

# POWELL - DIVISION TRANSIT & DEVELOPMENT PROJECT

## Opportunity Area Screening Process

DRAFT

September 15, 2014

### Purpose

The Powell - Division Transit & Development Project is intended to assist the community in addressing unmet transit needs in the corridor by choosing a route and vehicle type for high-capacity transit along the Powell - Division corridor. The project also will study the possibilities and implications of development that may occur along this route, development which supports the community vision.

This document describes the approach and methodology for screening potential Powell - Division Transit and Development Project station areas to identify places for more refined study for the City of Portland and the City of Gresham. The opportunity area screening process provides a framework to evaluate, classify, screen and select opportunity areas for further study. Studying these example opportunity areas in depth will provide a basis for developing strategies that reflect local values and market realities that can be applied to other, similar station areas within the corridor.

### Methodology

This memo evaluates the 28 opportunity areas (16 in Portland, 12 in Gresham) to identify eight for in-depth study. Opportunity areas are defined as a ½ mile radius around an intersection that could be a potential stop on the new transit route. Initial opportunity area identification was completed through the *Powell-Division Opportunities and Constraints Analysis*.

The following steps were taken to identify opportunity areas for further study:

1. Create profiles of each opportunity area to summarize pertinent data
2. Define evaluation measures and summarize by opportunity area
3. Define screening criteria and quantify opportunity area performance
4. Classify opportunity areas by development readiness and transit orientation
5. Select opportunity areas through in-house workshop discussions with the intention of selecting opportunity areas that will serve as types for other opportunity areas

# 1. Create profiles of each opportunity area to summarize pertinent data

A high-level, quantitative profile of each opportunity area was created that includes data and maps on transit orientation, demographics, urban form, land use, zoning and market conditions. These profiles provide details about each opportunity area to serve as useful starting points for understanding the character, activity and population and transit supportiveness of each opportunity area in future phases of this project.

# 2. Define evaluation measures and summarize by opportunity area

The evaluation measures are organized around goals relevant to land use from the Powell-Division Transit and Development Project. This approach provides a framework for understanding the opportunity areas in the context of the project goals. For each goal a series of evaluation measures are identified and described (Table 1). The outcome of the evaluation provides a starting point for determining the most effective strategies for achieving the project goals within a given opportunity area.

The methodology for the evaluation focuses only on the Powell-Division corridor. The intent of this approach is to understand the relative similarities and differences between opportunity areas within the corridor to identify the places within the corridor that best meet the goals of the project. Each opportunity area was assigned a score between one and five, using natural breaks in the distribution of the data across all opportunity areas. A score of one or two is considered *low*, three is considered *moderate* and four or five is *high*.

**Table 1. Project goals and evaluation measures**

Project Goal	Evaluation Measures
<b>Transportation/Efficiency</b> "People have safe and convenient transportation options – including efficient and frequent high capacity transit service that enhances current local transit service – that get them where they want to go and improves the existing system."  "A high capacity transit	<i>Transit orientation:</i> Use Metro’s Transit Oriented Development (TOD) score to assess how supportive development patterns are of transit ridership. The TOD score includes five component measures: <ul style="list-style-type: none"><li>• <i>People:</i> The number of residents and workers in an area has a direct correlation with reduced auto trips;</li><li>• <i>Places:</i> Areas with commercial urban amenities such as restaurants, grocers, and specialty retail not only allow residents to complete daily activities without getting in a car, but they also improve the likelihood of higher density development by increasing residential land values;</li><li>• <i>Physical Form:</i> Small block sizes promote more compact development and walkability;</li></ul>

---

project is efficiently implemented and operated.”

- *Performance:* High quality, frequent bus and rail service makes public transportation a more reliable means of getting around and can be correlated to less driving;
- *Pedestrian/Bicycle Connectivity:* Access to sidewalks and low stress bikeways encourages many more people to walk or cycle to transit and neighborhood destinations.

*Transit performance:* Use the transit performance component of the Metro TOD score to identify opportunity areas with existing high quality transit service, and those in need of better service. Transit performance score is a combination of peak hour frequency and transit stop density.

*Current and future ridership:* Identify opportunity areas where transit is currently in high demand, and potentially underserved. Opportunity areas with high demand but low service provide a picture of where existing service is not meeting current demands. Current ridership includes all stops within ¼ mile of the opportunity area center. Future ridership projections were not available at time of study, so 2035 population and employment projections were used as proxies for future ridership. Opportunity areas with high future population or employment and low current transit service are areas where there is a possibility for future demand for transit.

---

### **Well-being**

“Future development and transit improvements create safe, healthy neighborhoods and improve access to social, educational, environmental and economic opportunities.”

*Development readiness:* Development readiness is measured as the average sales price per square foot of all property sales in 2012 and 2013. New development or redevelopment is often important to improve access to opportunity and create safer, healthier neighborhoods. Areas with low property values may not be able to support compact development that can expand access to transit to more people and create more destinations and amenities within the corridor. These areas may require different intervention strategies than areas that have high market value and can already support compact development forms.

*Regional destinations:* Identify opportunity areas that contain destinations with potential to draw people from across the region. Regional destinations are important places to connect to regional transportation systems, including transit. Regional destinations include college campuses, major employers, designated centers and light rail stations.

---

**Table 2. Screening criteria**

<b>Project goal</b>	<b>Screening criteria</b>
<b>Transportation/ Efficiency</b>	<ol style="list-style-type: none"> <li>1. <i>High future population or high future employment:</i> Is the opportunity area projected to have high future population or employment? This indicates the area will have high demand for transit in the future.</li> <li>2. <i>Low service, high ridership:</i> Does the opportunity area have low or moderate transit service, yet high or moderate current ridership? This indicates that the area is currently underserved and could have higher ridership with better service.</li> <li>3. <i>Low service, high population growth:</i> Does the opportunity area have low or moderate transit performance, yet high future population? This indicates the area will need better transit service to support higher transit demand in the future.</li> <li>4. <i>Low service, high employment growth:</i> Does the opportunity area have low or moderate transit performance, yet high future employment? This indicates the area will need better transit service to support higher transit demand in the future.</li> </ol>
<b>Well-being</b>	<ol style="list-style-type: none"> <li>5. <i>Regional destination:</i> Does the opportunity area have at least one regional destination? This indicates that the area will need to be well-connected to the regional transit system so access to these destinations can be improved.</li> <li>6. <i>Concentration of community destinations:</i> Does the opportunity area have a high concentration of community destinations? This indicates that the area is both destination to travel to and a favorable place to locate new housing, because community services and amenities are nearby.</li> </ol>
<b>Equity</b>	<ol style="list-style-type: none"> <li>7. <i>Low service, high need:</i> Does the opportunity area have low or moderate transit performance and high levels of people in poverty, youth and elderly, or zero vehicle households? This indicates that many people who depend on transit live in the area, but they are in need of better service.</li> <li>8. <i>High population of communities of color:</i> Does the opportunity area have a high concentration of communities of color? This indicates that a historically-disadvantaged population lives in the area, and would benefit from expanded access to opportunity.</li> </ol>



---

*Community destinations:* Assess the number of community destinations in the opportunity area. Community destinations are drawn from the Coalition for a Livable Future’s Regional Equity Atlas, and include libraries, gathering spaces, faith-based institutions, civic and social organizations, human and social services, arts and culture centers, health clinics, hospitals, schools, public services, food markets and grocery stores, financial services, parks and open spaces.

---

### **Equity**

“Future development and transit improvements reduce existing disparities, benefit current residents and businesses and enhance our diverse neighborhoods. There is a commitment to prevent market-driven involuntary displacement of residents and businesses and to equitably distribute the benefits and burdens of change.”

*Transit dependent populations:* Opportunity areas with concentrations of people who depend on transit, yet are underserved, should be prioritized for further study. Populations who are potentially transit-dependent include the youth and elders (under 18, over 65); households that do not own a vehicle; and those earning less than the poverty level.

*Communities of color:* Transportation and housing opportunities should be equally available to communities of all races and ethnicities.

*Less than 80% of median family income:* The Federal poverty level is widely considered too low to include all people who are struggling to maintain self-sufficiency. This broader measure of income identifies opportunity areas with high population of people above the poverty line, but still in need of affordable housing and transportation. Median family income is established for each metropolitan statistical area by the U.S. Department of Housing and Urban Development.

---

## **3. Define screening criteria and quantify opportunity area performance**

The evaluation measures alone cannot quantify the performance of each opportunity area relative to project goals. Screening criteria were developed to quantify how well an opportunity area performs on each evaluation measure. Additionally, the screening criteria combine evaluation measures to test important questions related to project goals, such as opportunity areas with poor transit service, yet high need for transit or high current ridership. Taken together, the nine screening criteria can be used to distinguish opportunity areas based on the degree to which they achieve the project goals. Opportunity areas with high potential to achieve project goals will meet more of the screening criteria. Alternatively, the screening criteria can be viewed individually to understand important differences between opportunity areas. (See Appendix C)

9. *High population of households earning less than 80% of median family income:*  
Does the opportunity area have a high concentration of households that earn less than 80% of the regional median family income? This indicates that there is potential for a high population of people earning above the poverty line, but still in need of access to affordable housing and transportation.
- 

#### **4. Classify opportunity areas by development readiness and transit orientation**

Two of the evaluation measures—development readiness and transit orientation—were considered useful to understanding the type of strategies that would be needed for each opportunity area to contribute to project goals. Development readiness indicates an opportunity area’s current market conditions, and thus the potential for and likely timing of new development or redevelopment. Transit orientation measures the extent to which the current development pattern are supportive of transit ridership. As these two measures are essential to plan strategies, they provide a useful method to organize opportunity areas in a typology.

All opportunity areas were mapped on a matrix with transit orientation on one axis, and development readiness on the other, to identify a potential typology. Opportunity areas with high transit orientation generally had higher development readiness, so three classes of opportunity areas were established:

- *Emerging:* low transit orientation, low development readiness
- *Transition:* moderate transit orientation, moderate development readiness
- *Booming:* high transit orientation, high development readiness

Booming opportunity areas are generally considered not in need of significant planning or investment; these opportunity areas are likely to attract transit-oriented development—that contributes to project goals—without additional public investment beyond the new transit service. Transition opportunity areas are places where new development is possible in the short term, but modest public intervention will be necessary to leverage development that is both transit-oriented and expands access and opportunity. Emerging opportunity areas are likely to see new development over a longer time frame, and significant public intervention will be necessary to catalyze private transit supportive investment in the near future. In these locations, the approach may be to set the table with strategies that increase transit orientation and otherwise make the area a more attractive place to live and work now. This will support future development. (See Appendix C)

#### **5. Select opportunity areas through in-house workshop discussions**

The consultant team facilitated in-house workshops with both the City of Portland and the City of Gresham to present the results of the opportunity area analysis to “short list” a limited number of opportunity areas that reflect the diversity of opportunity area typologies within the corridor. The same methodology was used for both cities, ensuring a regionally consistent approach.

## Results

The results of the opportunity area evaluation process are available on the project website and in the appendices of this memo:

- Appendix A: *Opportunity Area Profiles*
- Appendix B includes the *Opportunity Area Evaluation Matrix* a summary the evaluation measures across all opportunity areas (Figure 1 – Portland, Figure 2- Gresham).
- Appendix C includes maps with the results of each screening criteria, and two supplemental maps to show different transit-dependent populations
  - *High future population or high future employment* (Figure 3)
  - *Low service, high ridership* (Figure 4)
  - *Low service, high population growth* (Figure 5)
  - *Low service, high employment growth* (Figure 6)
  - *Regional destinations* (Figure 7)
  - *Concentration of community destinations* (Figure 8)
  - *Low service, high need* (Figure 9)
  - *Communities of color* (Figure 10)
  - *Less than 80% of median family income* (Figure 11)
  - *Youth and elderly (under 18, over 65)* (Figure 12)
  - *Zero vehicle households* (Figure 13)
- Appendix D includes the *Opportunity Area Classification Matrix* (Figure 14), which maps the opportunity areas based on transit orientation and development readiness, and categorizes the opportunity areas based on how many screening criteria they meet.

## Powell-Division Transit and Development Project

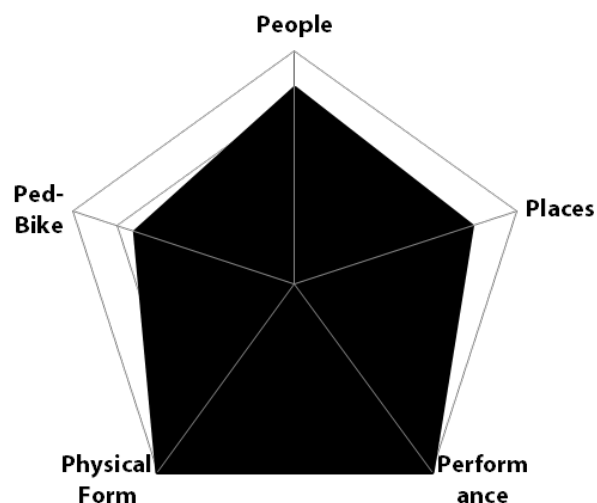
# Appendix A: Opportunity Area Profiles

This report provides a high-level, quantitative profile of each opportunity area in the Powell-Division corridor. The purpose of these opportunity area profiles is to inform and support the process of selecting individual areas for more detailed study and planning.

The profiles are ordered from west to east in the document. The rankings listed next to some metrics are relative to the 28 opportunity areas in the corridor. Definitions of several metrics used in the profiles are provided below.

- **Transit orientation:** A zero to 100 score intended to measure the degree to which current development and land use patterns are supportive of transit ridership. Scores are relative to all other opportunity areas in the corridor, so the most transit-oriented area receives a score of 100 and the least transit-oriented a score of zero. The transit orientation score was developed by Metro for the regional *Transit-Oriented Development Strategic Plan*, and includes these five component measures:
  - *People:* The number of residents and workers in an area has a direct correlation with reduced auto trips;
  - *Places:* Areas with commercial urban amenities such as restaurants, grocers, and specialty retail not only allow residents to complete daily activities without getting in a car, but they also improve the likelihood of higher density development by increasing residential land values;
  - *Physical Form:* Small block sizes promote more compact development and walkability;
  - *Performance:* High quality, frequent bus and rail service makes public transportation a more reliable means of getting around and can be correlated to less driving
  - *Pedestrian/Bicycle Connectivity:* Access to sidewalks and low stress bikeways encourages many more people to walk or cycle to transit and neighborhood destinations.
- **Community destinations:** Places that are shared resources and amenities for the local community, including libraries, hospitals and healthcare clinics, fire stations, government offices, community centers, faith-based institutions, civic and social organizations, arts and culture centers, museums and parks and open spaces.
- **Half-mile walk distance area:** Due to irregular street networks and other barriers, a half-mile walking distance from the center of the node does not extend as far as a half-mile linear distance (also known as “as the crow flies” distance). This measures the half-mile walk area as a percentage of the half-mile linear area around the center of the opportunity area. A larger half-mile walk area denotes a more connected street network and less physical barriers to walking.
- **Sidewalk completeness:** The percentage of streets within the opportunity area with sidewalks on both sides of the street, an important measure of the safety and convenience of walking.
- **Building value as percent of area average:** The value of each building within the opportunity area as a percent of the average building value for that land use within that subarea. There are six subareas in the corridor: Inner Portland, Jade District, East Portland, Gresham West, Gresham Central and Gresham East. This measure identifies buildings that have potential for redevelopment because they are of lower value than most other buildings of the same use within that area of the corridor.

# 12th and Division



## Transit orientation

Rank

Transit orientation (0-100 index)	100	1
People	84	2
Places	80	4
Performance	100	1
Physical Form	100	1
Ped-Bike Connectivity	72	3
Current daily ridership	628	11
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	5,163	27
Percent change 2000-2010	12%	23
2035 Projection	5,971	20
Transit-dependent populations		
Youth/elderly (under 18, over 65)	20%	27
Zero car households	19%	3
Less than poverty level	17%	21
Less than 80% of median family income	56%	21
Communities of color	18%	25

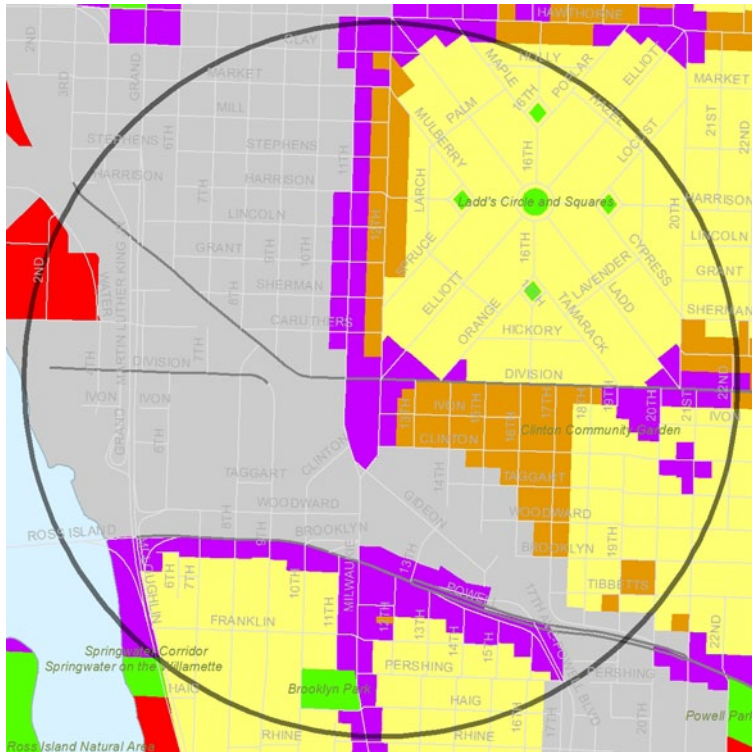
## Urban form

Rank

Half mile walk distance area	68%	1
Average lot size (sq. ft)	6,601	26
Sidewalk completeness	66%	5
Community destinations	16	5
Fresh food destinations	5	1



Half mile walking distance from opportunity area center



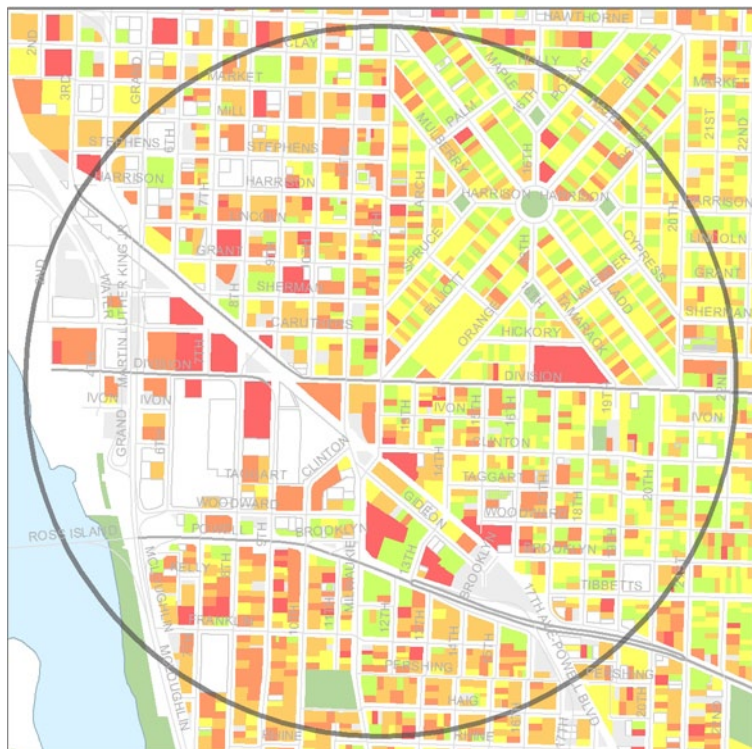
## Land use and zoning

Rank

<b>Housing Units</b>	2,530	23
Percent change 2000-2010	11%	25
<b>Employment</b>	4,951	1
Retail and services	25%	
Office	39%	
Industrial	33%	
Public/education	3%	

## Zoning

Single-Family Residential	38%
Multi-Family Residential	8%
Mixed-Use Residential	13%
Commercial	1%
Industrial	40%
Parks and Open Space	1%



## Market conditions

Rank

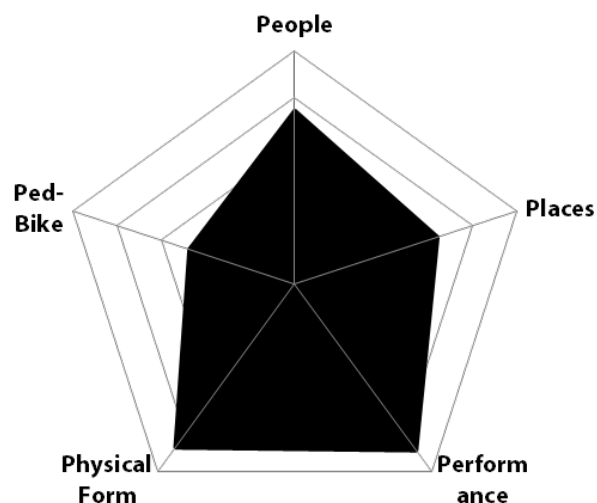
## Building value as percent of area average

