenities	\$4,124,265.30	\$1,884,652.43	\$5,145,967.73
All Priorities with Inflation (Transition Date Dollars) including upgraded amenities	\$4,336,986.66	\$1,981,859.03	\$5,411,386.45

N/A = Not Applicable

EA =Each

SF = Square Feet

LS = Lump Sum

LF = Lineal Feet

Appendix DD: Financial Analysis

EXHIBIT 1

PORTLAND SATURDAY MARKET (PSM)
CAPITAL AND OPERATING BUDGET ANALYSIS
FOR A POTENTIAL MOVE TO WATERFRONT PARK (Hybrid B)

	EXISTING ^{1/}	HYBRID B 2006 Dollars	HYBRID B 2008 Dollars
Site Description			
Location	Current Site	Waterfront Park	Waterfront Park
Site Area: Sq.ft	51,500	62,300	62,300
Owner	PP&R/Naito/PDOT	PP&R	PP&R
PSM Funds For Marketing and Transition Costs ^{2/}	\$200,000	\$200,000	\$200,000
Operating Budget Analysis			
A. Annual Income			
Income Producing Stalls	220	220	220
Income: Per Stall Per Day	\$45.81	\$49.24 ^{3/}	\$51.94 ^{3/4/}
Operating Days per Year	91	91	91
Total Income Generated From Stalls	\$917,116	\$985,785	\$1,039,839
Additional Income Generated From Sublease	\$17,660	0	0
Gross Annual Income	\$934,776	\$985,785	\$1,039,839
B. Annual Expenses\			
Land Lease	(\$62,585) ^{5/}	(\$159,873) ^{6/}	(\$168,623) ^{4/6/}
Office Lease	(\$27,572)	(\$45,292) ^{7/}	(\$49,934) ^{7/8/}
Storage Lease	(\$19,334)	(\$23,202) ^{7/}	(\$24,472) ^{4/7/}
Sublease	(\$16,160)	\$0	\$0
Operating Costs			
General Administration/Marketing	(\$522,689)	(\$522,689)	(\$551,295) ^{4/}
Daily Operations	(\$276,154)	(\$306,762) ^{9/}	(\$323,551) ^{4/9/}
<i>operations cost per vendor</i>	(\$1,255)	(\$1,394)	(\$1,471)
Total Annual Expenses	(\$924,494) ^{10/}	(\$1,057,818)	(\$1,117,875)
C. Net Operating Income (A-B)	\$10,282	(\$72,033)	(\$78,036)
D. Income Per Stall Per Day to Break Even (C=0)	\$45.30	\$52.84	\$55.84
% Change in Income Per Stall Per Day	(\$0) ^{11/}	15% ^{11/}	22% ^{11/}
Capital Budget Analysis			
Baseline Capital Costs	N/A	(\$5,944,137)	(\$6,355,210) ^{12/}

Appendix DD: Financial Analysis

- 1 Reflects actual operating cost data from PSM for 2005.
- 2 Represents money that PSM has set aside to account for marketing and additional relocation costs associated with their move.
- 3 This analysis assumes a 15% increase in vendor sales, then assumes the rent vendors pay to PSM increases in percentage terms at a rate that is half the rate of the expected sales revenue increase. For example, a 15% increase in sales results in a 7.5% increase in rent. Expected increased in vendor sales reflect location, site improvements and improved marketing efforts.
- 4 Increased by 2.7%, the average rate of inflation in the Portland region between 1996 and 2006.
- 5 Provided by PSM and includes PDOT fees.
- 6 Based on preliminary land lease estimates made by Portland Parks and Recreation Department and includes estimated PDOT fees.
- 7 When anticipating future operating costs for PSM, it is assumed the organization will pay market rates for office and storage space. Currently the organization pays below market rates which is not guaranteed to last in perpetuity. Typical lease rates for highly affordable space located near PSM are \$12/sf for office and \$6/sf for storage space.
- 8 Increased by 5% annually because low vacancy rates in the office market are likely to result in rental rates that increase at a rate above inflation.
- 9 Estimated by PSM. The increase in daily operations cost for Hybrid B is largely attributed to a need for increased labor and security.
- 10 Reflects current expenses provided by PSM that are higher than expenses used in previous versions of the pro forma.
- 11 The percentage change in the income per stall per day (rent) is based on the change between current income levels and the rent level needed to have operating income equal to operating costs.
- 12 Construction costs were increased by 3.4% annually to account for likely capitol cost increases between now and when the project is likely to be built.

SOURCE: Parametrix, PSM & Ferrarini & Associates