Vacant lot	7%
Less than 50%	2%
50% to 75%	14%
75% to 100%	22%
100% to 125%	22%
Greater than 125%	25%

<b>Avg. land value per square foot</b>	\$32	2
Single family residential	\$37	1
Multifamily residential	\$10	5
Commercial	\$22	7
<b>Avg. total value per square foot</b>	\$104	2
Single family residential	\$83	1
Multifamily residential	\$424	7
Commercial	\$55	7
<b>Avg. annual appreciation, 2003-2014</b>	4.00%	11



# Milwaukie and Powell



## Transit orientation

		Rank
Transit orientation (0-100 index)	83	2
People	74	3
Places	64	1
Performance	88	2
Physical Form	87	2
Ped-Bike Connectivity	47	9
Current daily ridership	1,606	4
Projected future ridership	N/A	N/A

## Demographics

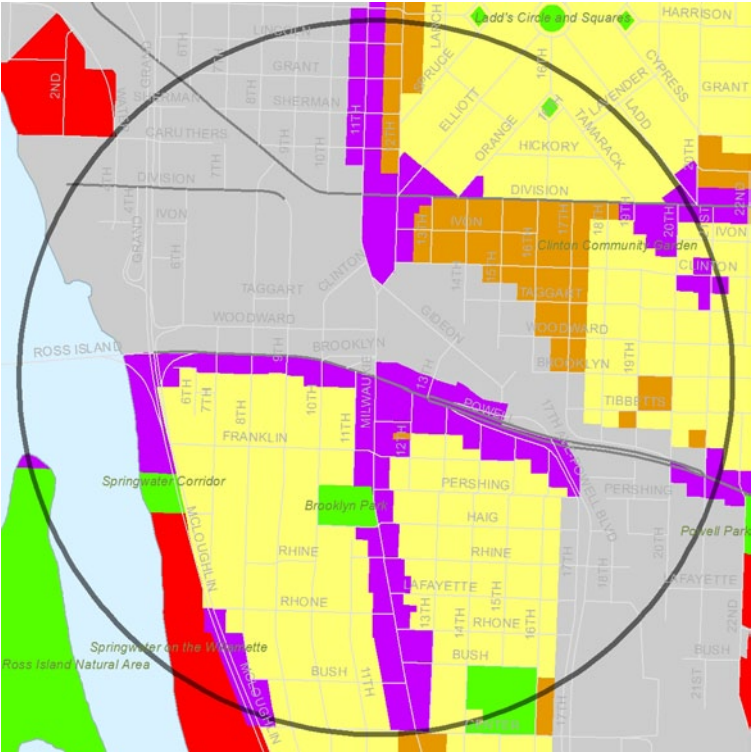
		Rank
Population	4,711	28
Percent change 2000-2010	7%	28
2035 Projection	4,949	26
Transit-dependent populations		
Youth/elderly (under 18, over 65)	17%	28
Zero car households	21%	1
Less than poverty level	20%	16
Less than 80% of median family income	61%	17
Communities of color	17%	26



## Urban form

		Rank
Half mile walk distance area	63%	6
Average lot size (sq. ft)	7,930	22
Sidewalk completeness	63%	10
Community destinations	18	4
Fresh food destinations	4	4

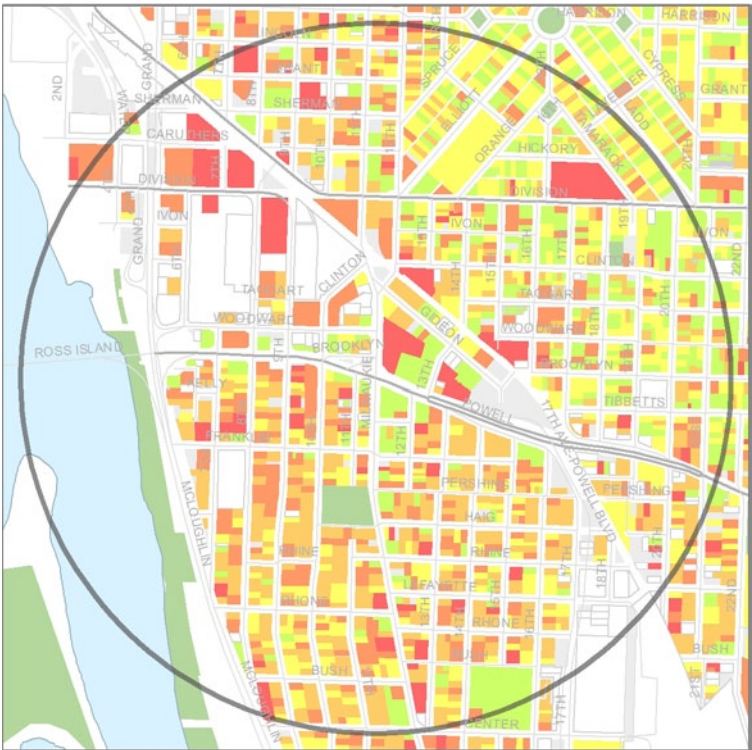
Half mile walking distance from opportunity area center



Land use and zoning

Rank

Housing Units	2,341	25
Percent change 2000-2010	11%	26
Employment	3,465	5
Retail and services	17%	
Office	40%	
Industrial	38%	
Public/education	4%	
Zoning		
Single-Family Residential	37%	
Multi-Family Residential	6%	
Mixed-Use Residential	16%	
Commercial	4%	
Industrial	34%	
Parks and Open Space	3%	



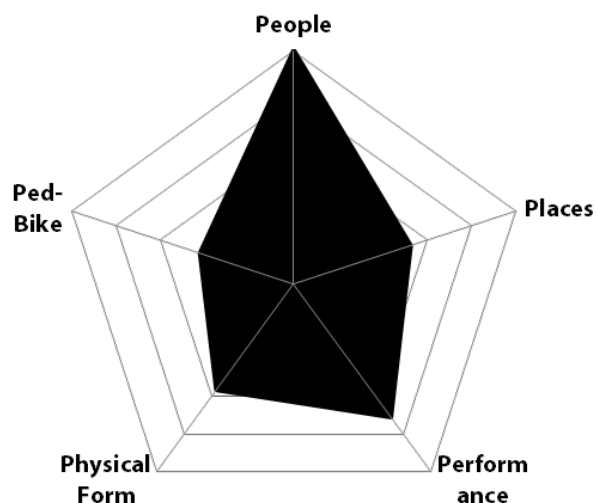
Market conditions

Rank

Building value as percent of area average		
Vacant lot	7%	
Less than 50%	3%	
50% to 75%	16%	
75% to 100%	29%	
100% to 125%	21%	
Greater than 125%	18%	
Avg. land value per square foot	\$31	3
Single family residential	\$33	3
Multifamily residential	\$21	1
Commercial	\$21	9
Avg. total value per square foot	\$88	5
Single family residential	\$74	3
Multifamily residential	\$494	6
Commercial	\$53	8
Avg. annual appreciation, 2003-2014	3.90%	12



# 26th and Powell



## Transit orientation

Rank

Transit orientation (0-100 index)	67	4
People	100	1
Places	53	9
Performance	71	5
Physical Form	56	5
Ped-Bike Connectivity	42	15
Current daily ridership	918	10
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	7,269	16
Percent change 2000-2010	14%	21
2035 Projection	7,822	13
Transit-dependent populations		
Youth/elderly (under 18, over 65)	20%	26
Zero car households	18%	5
Less than poverty level	21%	14
Less than 80% of median family income	56%	21
Communities of color	19%	24

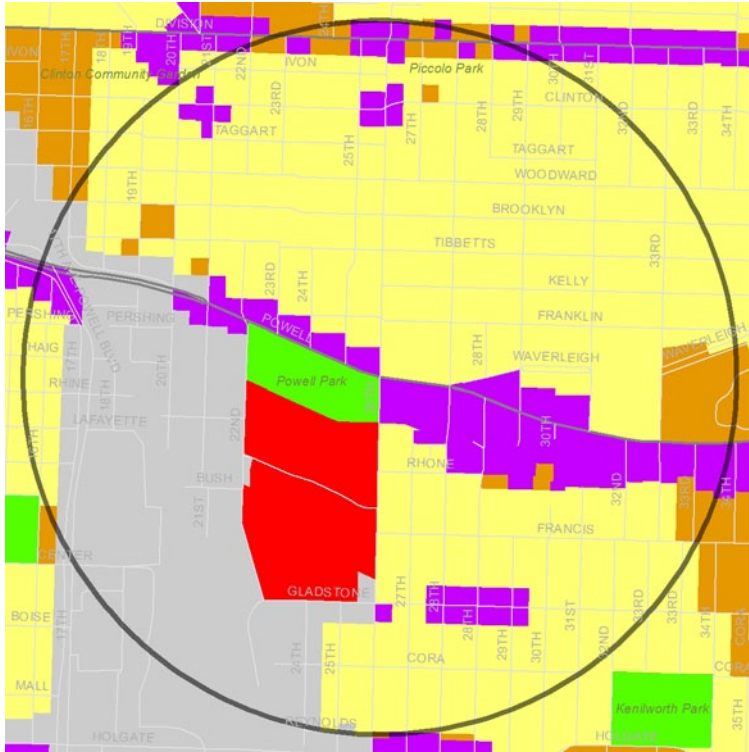
## Urban form

Rank

Half mile walk distance area	61%	12
Average lot size (sq. ft)	7,611	23
Sidewalk completeness	65%	8
Community destinations	14	6
Fresh food destinations	2	14



Half mile walking distance from opportunity area center



### Land use and zoning

Rank

<b>Housing Units</b>	3,419	10
Percent change 2000-2010	20%	19
<b>Employment</b>	3,903	4
Retail and services	16%	
Office	63%	
Industrial	16%	
Public/education	4%	
<b>Zoning</b>		
Single-Family Residential	57%	
Multi-Family Residential	4%	
Mixed-Use Residential	10%	
Commercial	6%	
Industrial	20%	
Parks and Open Space	2%	

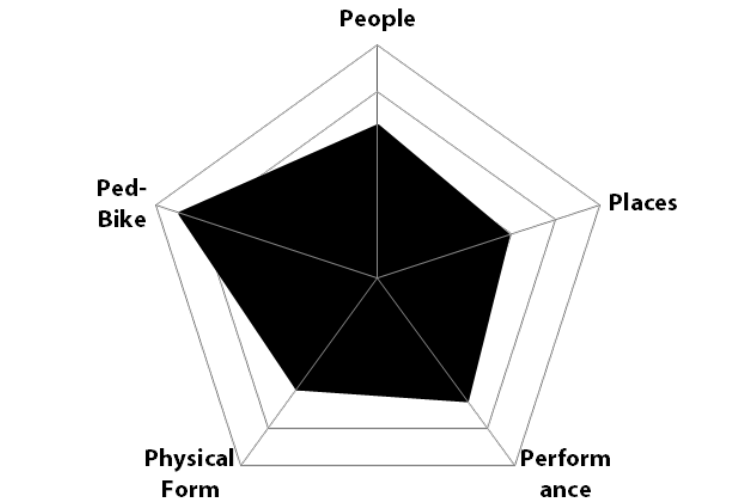


### Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	5%	
Less than 50%	2%	
50% to 75%	13%	
75% to 100%	26%	
100% to 125%	26%	
Greater than 125%	21%	
<b>Avg. land value per square foot</b>	\$30	5
Single family residential	\$33	4
Multifamily residential	\$7	7
Commercial	\$26	3
<b>Avg. total value per square foot</b>	\$130	1
Single family residential	\$73	4
Multifamily residential	\$818	1
Commercial	\$70	4
<b>Avg. annual appreciation, 2003-2014</b>	4.20%	9

# Cesar Chavez and Division



Transit orientation		Rank
Transit orientation (0-100 index)	74	3
People	65	8
Places	59	5
Performance	65	8
Physical Form	59	3
Ped-Bike Connectivity	89	1
Current daily ridership	1,148	7
Projected future ridership	N/A	N/A

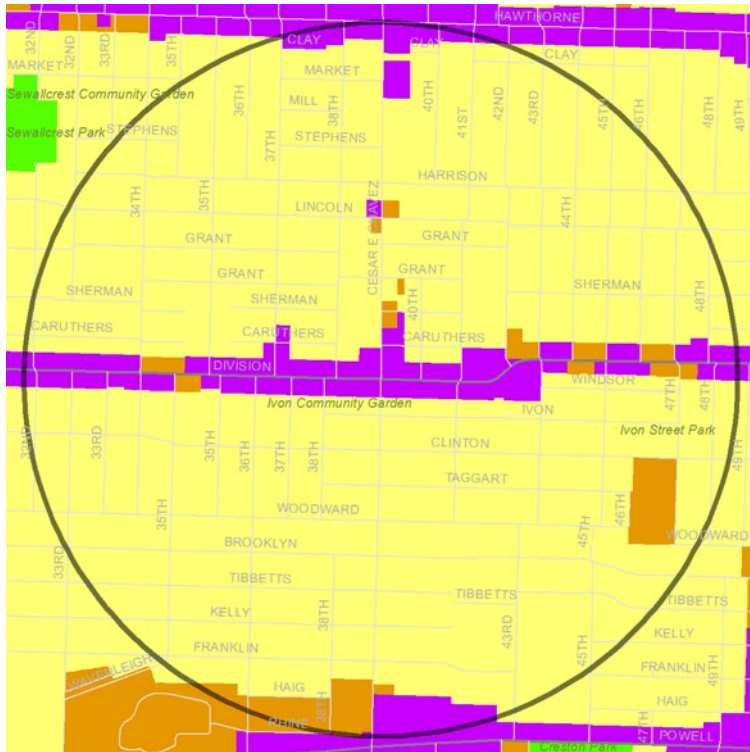
Demographics		Rank
Population	8,918	5
Percent change 2000-2010	8%	27
2035 Projection	9,428	6
Transit-dependent populations		
Youth/elderly (under 18, over 65)	25%	24
Zero car households	10%	21
Less than poverty level	15%	24
Less than 80% of median family income	45%	26
Communities of color	16%	27

Urban form		Rank
Half mile walk distance area	63%	4
Average lot size (sq. ft)	5,443	28
Sidewalk completeness	74%	1
Community destinations	10	13
Fresh food destinations	2	14



Half mile walking distance from opportunity area center

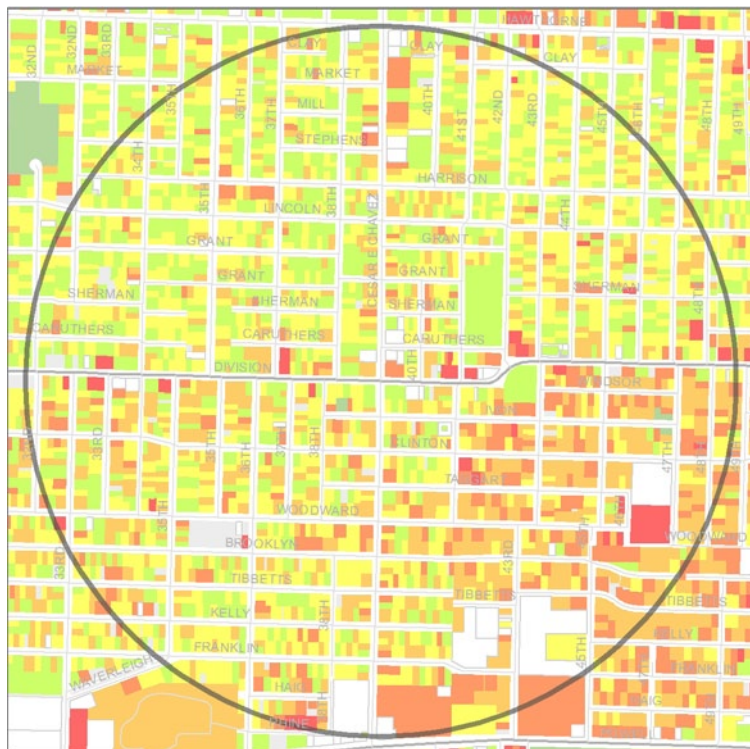




## Land use and zoning

Rank

<b>Housing Units</b>	4,042	3
Percent change 2000-2010	9%	27
<b>Employment</b>	1,941	12
Retail and services	39%	
Office	44%	
Industrial	10%	
Public/education	7%	
<b>Zoning</b>		
Single-Family Residential	88%	
Multi-Family Residential	4%	
Mixed-Use Residential	8%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	0%	

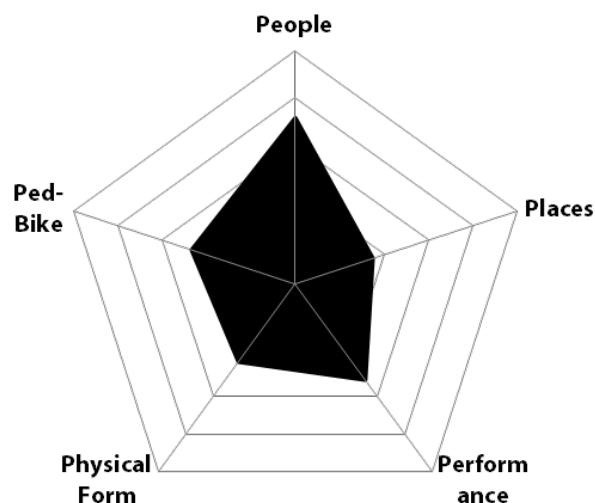


## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	3%	
Less than 50%	1%	
50% to 75%	8%	
75% to 100%	23%	
100% to 125%	34%	
Greater than 125%	29%	
<b>Avg. land value per square foot</b>	\$35	1
Single family residential	\$36	2
Multifamily residential	\$11	4
Commercial	\$41	1
<b>Avg. total value per square foot</b>	\$91	3
Single family residential	\$79	2
Multifamily residential	\$561	2
Commercial	\$104	1
<b>Avg. annual appreciation, 2003-2014</b>	5.90%	3

# Cesar Chavez and Powell



## Transit orientation

Rank

Transit orientation (0-100 index)	51	9
People	71	4
Places	35	8
Performance	51	10
Physical Form	41	7
Ped-Bike Connectivity	47	10
Current daily ridership	1,828	3
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	8,899	6
Percent change 2000-2010	8%	25
2035 Projection	9,708	5
Transit-dependent populations		
Youth/elderly (under 18, over 65)	23%	25
Zero car households	15%	9
Less than poverty level	16%	22
Less than 80% of median family income	58%	18
Communities of color	21%	23

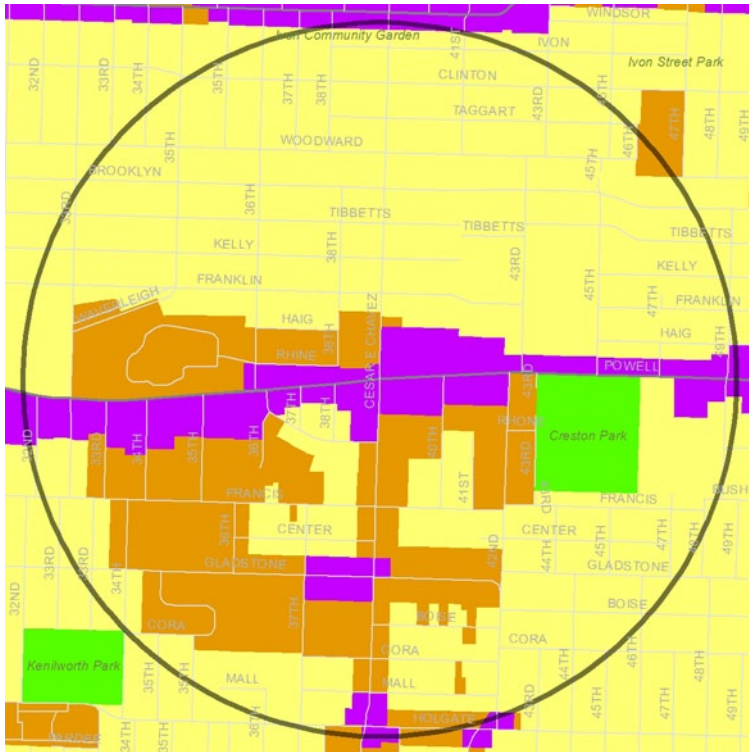
## Urban form

Rank

Half mile walk distance area	63%	3
Average lot size (sq. ft)	7,482	24
Sidewalk completeness	64%	9
Community destinations	11	10
Fresh food destinations	2	14



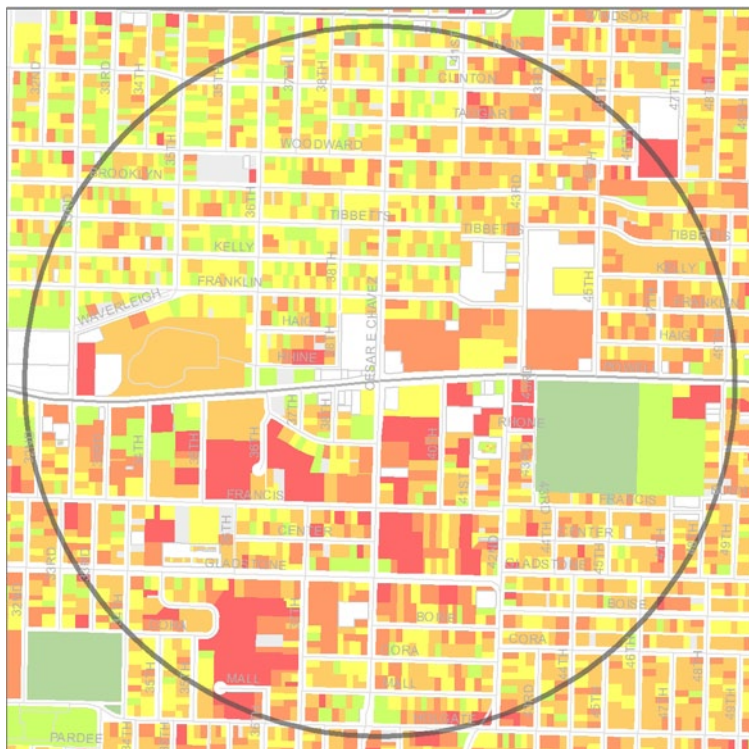
Half mile walking distance from opportunity area center



## Land use and zoning

Rank

<b>Housing Units</b>	4,328	1
Percent change 2000-2010	12%	24
<b>Employment</b>	1,555	16
Retail and services	31%	
Office	57%	
Industrial	3%	
Public/education	10%	
<b>Zoning</b>		
Single-Family Residential	65%	
Multi-Family Residential	23%	
Mixed-Use Residential	10%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	3%	



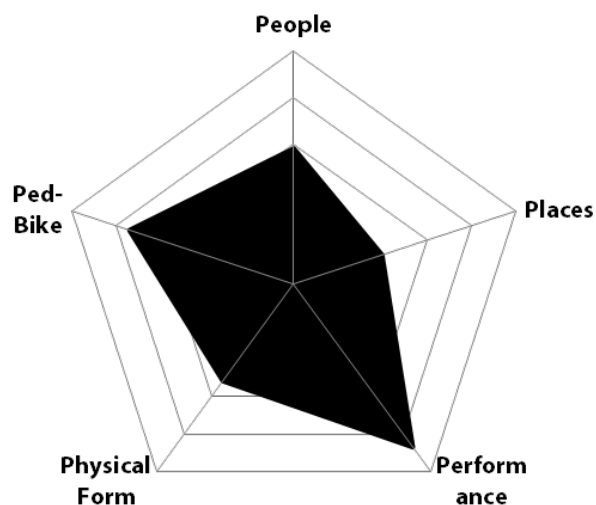
## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	5%	
Less than 50%	3%	
50% to 75%	16%	
75% to 100%	35%	
100% to 125%	25%	
Greater than 125%	13%	
<b>Avg. land value per square foot</b>	\$29	6
Single family residential	\$31	6
Multifamily residential	\$12	3
Commercial	\$24	4
<b>Avg. total value per square foot</b>	\$76	8
Single family residential	\$64	6
Multifamily residential	\$271	9
Commercial	\$61	5
<b>Avg. annual appreciation, 2003-2014</b>	7.80%	2



# 50th and Division



## Transit orientation

Rank

Transit orientation (0-100 index)	67	5
People	58	11
Places	40	11
Performance	87	3
Physical Form	52	6
Ped-Bike Connectivity	74	2
Current daily ridership	1,012	9
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	9,463	3
Percent change 2000-2010	22%	19
2035 Projection	8,330	11
Transit-dependent populations		
Youth/elderly (under 18, over 65)	28%	22
Zero car households	12%	14
Less than poverty level	10%	26
Less than 80% of median family income	52%	24
Communities of color	24%	19

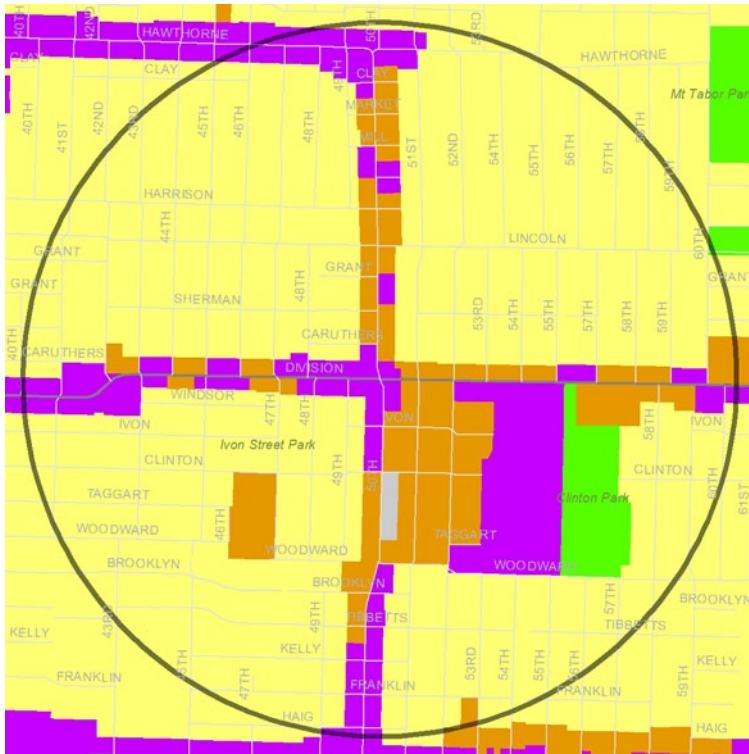
## Urban form

Rank

Half mile walk distance area	62%	9
Average lot size (sq. ft)	5,919	27
Sidewalk completeness	73%	2
Community destinations	13	7
Fresh food destinations	1	21



Half mile walking distance from opportunity area center



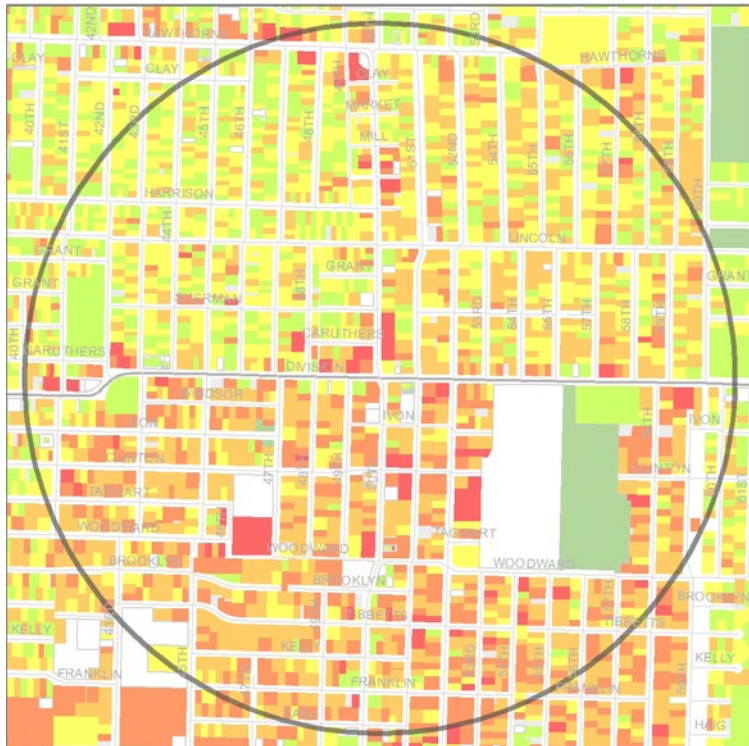
## Land use and zoning

Rank

<b>Housing Units</b>	4,283	2
Percent change 2000-2010	26%	15
<b>Employment</b>	1,209	18
Retail and services	26%	
Office	43%	
Industrial	11%	
Public/education	20%	

## Zoning

Single-Family Residential	74%
Multi-Family Residential	11%
Mixed-Use Residential	12%
Commercial	0%
Industrial	0%
Parks and Open Space	3%



## Market conditions

Rank

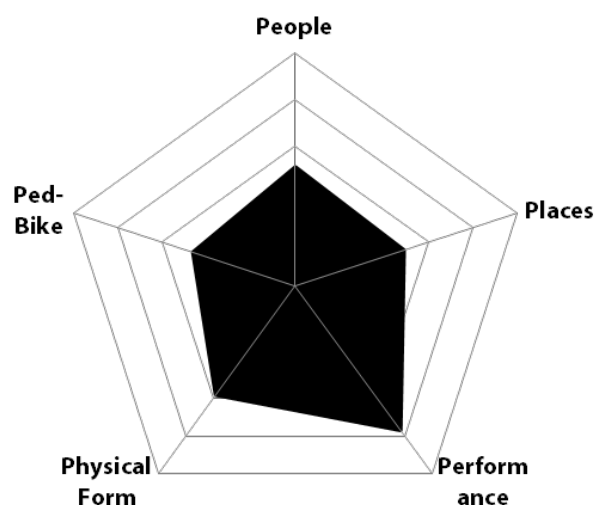
## Building value as percent of area average

Vacant lot	2%
Less than 50%	2%
50% to 75%	14%
75% to 100%	34%
100% to 125%	28%
Greater than 125%	18%

<b>Avg. land value per square foot</b>	\$31	4
Single family residential	\$33	5
Multifamily residential	\$5	9
Commercial	\$29	2
<b>Avg. total value per square foot</b>	\$91	4
Single family residential	\$68	5
Multifamily residential	\$520	4
Commercial	\$77	3
<b>Avg. annual appreciation, 2003-2014</b>	5.20%	5



# Foster-Powell



## Transit orientation

Rank

Transit orientation (0-100 index)	61	6
People	51	15
Places	49	5
Performance	77	4
Physical Form	58	4
Ped-Bike Connectivity	46	12
Current daily ridership	1,514	6
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	7,984	13
Percent change 2000-2010	8%	26
2035 Projection	8,720	8
Transit-dependent populations		
Youth/elderly (under 18, over 65)	25%	23
Zero car households	12%	14
Less than poverty level	16%	23
Less than 80% of median family income	57%	19
Communities of color	25%	18

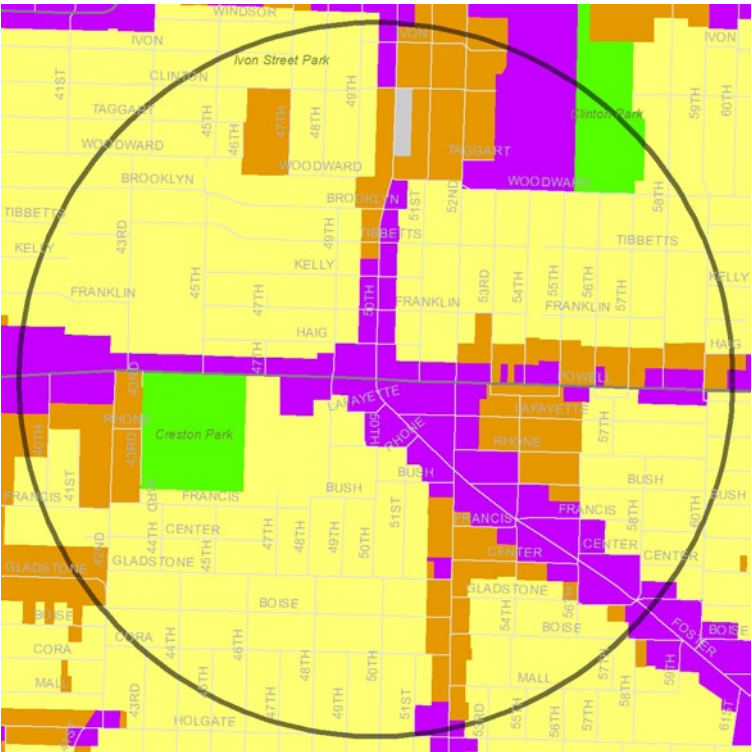
## Urban form

Rank

Half mile walk distance area	64%	2
Average lot size (sq. ft)	7,128	25
Sidewalk completeness	70%	3
Community destinations	12	9
Fresh food destinations	3	6



Half mile walking distance from opportunity area center



Land use and zoning

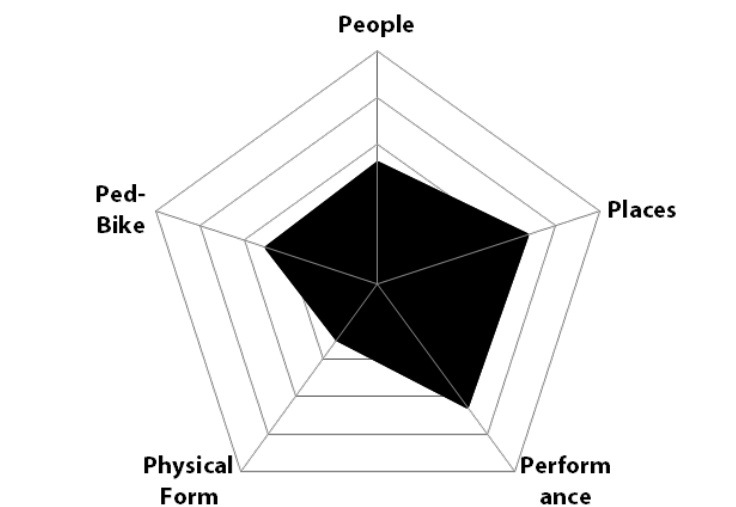
		Rank
Housing Units	3,695	7
Percent change 2000-2010	12%	22
Employment	1,482	17
Retail and services	34%	
Office	36%	
Industrial	12%	
Public/education	18%	
Zoning		
Single-Family Residential	64%	
Multi-Family Residential	15%	
Mixed-Use Residential	16%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	4%	



Market conditions

		Rank
Building value as percent of area average		
Vacant lot	3%	
Less than 50%	5%	
50% to 75%	27%	
75% to 100%	44%	
100% to 125%	15%	
Greater than 125%	5%	
Avg. land value per square foot	\$24	7
Single family residential	\$25	7
Multifamily residential	\$13	2
Commercial	\$21	8
Avg. total value per square foot	\$53	10
Single family residential	\$51	7
Multifamily residential	\$146	10
Commercial	\$59	6
Avg. annual appreciation, 2003-2014	3.30%	15

# 82nd and Division



Transit orientation		Rank
Transit orientation (0-100 index)	48	10
People	52	14
Places	67	5
Performance	65	7
Physical Form	29	9
Ped-Bike Connectivity	50	7
Current daily ridership	3,198	1
Projected future ridership	N/A	N/A

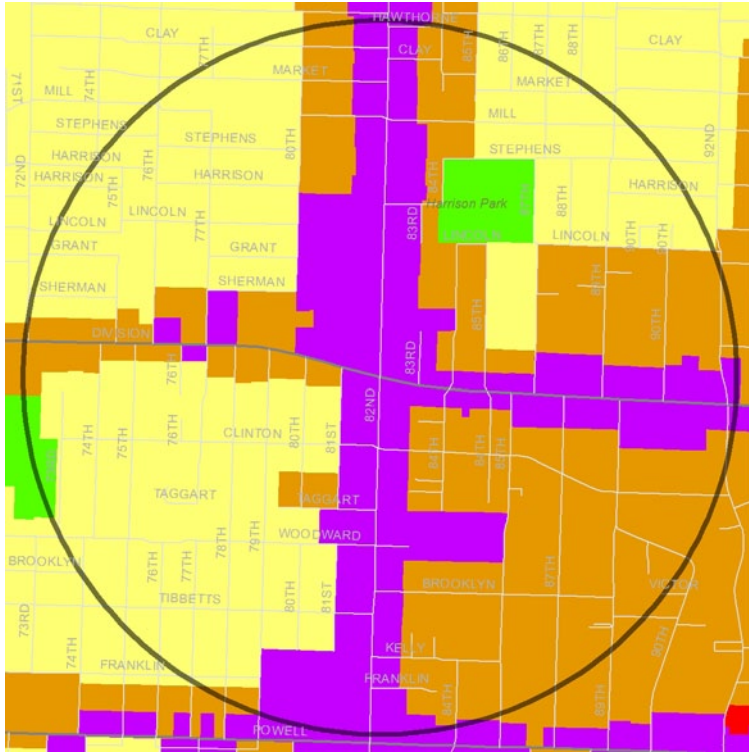
Demographics		Rank
Population	8,632	8
Percent change 2000-2010	46%	7
2035 Projection	9,911	3
Transit-dependent populations		
Youth/elderly (under 18, over 65)	33%	21
Zero car households	17%	7
Less than poverty level	23%	8
Less than 80% of median family income	66%	14
Communities of color	41%	11

Urban form		Rank
Half mile walk distance area	61%	14
Average lot size (sq. ft)	8,864	21
Sidewalk completeness	39%	20
Community destinations	11	10
Fresh food destinations	3	6



Half mile walking distance from opportunity area center





## Land use and zoning

Rank

<b>Housing Units</b>	3,580	8
Percent change 2000-2010	52%	4
<b>Employment</b>	2,105	10
Retail and services	39%	
Office	26%	
Industrial	2%	
Public/education	33%	
<b>Zoning</b>		
Single-Family Residential	40%	
Multi-Family Residential	34%	
Mixed-Use Residential	24%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	2%	



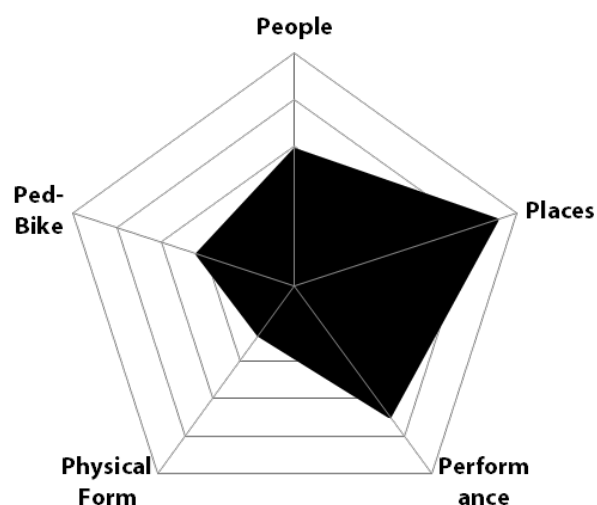
## Market conditions

Rank

## Building value as percent of area average

Vacant lot	4%	
Less than 50%	4%	
50% to 75%	14%	
75% to 100%	27%	
100% to 125%	23%	
Greater than 125%	26%	
<b>Avg. land value per square foot</b>	\$17	8
Single family residential	\$17	8
Multifamily residential	\$3	13
Commercial	\$22	5
<b>Avg. total value per square foot</b>	\$43	14
Single family residential	\$37	8
Multifamily residential	\$137	12
Commercial	\$48	12
<b>Avg. annual appreciation, 2003-2014</b>	4.50%	7

# 82nd and Powell



## Transit orientation

Rank

Transit orientation (0-100 index)	51	8
People	58	10
Places	91	2
Performance	69	6
Physical Form	26	11
Ped-Bike Connectivity	44	13
Current daily ridership	2,792	2
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	8,002	12
Percent change 2000-2010	43%	8
2035 Projection	10,682	1
Transit-dependent populations		
Youth/elderly (under 18, over 65)	36%	14
Zero car households	21%	1
Less than poverty level	26%	6
Less than 80% of median family income	64%	16
Communities of color	38%	14

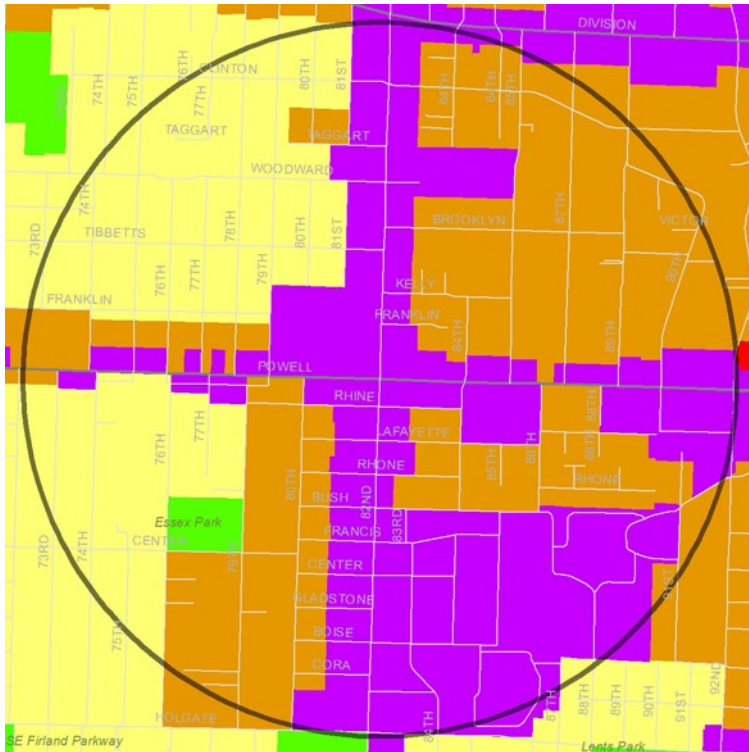
## Urban form

Rank

Half mile walk distance area	61%	15
Average lot size (sq. ft)	9,647	20
Sidewalk completeness	44%	19
Community destinations	10	13
Fresh food destinations	4	4



Half mile walking distance from opportunity area center



### Land use and zoning

Rank

<b>Housing Units</b>	3,376	11
Percent change 2000-2010	40%	8
<b>Employment</b>	2,949	7
Retail and services	55%	
Office	26%	
Industrial	1%	
Public/education	18%	
<b>Zoning</b>		
Single-Family Residential	25%	
Multi-Family Residential	38%	
Mixed-Use Residential	36%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	1%	



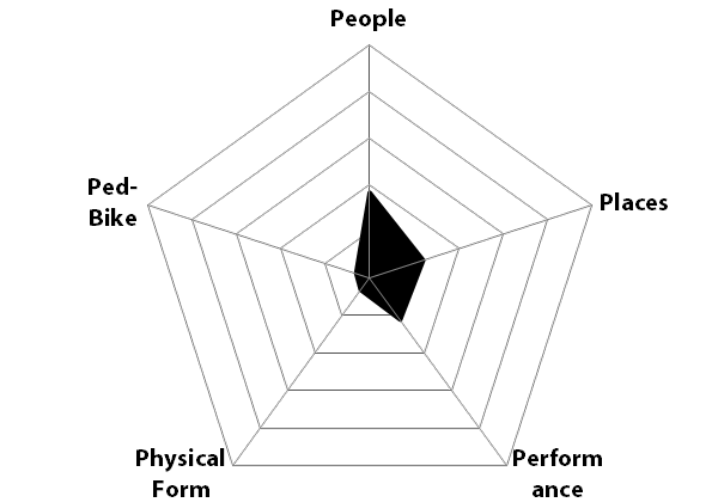
### Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	5%	
Less than 50%	3%	
50% to 75%	13%	
75% to 100%	24%	
100% to 125%	28%	
Greater than 125%	22%	
<b>Avg. land value per square foot</b>	\$15	9
Single family residential	\$17	10
Multifamily residential	\$2	18
Commercial	\$22	6
<b>Avg. total value per square foot</b>	\$45	12
Single family residential	\$35	9
Multifamily residential	\$141	11
Commercial	\$47	13
<b>Avg. annual appreciation, 2003-2014</b>	4.50%	6



# 112th and Division



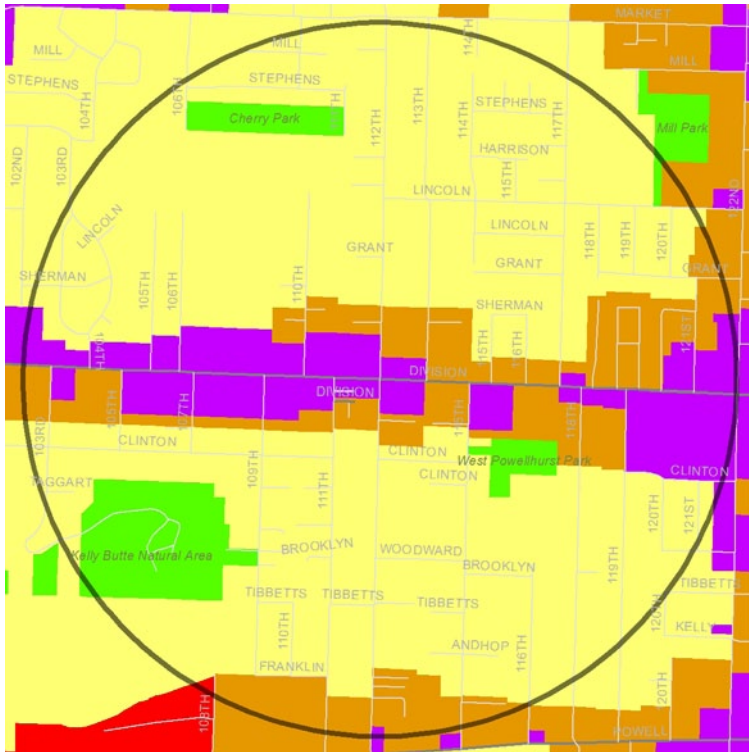
Transit orientation		Rank
Transit orientation (0-100 index)	10	24
People	36	22
Places	24	17
Performance	22	16
Physical Form	7	20
Ped-Bike Connectivity	6	28
Current daily ridership	218	20
Projected future ridership	N/A	N/A

Demographics		Rank
Population	6,548	23
Percent change 2000-2010	25%	17
2035 Projection	8,482	10
Transit-dependent populations		
Youth/elderly (under 18, over 65)	37%	10
Zero car households	11%	17
Less than poverty level	38%	1
Less than 80% of median family income	65%	15
Communities of color	39%	12

Urban form		Rank
Half mile walk distance area	60%	16
Average lot size (sq. ft)	13,919	14
Sidewalk completeness	20%	26
Community destinations	5	19
Fresh food destinations	3	6



Half mile walking distance from opportunity area center



### Land use and zoning

Rank

<b>Housing Units</b>	2,330	26
Percent change 2000-2010	15%	20
<b>Employment</b>	814	24
Retail and services	43%	
Office	39%	
Industrial	2%	
Public/education	16%	
<b>Zoning</b>		
Single-Family Residential	69%	
Multi-Family Residential	14%	
Mixed-Use Residential	11%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	6%	



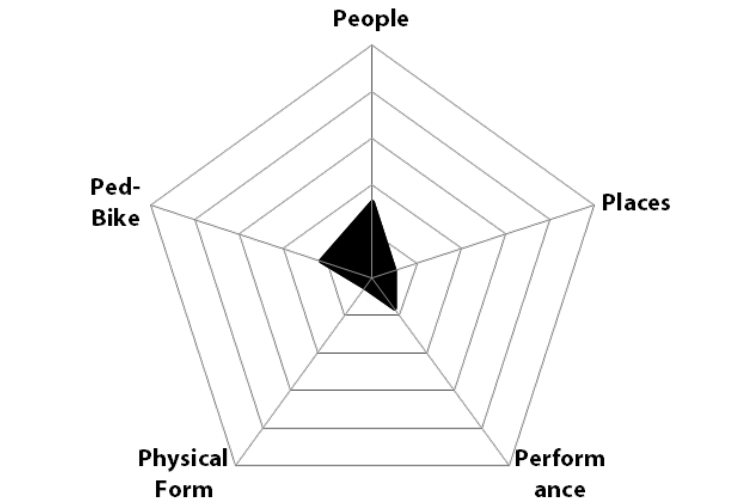
### Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	5%	
Less than 50%	1%	
50% to 75%	6%	
75% to 100%	29%	
100% to 125%	37%	
Greater than 125%	18%	
<b>Avg. land value per square foot</b>	\$10	20
Single family residential	\$11	24
Multifamily residential	\$3	10
Commercial	\$16	14
<b>Avg. total value per square foot</b>	\$28	20
Single family residential	\$23	21
Multifamily residential	\$122	16
Commercial	\$42	19
<b>Avg. annual appreciation, 2003-2014</b>	2.90%	19



# 112th and Powell



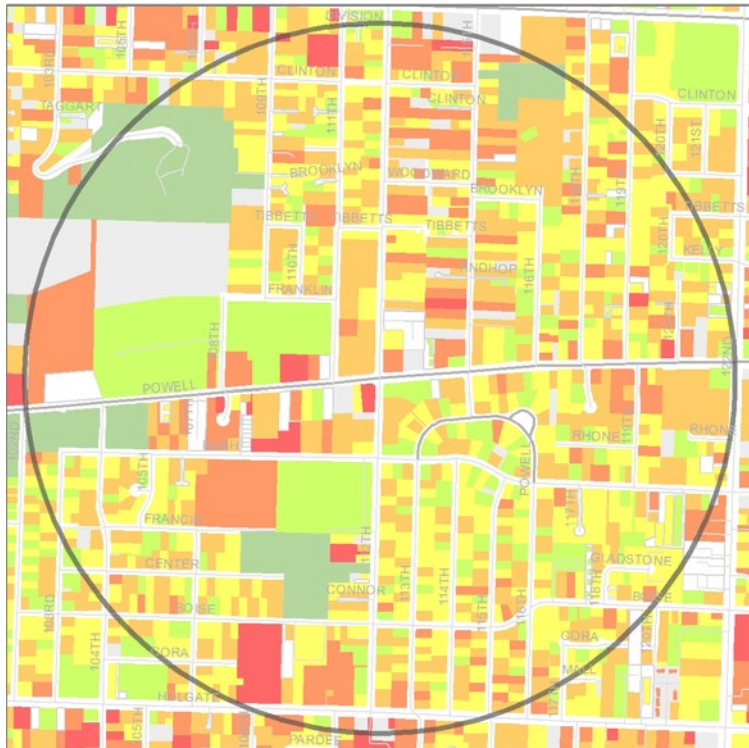
Transit orientation		Rank
Transit orientation (0-100 index)	9	25
People	32	24
Places	10	23
Performance	16	20
Physical Form	5	24
Ped-Bike Connectivity	23	21
Current daily ridership	206	22
Projected future ridership	N/A	N/A









Demographics		Rank
Population	8,168	11
Percent change 2000-2010	51%	3
2035 Projection	7,437	15
Transit-dependent populations		
Youth/elderly (under 18, over 65)	37%	8
Zero car households	15%	9
Less than poverty level	30%	4
Less than 80% of median family income	75%	2
Communities of color	50%	2

Urban form		Rank
Half mile walk distance area	61%	13
Average lot size (sq. ft)	12,776	15
Sidewalk completeness	15%	28
Community destinations	3	23
Fresh food destinations	3	6







Half mile walking distance from opportunity area center



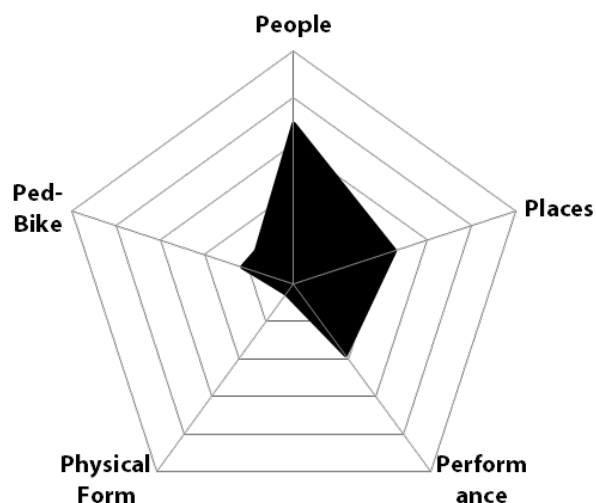
## Rank

<b>Housing Units</b>	2,961	17
Percent change 2000-2010	42%	6
<b>Employment</b>	1,001	20
Retail and services	41%	
Office	36%	
Industrial	3%	
Public/education	21%	
<b>Zoning</b>		
 Single-Family Residential	57%	
 Multi-Family Residential	29%	
 Mixed-Use Residential	3%	
 Commercial	3%	
 Industrial	0%	
 Parks and Open Space	8%	

## Rank

Building value as percent of area average		
	Vacant lot	6%
	Less than 50%	1%
	50% to 75%	8%
	75% to 100%	29%
	100% to 125%	37%
	Greater than 125%	15%
<hr/>		
<b>Avg. land value per square foot</b>		<b>\$9 25</b>
Single family residential		\$10 25
Multifamily residential		\$3 16
Commercial		\$11 22
<hr/>		
<b>Avg. total value per square foot</b>		<b>\$25 26</b>
Single family residential		\$21 25
Multifamily residential		\$88 21
Commercial		\$38 20
<hr/>		
<b>Avg. annual appreciation, 2003-2014</b>		<b>3.20% 17</b>

# 122nd and Division



## Transit orientation

Rank

Transit orientation (0-100 index)	24	14
People	68	5
Places	45	13
Performance	38	14
Physical Form	5	23
Ped-Bike Connectivity	19	22
Current daily ridership	1,594	5
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	10,750	1
Percent change 2000-2010	40%	11
2035 Projection	10,589	2
<b>Transit-dependent populations</b>		
Youth/elderly (under 18, over 65)	37%	9
Zero car households	18%	5
Less than poverty level	32%	3
Less than 80% of median family income	69%	9
Communities of color	41%	10

## Urban form

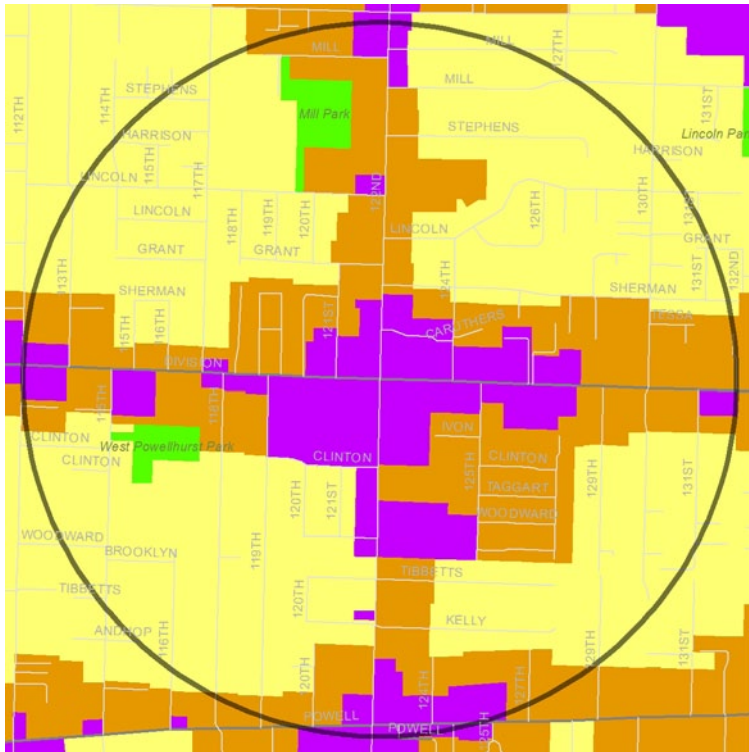
Rank

Half mile walk distance area	61%	11
Average lot size (sq. ft)	10,882	18
Sidewalk completeness	21%	25
Community destinations	7	16
Fresh food destinations	5	1



Half mile walking distance from opportunity area center

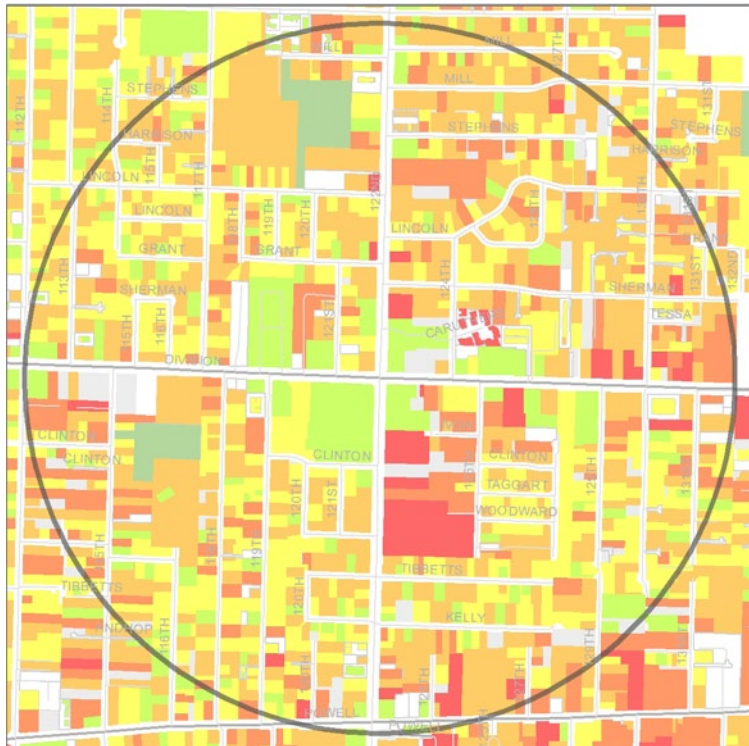




## Land use and zoning

Rank

<b>Housing Units</b>	3,767	6
Percent change 2000-2010	30%	13
<b>Employment</b>	1,872	13
Retail and services	30%	
Office	51%	
Industrial	10%	
Public/education	10%	
<b>Zoning</b>		
Single-Family Residential	54%	
Multi-Family Residential	29%	
Mixed-Use Residential	15%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	2%	

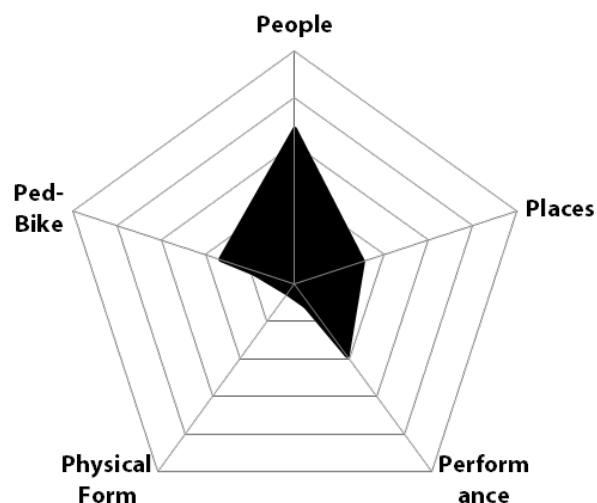


## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	6%	
Less than 50%	3%	
50% to 75%	9%	
75% to 100%	34%	
100% to 125%	34%	
Greater than 125%	11%	
<b>Avg. land value per square foot</b>	\$10	21
Single family residential	\$11	22
Multifamily residential	\$2	17
Commercial	\$17	10
<b>Avg. total value per square foot</b>	\$35	17
Single family residential	\$23	22
Multifamily residential	\$124	15
Commercial	\$48	11
<b>Avg. annual appreciation, 2003-2014</b>	3.50%	13

# 122nd and Powell



## Transit orientation

Rank

Transit orientation (0-100 index)	23	15
People	66	7
Places	31	15
Performance	38	13
Physical Form	3	25
Ped-Bike Connectivity	33	17
Current daily ridership	1,080	8
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	10,373	2
Percent change 2000-2010	41%	10
2035 Projection	9,828	4
Transit-dependent populations		
Youth/elderly (under 18, over 65)	38%	5
Zero car households	19%	3
Less than poverty level	36%	2
Less than 80% of median family income	68%	11
Communities of color	43%	7

## Urban form

Rank







Half mile walk distance area	58%	23
Average lot size (sq. ft)	11,126	17
Sidewalk completeness	16%	27
Community destinations	4	20
Fresh food destinations	2	14









Half mile walking distance from opportunity area center



## Rank

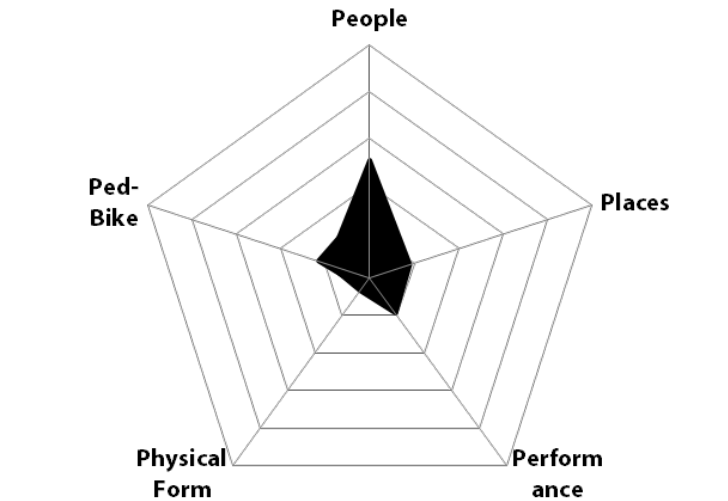
<b>Housing Units</b>	3,888	4
Percent change 2000-2010	40%	7
<b>Employment</b>	1,653	15
Retail and services	37%	
Office	42%	
Industrial	11%	
Public/education	10%	
<b>Zoning</b>		
 Single-Family Residential	46%	
 Multi-Family Residential	41%	
 Mixed-Use Residential	12%	
 Commercial	0%	
 Industrial	0%	
 Parks and Open Space	1%	

## Rank

Building value as percent of area average		
	Vacant lot	6%
	Less than 50%	1%
	50% to 75%	9%
	75% to 100%	28%
	100% to 125%	38%
	Greater than 125%	15%
<b>Avg. land value per square foot</b>		
		\$11 18
	Single family residential	\$12 17
	Multifamily residential	\$3 11
	Commercial	\$15 16
<b>Avg. total value per square foot</b>		
		\$35 16
	Single family residential	\$26 18
	Multifamily residential	\$104 19
	Commercial	\$46 14
<b>Avg. annual appreciation, 2003-2014</b>		
		4.20% 8



# 148th and Division



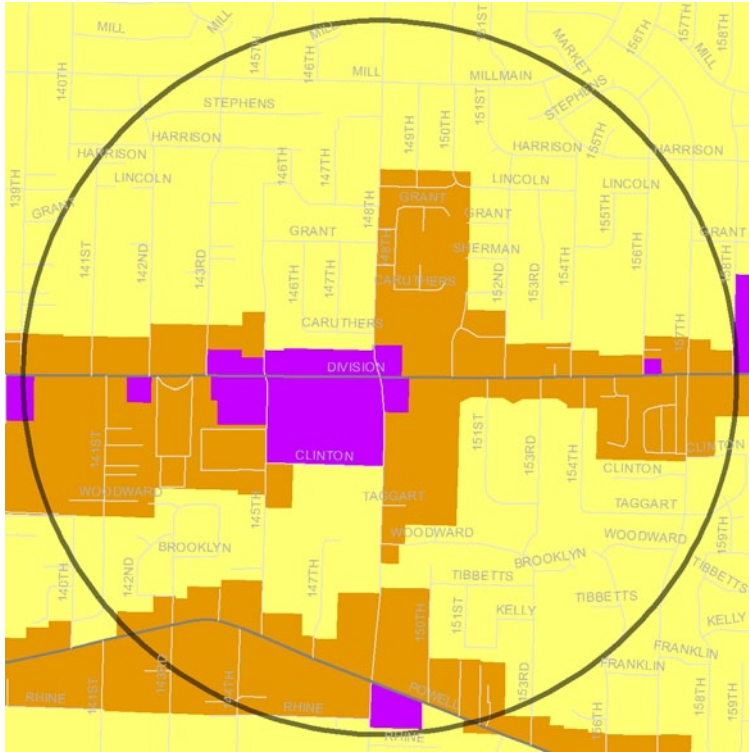
Transit orientation		Rank
Transit orientation (0-100 index)	14	18
People	50	16
Places	18	15
Performance	19	17
Physical Form	7	19
Ped-Bike Connectivity	19	23
Current daily ridership	277	18
Projected future ridership	N/A	N/A



Demographics		Rank
Population	8,826	7
Percent change 2000-2010	42%	9
2035 Projection	7,938	12
Transit-dependent populations		
Youth/elderly (under 18, over 65)	35%	17
Zero car households	12%	14
Less than poverty level	23%	7
Less than 80% of median family income	69%	9
Communities of color	42%	8

Urban form		Rank
Half mile walk distance area	58%	25
Average lot size (sq. ft)	10,024	19
Sidewalk completeness	27%	22
Community destinations	3	23
Fresh food destinations	3	6

Half mile walking distance from opportunity area center



## Land use and zoning

Rank

<b>Housing Units</b>	3,217	13
Percent change 2000-2010	36%	10
<b>Employment</b>	839	23
Retail and services	54%	
Office	28%	
Industrial	1%	
Public/education	17%	
<b>Zoning</b>		
Single-Family Residential	64%	
Multi-Family Residential	31%	
Mixed-Use Residential	6%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	0%	



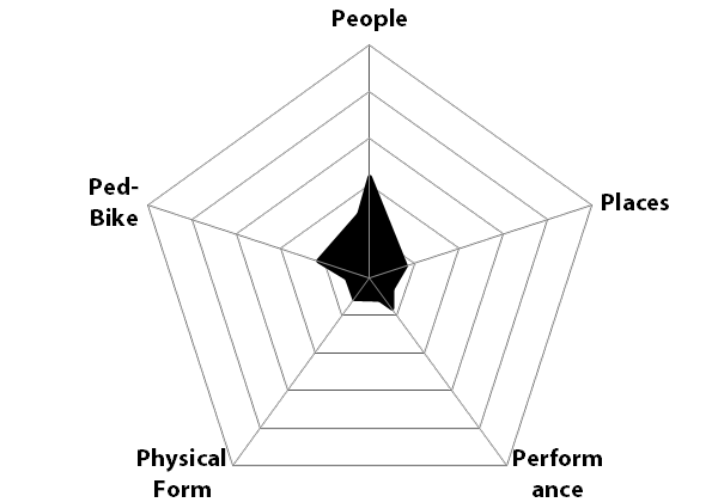
## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	4%	
Less than 50%	1%	
50% to 75%	6%	
75% to 100%	34%	
100% to 125%	40%	
Greater than 125%	12%	
<b>Avg. land value per square foot</b>	\$8	27
Single family residential	\$10	26
Multifamily residential	\$1	24
Commercial	\$14	19
<b>Avg. total value per square foot</b>	\$34	19
Single family residential	\$20	26
Multifamily residential	\$113	17
Commercial	\$36	21
<b>Avg. annual appreciation, 2003-2014</b>	0.10%	25



# 162nd and Division



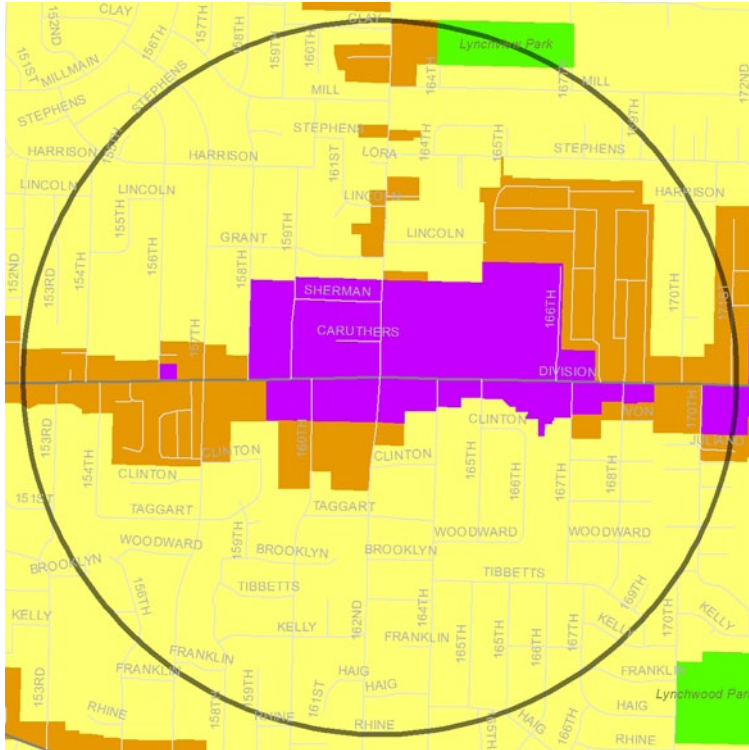
Transit orientation		Rank
Transit orientation (0-100 index)	12	22
People	43	19
Places	16	17
Performance	12	24
Physical Form	11	14
Ped-Bike Connectivity	12	25
Current daily ridership	366	16
Projected future ridership	N/A	N/A

Demographics		Rank
Population	8,323	10
Percent change 2000-2010	34%	13
2035 Projection	7,512	14
Transit-dependent populations		
Youth/elderly (under 18, over 65)	36%	15
Zero car households	11%	17
Less than poverty level	23%	9
Less than 80% of median family income	73%	3
Communities of color	43%	6

Urban form		Rank
Half mile walk distance area	62%	8
Average lot size (sq. ft)	11,170	16
Sidewalk completeness	27%	23
Community destinations	3	23
Fresh food destinations	2	14



Half mile walking distance from opportunity area center

**Land use and zoning**

Rank

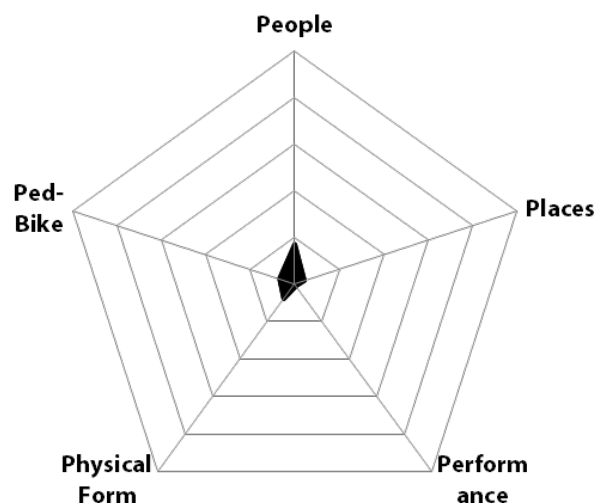
<b>Housing Units</b>	3,201	15
Percent change 2000-2010	25%	18
<b>Employment</b>	683	26
Retail and services	50%	
Office	44%	
Industrial	3%	
Public/education	2%	
<b>Zoning</b>		
Single-Family Residential	70%	
Multi-Family Residential	17%	
Mixed-Use Residential	12%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	1%	

**Market conditions**

Rank

<b>Building value as percent of area average</b>		
Vacant lot	3%	
Less than 50%	1%	
50% to 75%	10%	
75% to 100%	44%	
100% to 125%	35%	
Greater than 125%	5%	
<b>Avg. land value per square foot</b>	\$9	26
Single family residential	\$9	28
Multifamily residential	\$3	15
Commercial	\$14	18
<b>Avg. total value per square foot</b>	\$22	27
Single family residential	\$19	28
Multifamily residential	\$135	13
Commercial	\$33	23
<b>Avg. annual appreciation, 2003-2014</b>	0.50%	23

# 162nd and Powell



## Transit orientation

Rank

Transit orientation (0-100 index)	1	28
People	17	27
Places	4	19
Performance	1	27
Physical Form	8	18
Ped-Bike Connectivity	7	26
Current daily ridership	130	23
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	6,987	21
Percent change 2000-2010	32%	15
2035 Projection	4,958	25
Transit-dependent populations		
Youth/elderly (under 18, over 65)	34%	20
Zero car households	8%	27
Less than poverty level	19%	17
Less than 80% of median family income	67%	13
Communities of color	35%	16

## Urban form

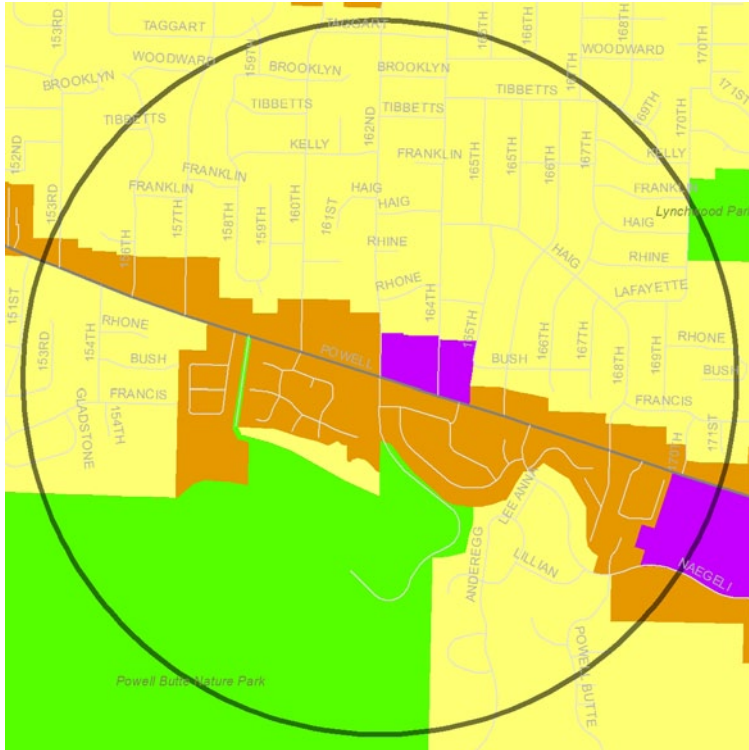
Rank

Half mile walk distance area	50%	28
Average lot size (sq. ft)	20,609	3
Sidewalk completeness	30%	21
Community destinations	4	20
Fresh food destinations	0	25



Half mile walking distance from opportunity area center





## Land use and zoning

Rank

<b>Housing Units</b>	2,553	22
Percent change 2000-2010	25%	16
<b>Employment</b>	247	28
Retail and services	48%	
Office	48%	
Industrial	4%	
Public/education	0%	
<b>Zoning</b>		
Single-Family Residential	60%	
Multi-Family Residential	17%	
Mixed-Use Residential	2%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	20%	



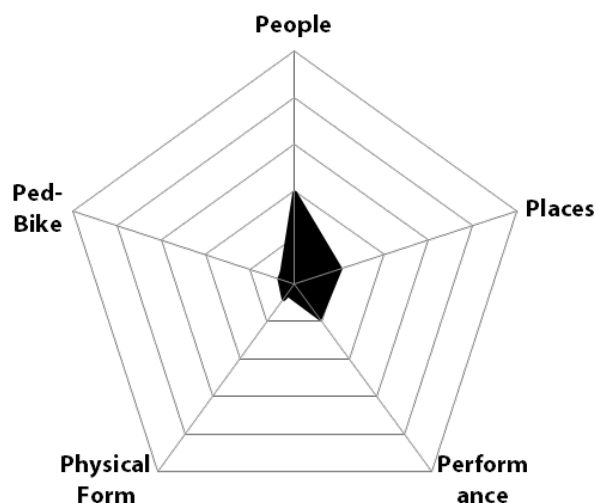
## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	4%	
Less than 50%	1%	
50% to 75%	12%	
75% to 100%	48%	
100% to 125%	30%	
Greater than 125%	3%	
<b>Avg. land value per square foot</b>	\$12	15
Single family residential	\$11	21
Multifamily residential	\$1	23
Commercial	\$11	24
<b>Avg. total value per square foot</b>	\$26	24
Single family residential	\$22	23
Multifamily residential	\$106	18
Commercial	\$27	24
<b>Avg. annual appreciation, 2003-2014</b>	5.20%	4



# 182nd and Division



## Transit orientation

Rank

Transit orientation (0-100 index)	8	26
People	39	21
Places	20	14
Performance	18	18
Physical Form	5	22
Ped-Bike Connectivity	6	27
Current daily ridership	482	12
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	7,585	15
Percent change 2000-2010	49%	6
2035 Projection	4,621	28
<b>Transit-dependent populations</b>		
Youth/elderly (under 18, over 65)	39%	2
Zero car households	15%	9
Less than poverty level	22%	12
Less than 80% of median family income	72%	4
Communities of color	57%	1

## Urban form

Rank

Half mile walk distance area	59%	21
Average lot size (sq. ft)	14,371	13
Sidewalk completeness	22%	24
Community destinations	7	16
Fresh food destinations	3	6



 Half mile walking distance from opportunity area center



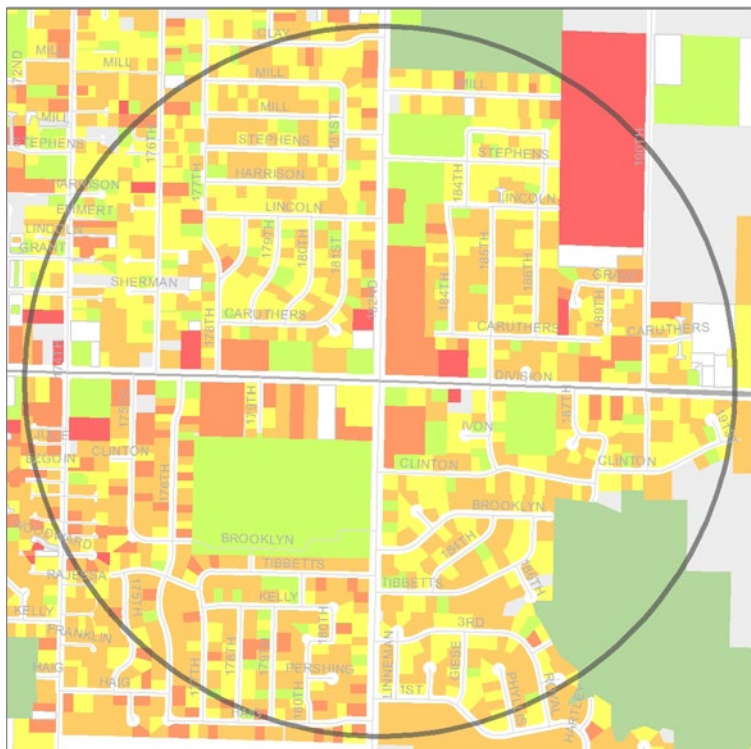
## Land use and zoning

Rank

<b>Housing Units</b>	2,442	24
Percent change 2000-2010	44%	5
<b>Employment</b>	1,014	19
Retail and services	18%	
Office	21%	
Industrial	1%	
Public/education	61%	

## Zoning

Single-Family Residential	75%
Multi-Family Residential	9%
Mixed-Use Residential	10%
Commercial	0%
Industrial	6%
Parks and Open Space	0%



## Market conditions

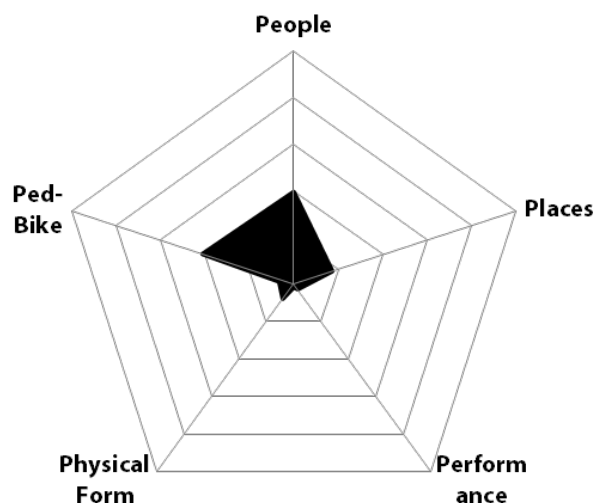
Rank

## Building value as percent of area average

Vacant lot	3%
Less than 50%	1%
50% to 75%	7%
75% to 100%	43%
100% to 125%	37%
Greater than 125%	8%

<b>Avg. land value per square foot</b>	\$9	22
Single family residential	\$10	27
Multifamily residential	\$7	6
Commercial	\$12	21
<b>Avg. total value per square foot</b>	\$19	28
Single family residential	\$20	27
Multifamily residential	\$26	28
Commercial	\$27	25
<b>Avg. annual appreciation, 2003-2014</b>	-0.20%	27

# 182nd and Powell



## Transit orientation

Rank

Transit orientation (0-100 index)	13	21
People	39	20
Places	17	14
Performance	3	26
Physical Form	1	27
Ped-Bike Connectivity	41	16
Current daily ridership	389	14
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	8,567	9
Percent change 2000-2010	51%	4
2035 Projection	5,570	23
Transit-dependent populations		
Youth/elderly (under 18, over 65)	38%	6
Zero car households	10%	21
Less than poverty level	17%	19
Less than 80% of median family income	43%	27
Communities of color	41%	9

## Urban form

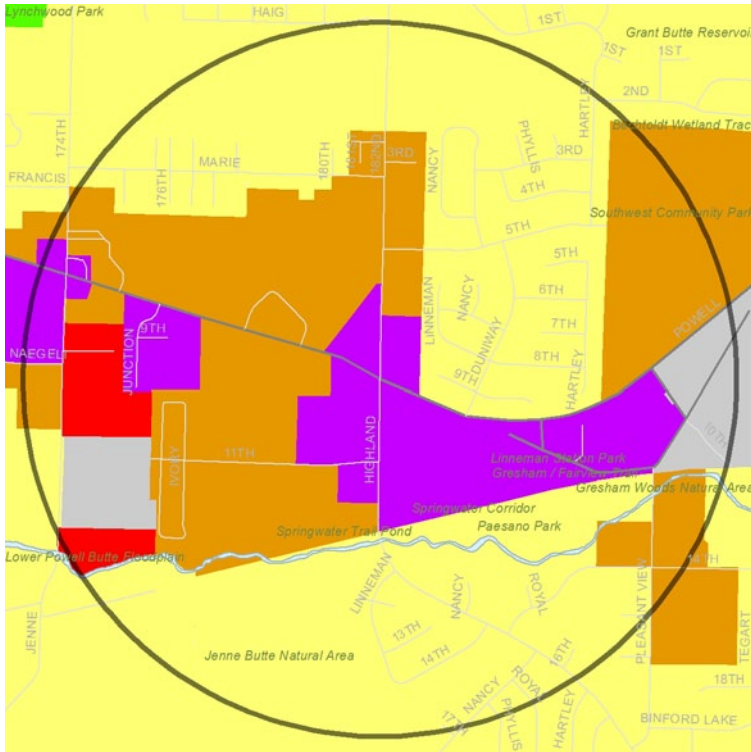
Rank

Half mile walk distance area	58%	26
Average lot size (sq. ft)	20,276	5
Sidewalk completeness	53%	12
Community destinations	4	20
Fresh food destinations	1	21



Half mile walking distance from opportunity area center





## Land use and zoning

Rank

<b>Housing Units</b>	3,576	9
Percent change 2000-2010	38%	9
<b>Employment</b>	987	21
Retail and services	53%	
Office	39%	
Industrial	4%	
Public/education	3%	
<b>Zoning</b>		
Single-Family Residential	50%	
Multi-Family Residential	29%	
Mixed-Use Residential	13%	
Commercial	3%	
Industrial	4%	
Parks and Open Space	0%	



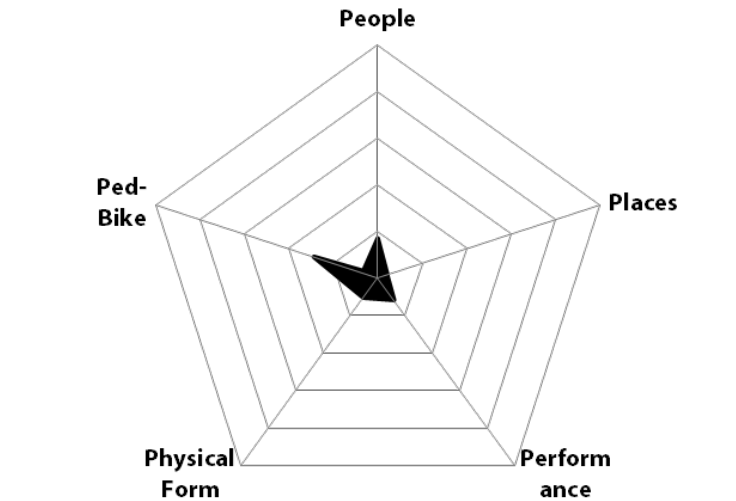
## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	12%	
Less than 50%	1%	
50% to 75%	8%	
75% to 100%	28%	
100% to 125%	34%	
Greater than 125%	11%	
<b>Avg. land value per square foot</b>	\$9	24
Single family residential	\$14	12
Multifamily residential	\$0	28
Commercial	\$10	25
<b>Avg. total value per square foot</b>	\$49	11
Single family residential	\$27	16
Multifamily residential	\$131	14
Commercial	\$26	26
<b>Avg. annual appreciation, 2003-2014</b>	15.90%	1

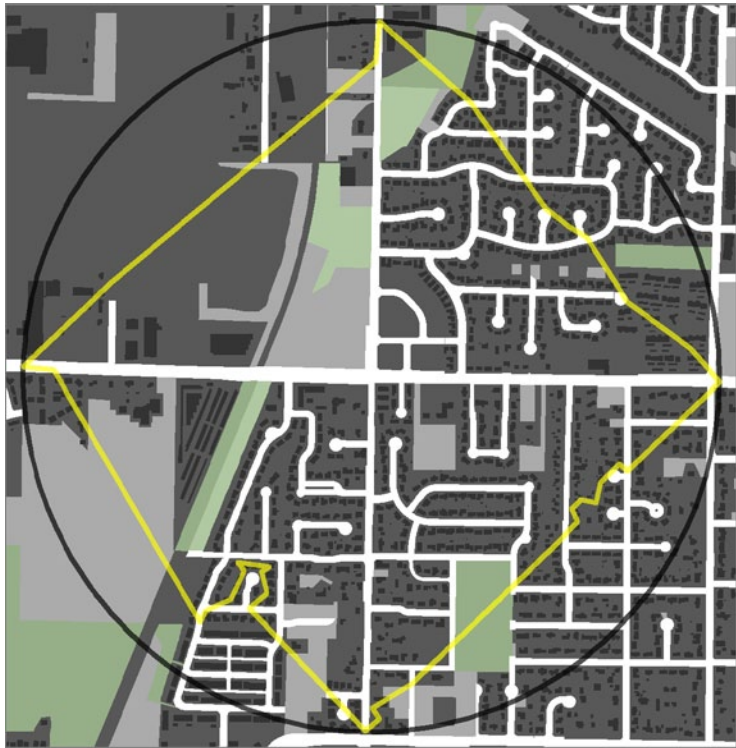


# Birdsdale and Division



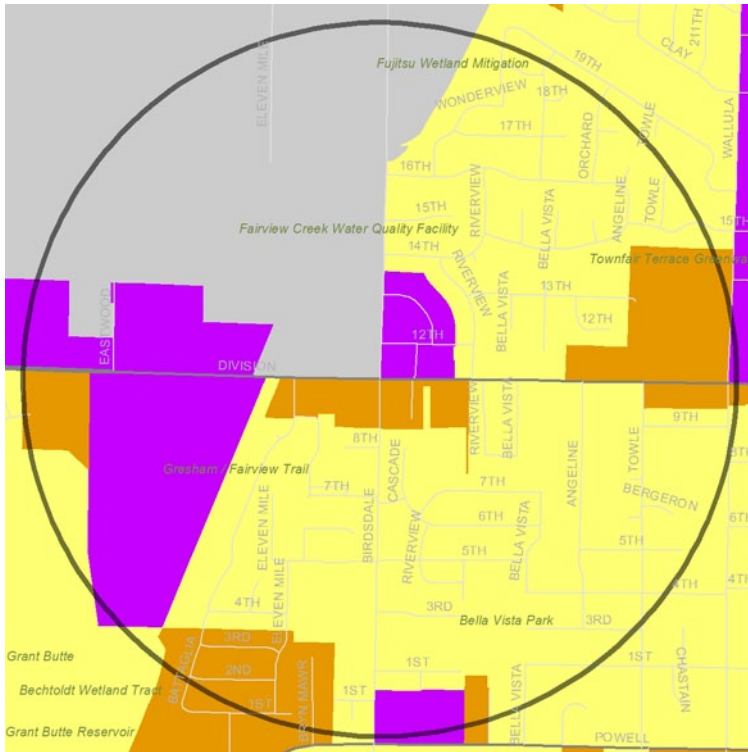
Transit orientation		Rank
Transit orientation (0-100 index)	7	27
People	1	28
Places	4	13
Performance	12	23
Physical Form	11	15
Ped-Bike Connectivity	29	19
Current daily ridership	54	27
Projected future ridership	N/A	N/A

Demographics		Rank
Population	5,707	24
Percent change 2000-2010	66%	2
2035 Projection	5,856	22
Transit-dependent populations		
Youth/elderly (under 18, over 65)	35%	18
Zero car households	13%	13
Less than poverty level	15%	25
Less than 80% of median family income	70%	7
Communities of color	49%	4



Urban form		Rank
Half mile walk distance area	63%	7
Average lot size (sq. ft)	18,357	7
Sidewalk completeness	48%	14
Community destinations	0	28
Fresh food destinations	3	6

Half mile walking distance from opportunity area center



### Land use and zoning

Rank

<b>Housing Units</b>	2,275	28
Percent change 2000-2010	65%	2
<b>Employment</b>	712	25
Retail and services	25%	
Office	25%	
Industrial	50%	
Public/education	1%	

### Zoning

Single-Family Residential	51%
Multi-Family Residential	11%
Mixed-Use Residential	15%
Commercial	0%
Industrial	23%
Parks and Open Space	0%

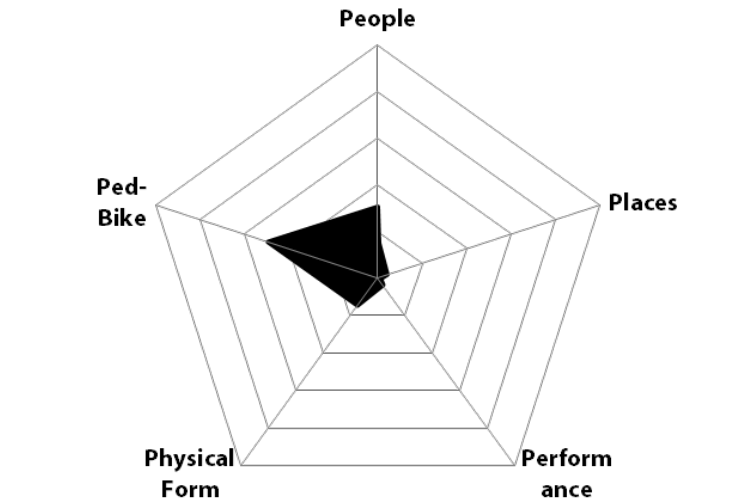


### Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	8%	
Less than 50%	1%	
50% to 75%	14%	
75% to 100%	25%	
100% to 125%	41%	
Greater than 125%	9%	
<b>Avg. land value per square foot</b>	\$12	14
Single family residential	\$13	14
Multifamily residential	\$2	19
Commercial	\$5	27
<b>Avg. total value per square foot</b>	\$28	21
Single family residential	\$29	13
Multifamily residential	\$97	20
Commercial	\$20	28
<b>Avg. annual appreciation, 2003-2014</b>	3.30%	16

# Birdsdale and Powell



Transit orientation	Rank	
Transit orientation (0-100 index)	17	17
People	30	25
Places	1	13
Performance	4	25
Physical Form	15	13
Ped-Bike Connectivity	49	8
Current daily ridership	55	26
Projected future ridership	N/A	N/A

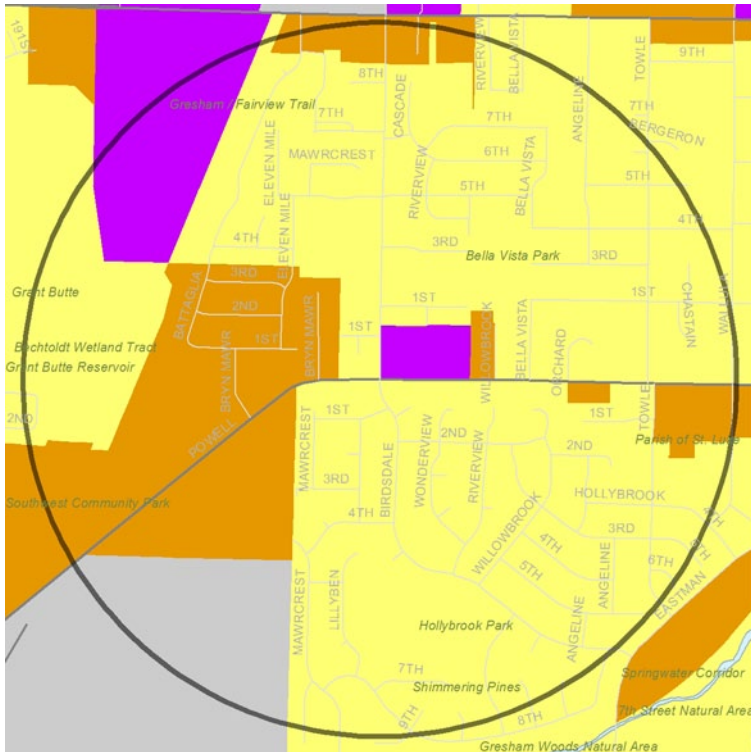


Demographics	Rank	
Population	7,105	19
Percent change 2000-2010	34%	14
2035 Projection	6,302	18
Transit-dependent populations		
Youth/elderly (under 18, over 65)	34%	19
Zero car households	8%	27
Less than poverty level	9%	28
Less than 80% of median family income	57%	19
Communities of color	49%	5

Urban form	Rank	
Half mile walk distance area	58%	22
Average lot size (sq. ft)	16,284	10
Sidewalk completeness	61%	11
Community destinations	1	27
Fresh food destinations	0	25

Half mile walking distance from opportunity area center





### Land use and zoning

Rank

<b>Housing Units</b>	2,753	19
Percent change 2000-2010	32%	11
<b>Employment</b>	540	27
Retail and services	1%	
Office	25%	
Industrial	64%	
Public/education	10%	

### Zoning

Single-Family Residential	70%
Multi-Family Residential	18%
Mixed-Use Residential	6%
Commercial	0%
Industrial	6%
Parks and Open Space	0%



### Market conditions

Rank

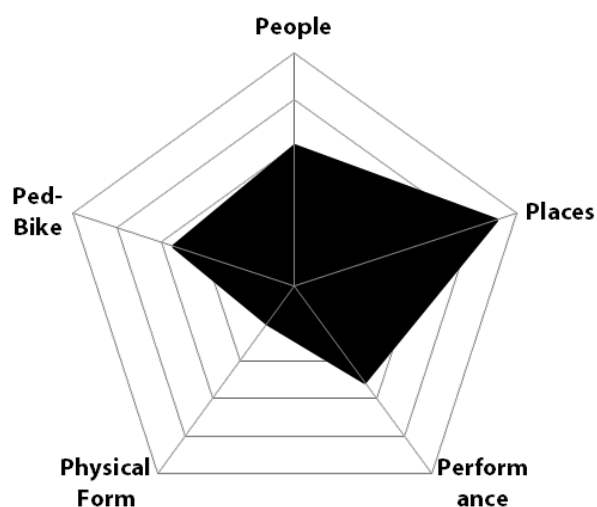
#### Building value as percent of area average

Vacant lot	6%
Less than 50%	0%
50% to 75%	14%
75% to 100%	29%
100% to 125%	44%
Greater than 125%	5%

<b>Avg. land value per square foot</b>	\$12	12
Single family residential	\$13	15
Multifamily residential	\$6	8
Commercial	\$4	28
<b>Avg. total value per square foot</b>	\$25	25
Single family residential	\$27	14
Multifamily residential	\$37	27
Commercial	\$21	27
<b>Avg. annual appreciation, 2003-2014</b>	2.00%	21



# Eastman and Division



## Transit orientation

Rank

Transit orientation (0-100 index)	48	11
People	60	9
Places	91	2
Performance	51	11
Physical Form	20	12
Ped-Bike Connectivity	54	6
Current daily ridership	385	15
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	5,469	25
Percent change 2000-2010	49%	5
2035 Projection	8,622	9
Transit-dependent populations		
Youth/elderly (under 18, over 65)	37%	12
Zero car households	14%	12
Less than poverty level	17%	20
Less than 80% of median family income	68%	11
Communities of color	39%	13

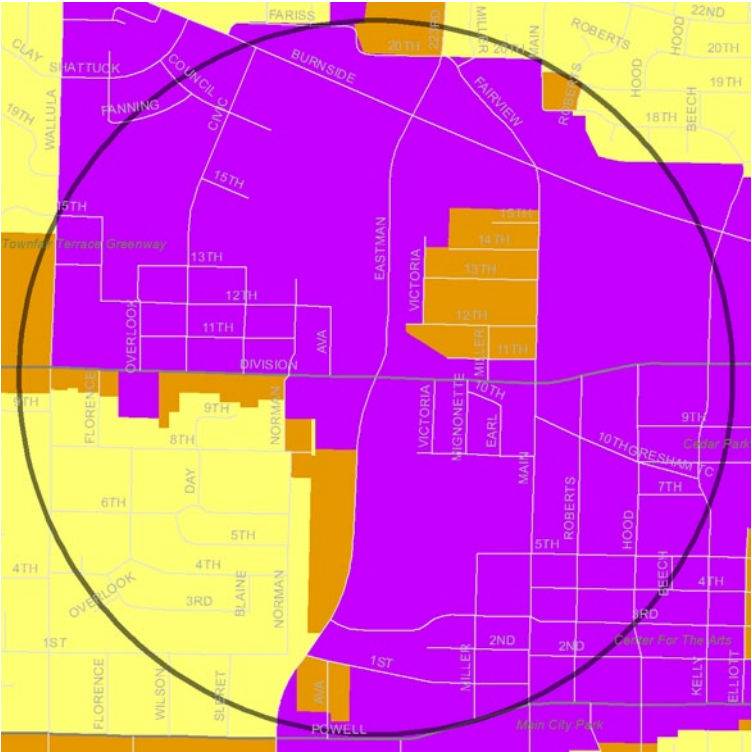


## Urban form

Rank

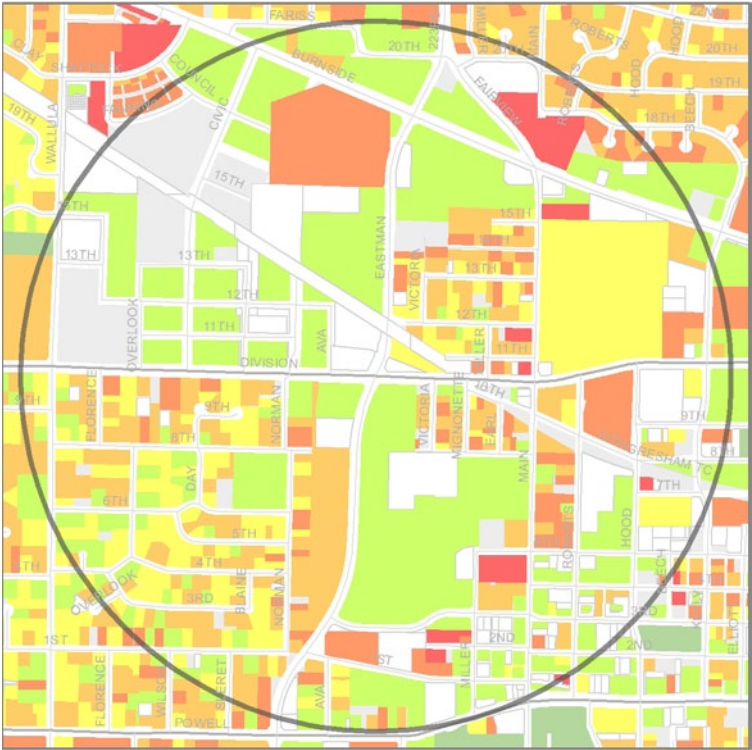
Half mile walk distance area	58%	24
Average lot size (sq. ft)	20,529	4
Sidewalk completeness	46%	16
Community destinations	36	2
Fresh food destinations	2	14

Half mile walking distance from opportunity area center



Land use and zoning

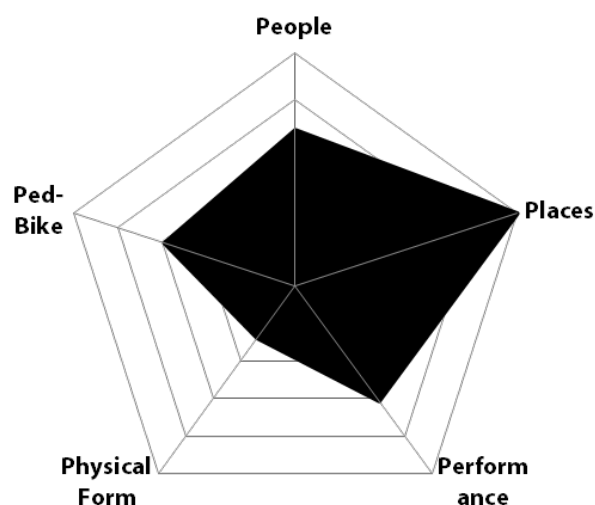
		Rank
Housing Units	2,555	21
Percent change 2000-2010	63%	3
Employment	4,615	3
Retail and services	43%	
Office	33%	
Industrial	1%	
Public/education	23%	
Zoning		
Single-Family Residential	18%	
Multi-Family Residential	10%	
Mixed-Use Residential	72%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	0%	



Market conditions

		Rank
Building value as percent of area average		
Vacant lot	9%	
Less than 50%	1%	
50% to 75%	9%	
75% to 100%	25%	
100% to 125%	17%	
Greater than 125%	26%	
Avg. land value per square foot	\$12	13
Single family residential	\$12	18
Multifamily residential	\$3	14
Commercial	\$16	13
Avg. total value per square foot	\$81	6
Single family residential	\$27	15
Multifamily residential	\$530	3
Commercial	\$49	10
Avg. annual appreciation, 2003-2014	4.00%	10

# Main and Division



## Transit orientation

Rank

Transit orientation (0-100 index)	57	7
People	67	6
Places	100	1
Performance	61	9
Physical Form	28	10
Ped-Bike Connectivity	59	5
Current daily ridership	358	17
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	5,287	26
Percent change 2000-2010	21%	20
2035 Projection	9,111	7
<b>Transit-dependent populations</b>		
Youth/elderly (under 18, over 65)	40%	1
Zero car households	16%	8
Less than poverty level	20%	15
Less than 80% of median family income	70%	7
Communities of color	36%	15



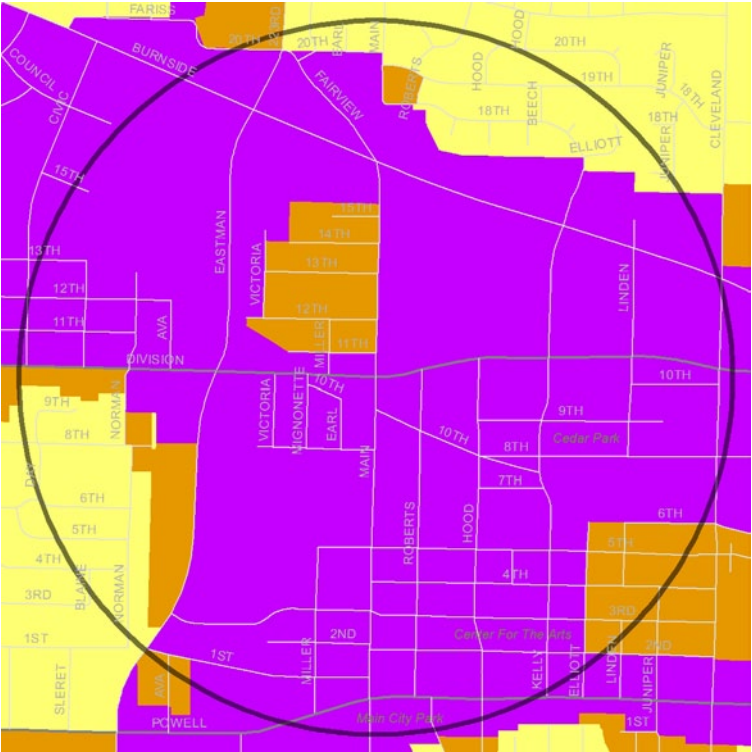
## Urban form

Rank

Half mile walk distance area	63%	5
Average lot size (sq. ft)	17,308	9
Sidewalk completeness	46%	15
Community destinations	41	1
Fresh food destinations	2	14

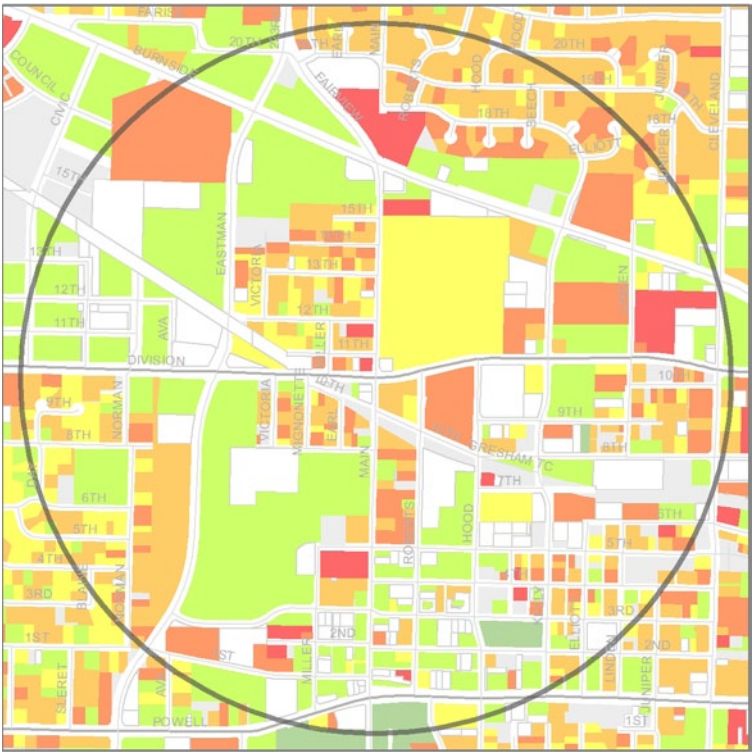
 Half mile walking distance from opportunity area center





Land use and zoning

		Rank
Housing Units	2,286	27
Percent change 2000-2010	30%	12
Employment	4,935	2
Retail and services	41%	
Office	36%	
Industrial	1%	
Public/education	22%	
Zoning		
Single-Family Residential	12%	
Multi-Family Residential	10%	
Mixed-Use Residential	78%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	0%	

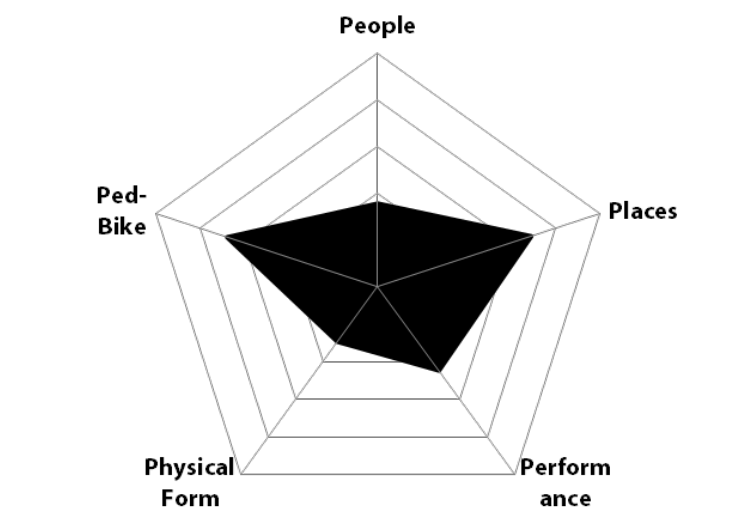


Market conditions

		Rank
Building value as percent of area average		
Vacant lot	9%	
Less than 50%	2%	
50% to 75%	10%	
75% to 100%	31%	
100% to 125%	11%	
Greater than 125%	22%	
Avg. land value per square foot	\$13	11
Single family residential	\$13	13
Multifamily residential	\$3	12
Commercial	\$16	12
Avg. total value per square foot	\$77	7
Single family residential	\$29	12
Multifamily residential	\$501	5
Commercial	\$46	15
Avg. annual appreciation, 2003-2014	3.10%	18



# Main and Powell



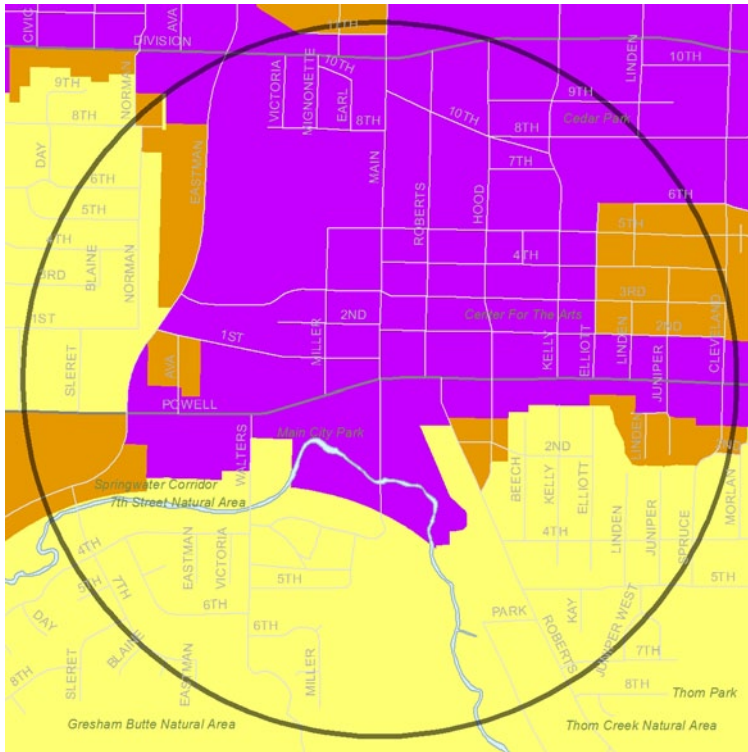
Transit orientation		Rank
Transit orientation (0-100 index)	47	12
People	35	23
Places	69	1
Performance	45	12
Physical Form	29	8
Ped-Bike Connectivity	68	4
Current daily ridership	78	25
Projected future ridership	N/A	N/A



Demographics		Rank
Population	7,220	18
Percent change 2000-2010	90%	1
2035 Projection	6,872	16
Transit-dependent populations		
Youth/elderly (under 18, over 65)	36%	16
Zero car households	10%	21
Less than poverty level	22%	10
Less than 80% of median family income	71%	5
Communities of color	33%	17

Urban form		Rank
Half mile walk distance area	60%	17
Average lot size (sq. ft)	15,695	11
Sidewalk completeness	46%	18
Community destinations	28	3
Fresh food destinations	3	6

Half mile walking distance from opportunity area center



## Land use and zoning

Rank

<b>Housing Units</b>	3,056	16
Percent change 2000-2010	93%	1
<b>Employment</b>	2,159	9
Retail and services	34%	
Office	61%	
Industrial	2%	
Public/education	3%	
<b>Zoning</b>		
Single-Family Residential	41%	
Multi-Family Residential	11%	
Mixed-Use Residential	48%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	0%	

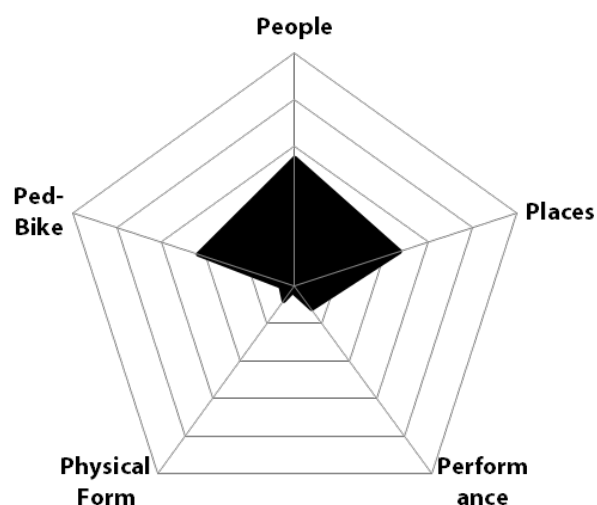


## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	11%	
Less than 50%	1%	
50% to 75%	8%	
75% to 100%	30%	
100% to 125%	23%	
Greater than 125%	17%	
<b>Avg. land value per square foot</b>	\$11	16
Single family residential	\$12	20
Multifamily residential	\$1	22
Commercial	\$15	15
<b>Avg. total value per square foot</b>	\$70	9
Single family residential	\$27	17
Multifamily residential	\$416	8
Commercial	\$45	16
<b>Avg. annual appreciation, 2003-2014</b>	1.60%	22

# Hogan and Division



## Transit orientation

		Rank
Transit orientation (0-100 index)	23	16
People	55	13
Places	47	5
Performance	12	22
Physical Form	3	26
Ped-Bike Connectivity	44	14
Current daily ridership	107	24
Projected future ridership	N/A	N/A

## Demographics

		Rank
Population	7,035	20
Percent change 2000-2010	14%	22
2035 Projection	6,643	17
Transit-dependent populations		
Youth/elderly (under 18, over 65)	37%	11
Zero car households	11%	17
Less than poverty level	26%	5
Less than 80% of median family income	51%	25
Communities of color	23%	21

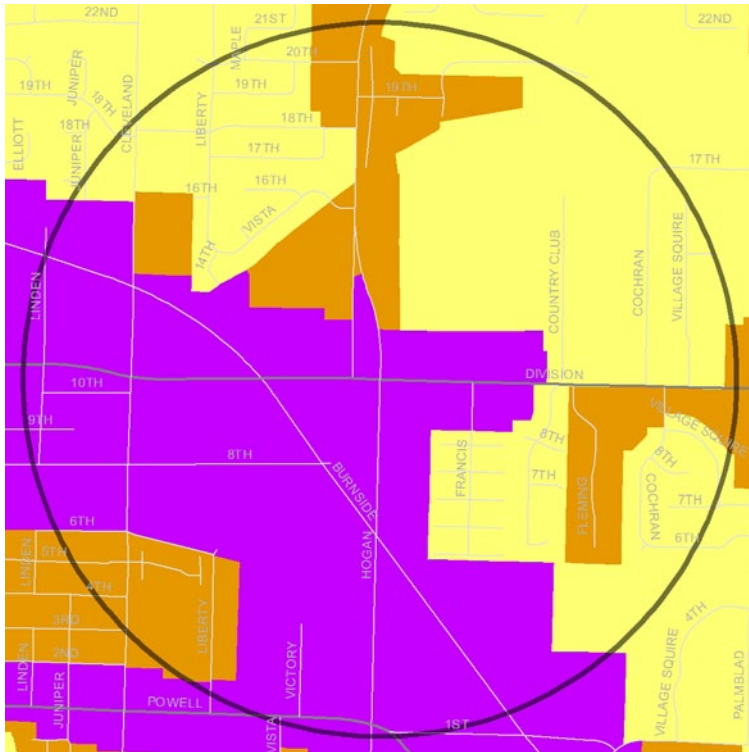
## Urban form

		Rank
Half mile walk distance area	60%	18
Average lot size (sq. ft)	18,537	6
Sidewalk completeness	49%	13
Community destinations	11	10
Fresh food destinations	0	25



 Half mile walking distance from opportunity area center

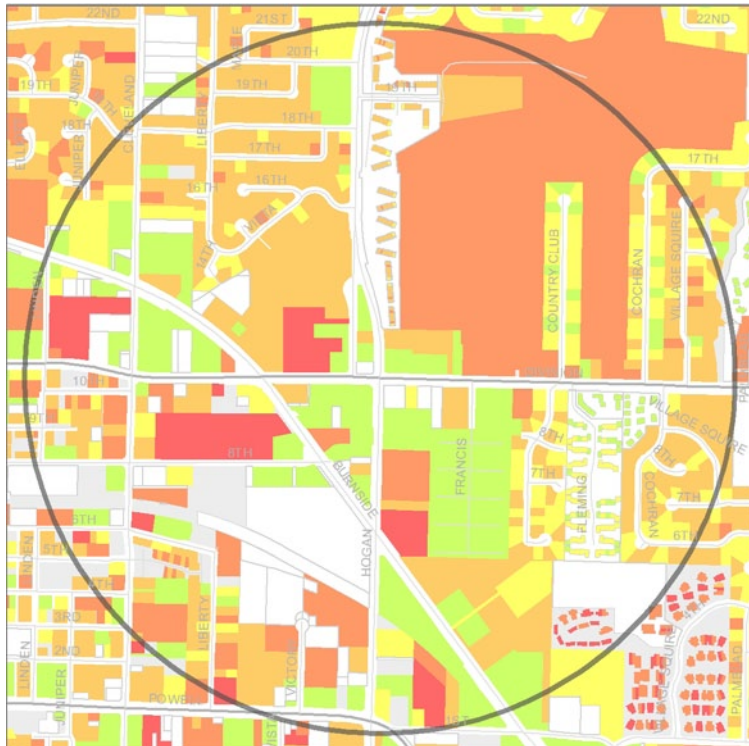




## Land use and zoning

Rank

<b>Housing Units</b>	3,202	14
Percent change 2000-2010	15%	21
<b>Employment</b>	2,245	8
Retail and services	49%	
Office	38%	
Industrial	12%	
Public/education	0%	
<b>Zoning</b>		
Single-Family Residential	40%	
Multi-Family Residential	17%	
Mixed-Use Residential	43%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	0%	



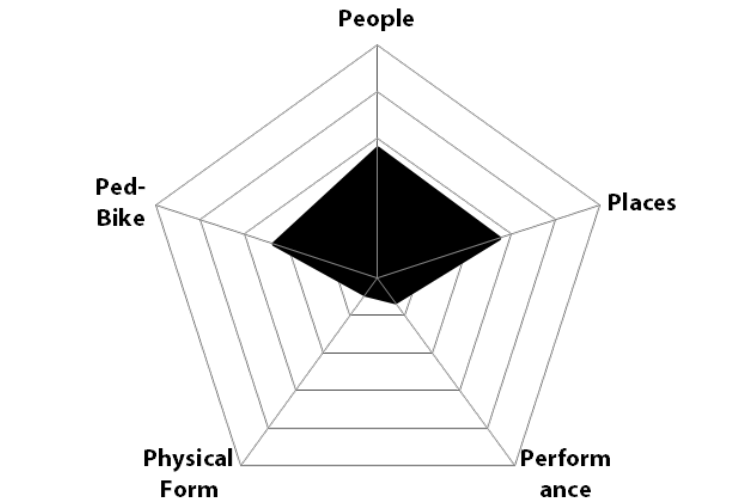
## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	7%	
Less than 50%	3%	
50% to 75%	8%	
75% to 100%	43%	
100% to 125%	19%	
Greater than 125%	13%	
<b>Avg. land value per square foot</b>	\$11	17
Single family residential	\$15	11
Multifamily residential	\$1	25
Commercial	\$15	17
<b>Avg. total value per square foot</b>	\$45	13
Single family residential	\$31	11
Multifamily residential	\$78	22
Commercial	\$49	9
<b>Avg. annual appreciation, 2003-2014</b>	2.10%	20



# Hogan and Powell



Transit orientation		Rank
Transit orientation (0-100 index)	28	13
People	55	12
Places	55	4
Performance	13	21
Physical Form	9	16
Ped-Bike Connectivity	47	11
Current daily ridership	20	28
Projected future ridership	N/A	N/A









Demographics		Rank
Population	8,921	4
Percent change 2000-2010	29%	16
2035 Projection	6,061	19
Transit-dependent populations		
Youth/elderly (under 18, over 65)	37%	7
Zero car households	11%	17
Less than poverty level	22%	11
Less than 80% of median family income	54%	23
Communities of color	23%	20

Urban form		Rank
Half mile walk distance area	62%	10
Average lot size (sq. ft)	17,399	8
Sidewalk completeness	46%	17
Community destinations	13	7
Fresh food destinations	5	1







Half mile walking distance from opportunity area center



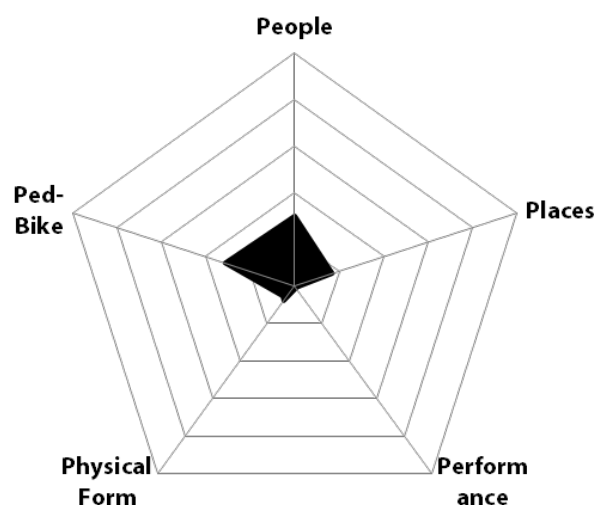
## Rank

<b>Housing Units</b>	3,830	5
Percent change 2000-2010	25%	17
<b>Employment</b>	2,105	10
Retail and services	60%	
Office	27%	
Industrial	13%	
Public/education	1%	
<b>Zoning</b>		
 Single-Family Residential	31%	
 Multi-Family Residential	18%	
 Mixed-Use Residential	51%	
 Commercial	0%	
 Industrial	0%	
 Parks and Open Space	0%	

## Rank

Building value as percent of area average		
	Vacant lot	10%
	Less than 50%	7%
	50% to 75%	14%
	75% to 100%	28%
	100% to 125%	26%
	Greater than 125%	9%
<b>Avg. land value per square foot</b>		\$14 10
Single family residential		\$17 9
Multifamily residential		\$1 21
Commercial		\$17 11
<b>Avg. total value per square foot</b>		\$34 18
Single family residential		\$33 10
Multifamily residential		\$62 24
Commercial		\$34 22
<b>Avg. annual appreciation, 2003-2014</b>		3.50% 14

# Hogan and Stark



## Transit orientation

Rank

Transit orientation (0-100 index)	11	23
People	30	26
Places	17	4
Performance	1	28
Physical Form	7	21
Ped-Bike Connectivity	31	18
Current daily ridership	277	18
Projected future ridership	N/A	N/A

## Demographics

Rank

Population	6,927	22
Percent change 2000-2010	24%	18
2035 Projection	4,798	27
Transit-dependent populations		
Youth/elderly (under 18, over 65)	36%	13
Zero car households	9%	25
Less than poverty level	21%	13
Less than 80% of median family income	38%	28
Communities of color	22%	22

## Urban form

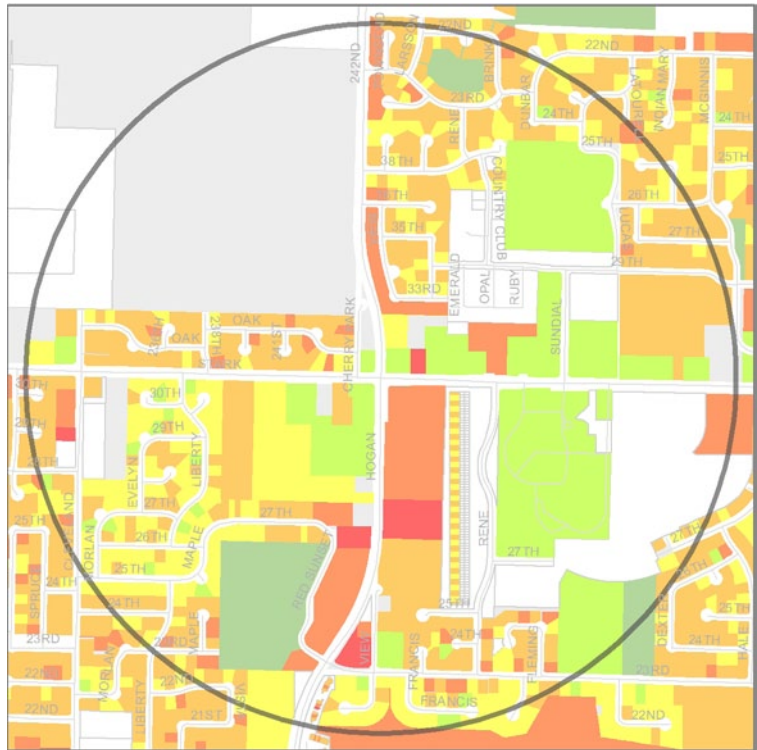
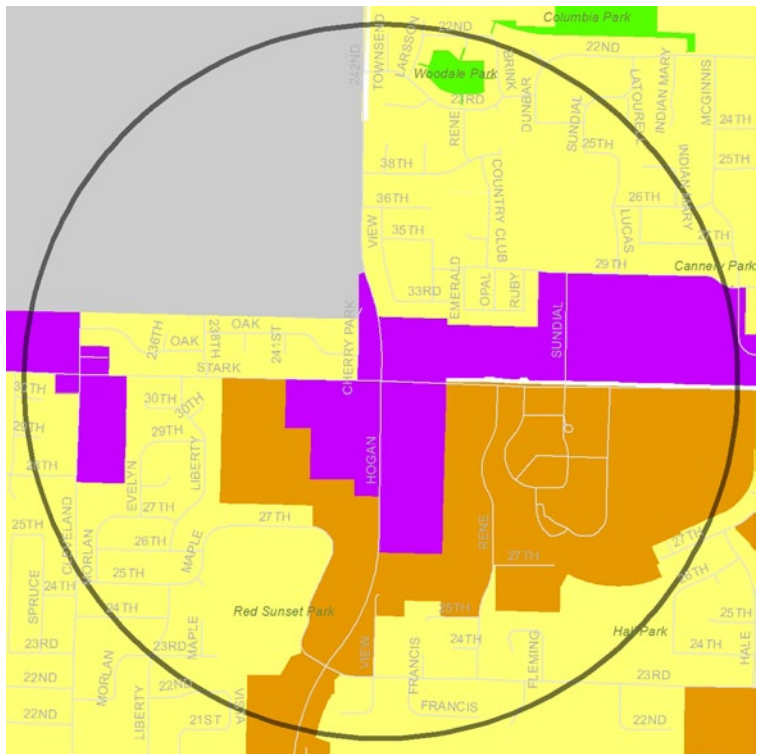
Rank

Half mile walk distance area	52%	27
Average lot size (sq. ft)	23,720	1
Sidewalk completeness	66%	7
Community destinations	7	16
Fresh food destinations	1	21









Half mile walking distance from opportunity area center











## Rank

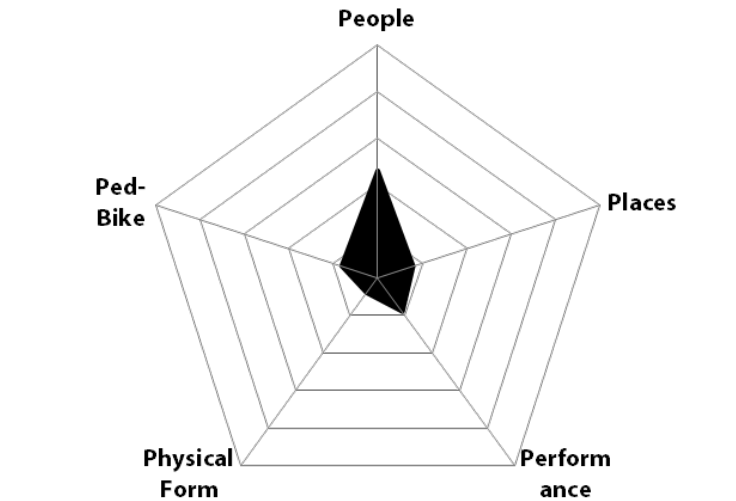
<b>Housing Units</b>	2,722	20
Percent change 2000-2010	12%	23
<b>Employment</b>	1,715	14
Retail and services	26%	
Office	65%	
Industrial	2%	
Public/education	8%	
<b>Zoning</b>		
	Single-Family Residential	45%
	Multi-Family Residential	21%
	Mixed-Use Residential	15%
	Commercial	0%
	Industrial	18%
	Parks and Open Space	0%

## Rank

Building value as percent of area average		
	Vacant lot	4%
	Less than 50%	1%
	50% to 75%	5%
	75% to 100%	43%
	100% to 125%	28%
	Greater than 125%	4%
<b>Avg. land value per square foot</b>		<b>\$8 28</b>
Single family residential		\$11 23
Multifamily residential		\$0 27
Commercial		\$12 20
<b>Avg. total value per square foot</b>		<b>\$28 22</b>
Single family residential		\$22 24
Multifamily residential		\$44 26
Commercial		\$44 17
<b>Avg. annual appreciation, 2003-2014</b>		<b>0.50% 24</b>



# Kane and Stark



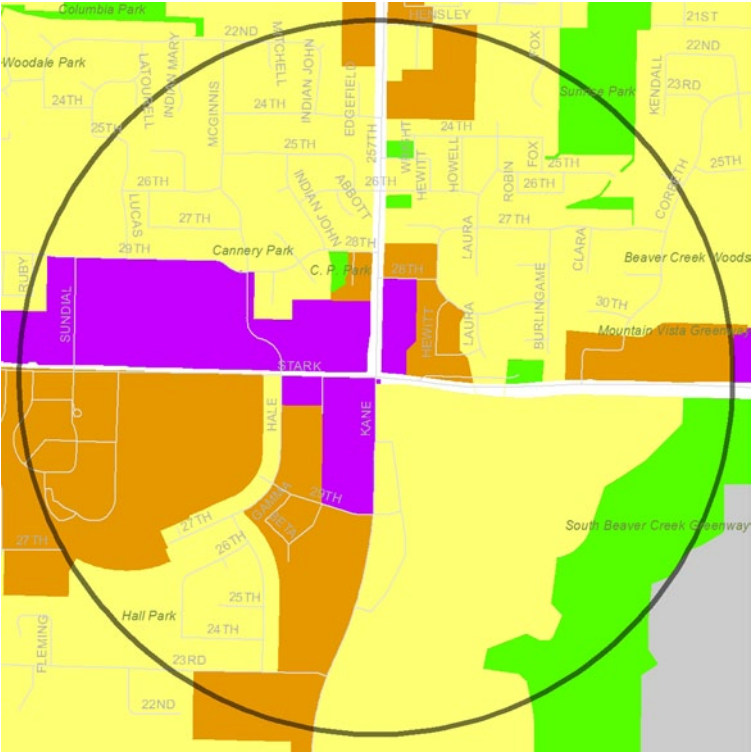
Transit orientation		Rank
Transit orientation (0-100 index)	14	19
People	46	17
Places	16	4
Performance	18	19
Physical Form	8	17
Ped-Bike Connectivity	16	24
Current daily ridership	459	13
Projected future ridership	N/A	N/A



Demographics		Rank
Population	7,267	17
Percent change 2000-2010	40%	12
2035 Projection	5,123	24
Transit-dependent populations		
Youth/elderly (under 18, over 65)	38%	4
Zero car households	9%	25
Less than poverty level	19%	18
Less than 80% of median family income	71%	5
Communities of color	50%	2

Urban form		Rank
Half mile walk distance area	59%	19
Average lot size (sq. ft)	23,395	2
Sidewalk completeness	69%	4
Community destinations	9	15
Fresh food destinations	1	21

Half mile walking distance from opportunity area center



Land use and zoning

Rank

Housing Units	2,836	18
Percent change 2000-2010	29%	14
Employment	3,111	6
Retail and services	13%	
Office	34%	
Industrial	1%	
Public/education	53%	
Zoning		
Single-Family Residential	57%	
Multi-Family Residential	21%	
Mixed-Use Residential	11%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	8%	

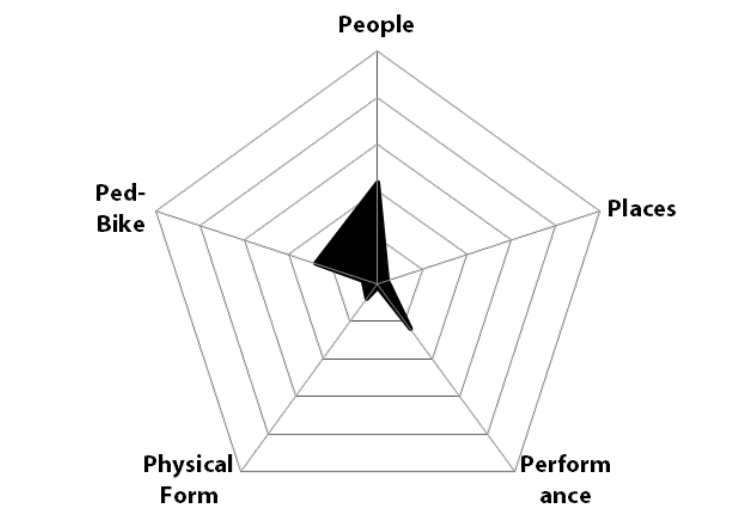


Market conditions

Rank

Building value as percent of area average		
Vacant lot	5%	
Less than 50%	1%	
50% to 75%	10%	
75% to 100%	55%	
100% to 125%	23%	
Greater than 125%	3%	
Avg. land value per square foot	\$10	19
Single family residential	\$12	19
Multifamily residential	\$2	20
Commercial	\$11	23
Avg. total value per square foot	\$27	23
Single family residential	\$24	20
Multifamily residential	\$61	25
Commercial	\$44	18
Avg. annual appreciation, 2003-2014	-0.10%	26

# Kane and Division



Transit orientation		Rank
Transit orientation (0-100 index)	13	20
People	43	18
Places	4	5
Performance	24	15
Physical Form	1	28
Ped-Bike Connectivity	28	20
Current daily ridership	211	21
Projected future ridership	N/A	N/A

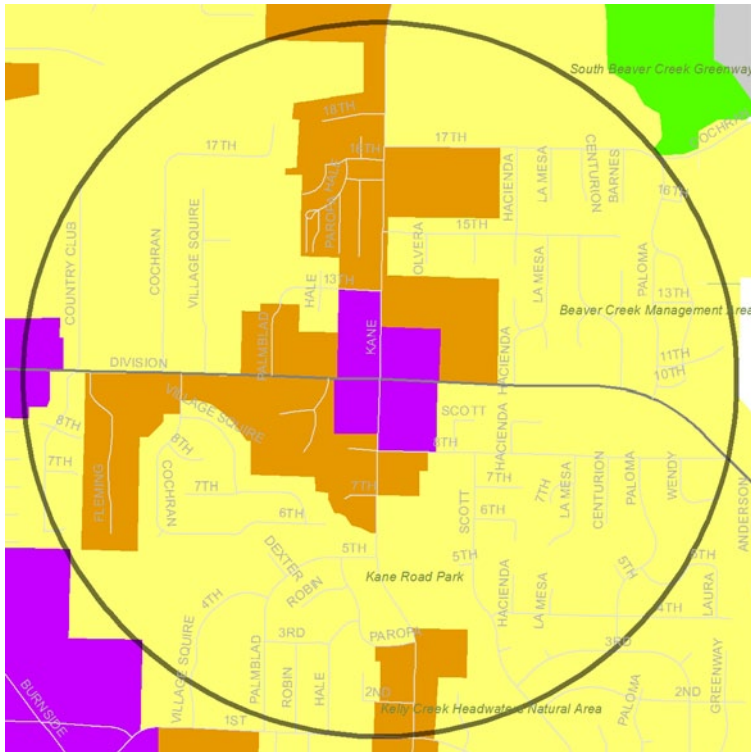


Demographics		Rank
Population	7,821	14
Percent change 2000-2010	9%	24
2035 Projection	5,872	21
Transit-dependent populations		
Youth/elderly (under 18, over 65)	39%	3
Zero car households	10%	21
Less than poverty level	10%	27
Less than 80% of median family income	92%	1
Communities of color	11%	28

Urban form		Rank
Half mile walk distance area	59%	20
Average lot size (sq. ft)	15,214	12
Sidewalk completeness	66%	6
Community destinations	2	26
Fresh food destinations	0	25

Half mile walking distance from opportunity area center

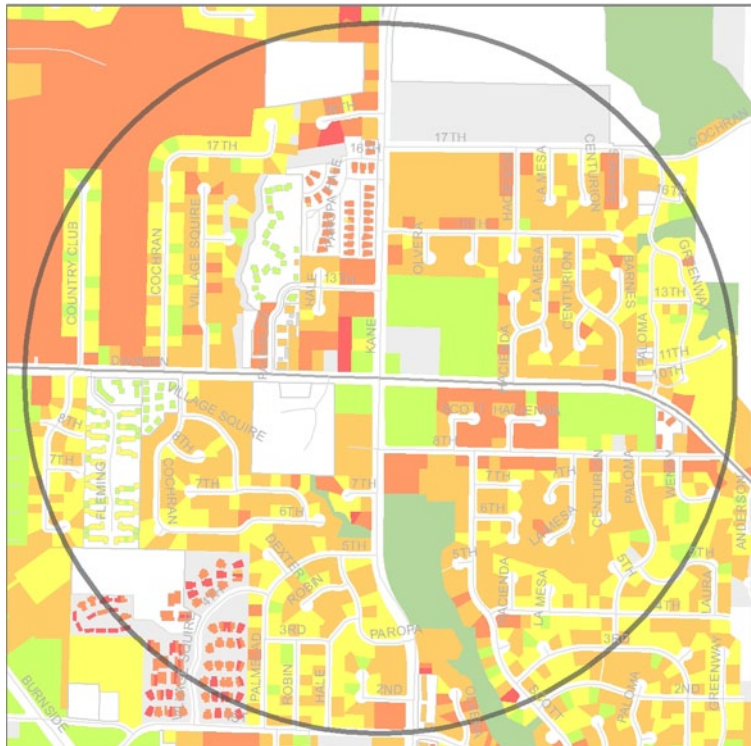




## Land use and zoning

Rank

<b>Housing Units</b>	3,220	12
Percent change 2000-2010	6%	28
<b>Employment</b>	856	22
Retail and services	40%	
Office	56%	
Industrial	2%	
Public/education	2%	
<b>Zoning</b>		
Single-Family Residential	76%	
Multi-Family Residential	19%	
Mixed-Use Residential	4%	
Commercial	0%	
Industrial	0%	
Parks and Open Space	0%	



## Market conditions

Rank

<b>Building value as percent of area average</b>		
Vacant lot	3%	
Less than 50%	2%	
50% to 75%	20%	
75% to 100%	34%	
100% to 125%	27%	
Greater than 125%	11%	
<b>Avg. land value per square foot</b>	\$9	23
Single family residential	\$13	16
Multifamily residential	\$0	26
Commercial	\$6	26
<b>Avg. total value per square foot</b>	\$36	15
Single family residential	\$25	19
Multifamily residential	\$67	23
Commercial	\$93	2
<b>Avg. annual appreciation, 2003-2014</b>	-1.30%	28











































































































































































## Appendix B Figure 1: Opportunity Area Evaluation Matrix, Portland



	12th and Division	Milwaukie and Powell	26th and Powell	Chavez/ Division	Chavez/ Powell	50th and Division	Foster-Powell	82nd and Division	82nd and Powell	112th and Division	112th and Powell	122nd and Division	122nd and Powell	148th and Division	162nd and Division	162nd and Powell
Transit orientation	High	High	Medium	High	Medium	Medium	Medium	Medium	Medium	Medium	Low	Medium	Medium	Medium	Medium	Low
Transit performance	High	High	Medium	Medium	Medium	High	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Low
Key destinations	High	High	High	Low	Low	Low	Low	High	Low	Low	Low	Low	Low	Low	Low	Low
Community destinations	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Low	Low	Low
Ridership	Medium	Medium	Medium	Medium	Medium	Medium	Medium	High	High	Medium	Medium	Medium	Medium	Medium	Medium	Low
Current population	Low	Low	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	High	High	Medium	Medium	Medium
Future population	Medium	Low	Medium	Medium	High	Medium	Medium	High	High	Medium	Medium	High	High	Medium	Medium	Low
Current employment	High	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Low	Low
Future employment	High	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Low	Low	Low
Communities of color	Low	Low	Low	Low	Medium	Medium	Medium	Medium	Medium	Medium	High	Medium	High	Medium	High	Medium
Youth/elderly	Low	Low	Low	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	High	Medium	Medium	Medium
Zero car households	Medium	High	Medium	Low	Medium	Medium	Medium	Medium	High	Medium	Medium	Medium	Medium	Medium	Medium	Low
Under poverty	Medium	Medium	Medium	Medium	Medium	Low	Medium	Medium	Medium	High	Medium	Medium	High	Medium	Medium	Medium
Less than 80% of MFI	Medium	Medium	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium	High	Medium	Medium	Medium	Medium	Medium

**Figure 2: Opportunity Area Evaluation Matrix, Gresham**

	182nd and Division	182nd and Powell	Birdsdale and Division	Birdsdale and Powell	Eastman and Division	Main and Division	Main and Powell	Hogan and Division	Hogan and Powell	Hogan and Stark	Kane and Stark	Kane and Division
Transit orientation												
Transit performance												
Key destinations												
Community destinations												
Ridership												
Current population												
Future population												
Current employment												
Future employment												
Communities of color												
Youth/elderly												
Zero car households												
Under poverty												
Less than 80% of MFI												

Appendix C

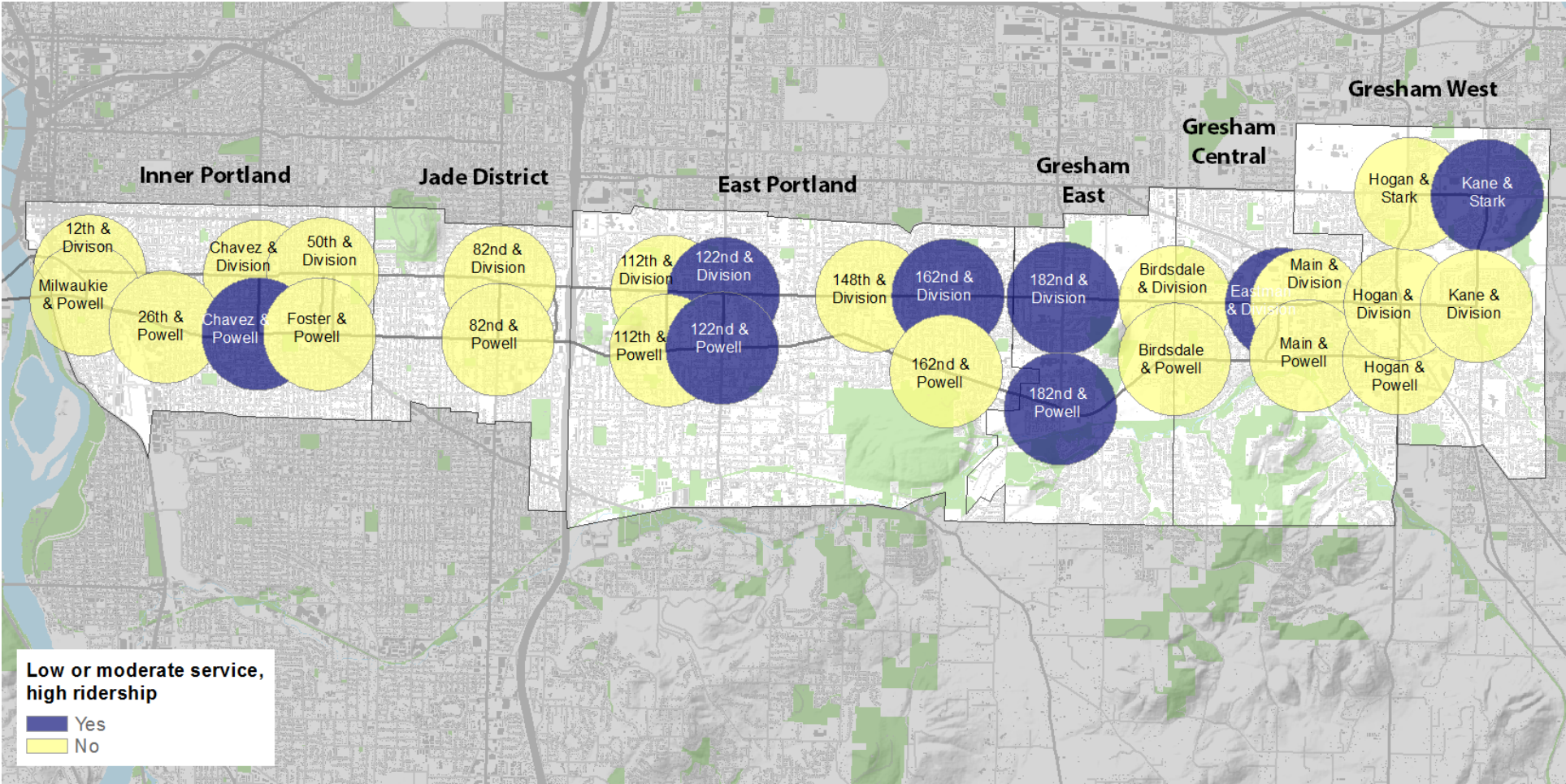
Figure 3: High future population or high future employment



Source: Author's analysis of data from Metro's population and employment projections



Figure 4: Low service, high ridership



Source: Author's analysis of data from Metro's Transit Orientation Score and TriMet ridership data

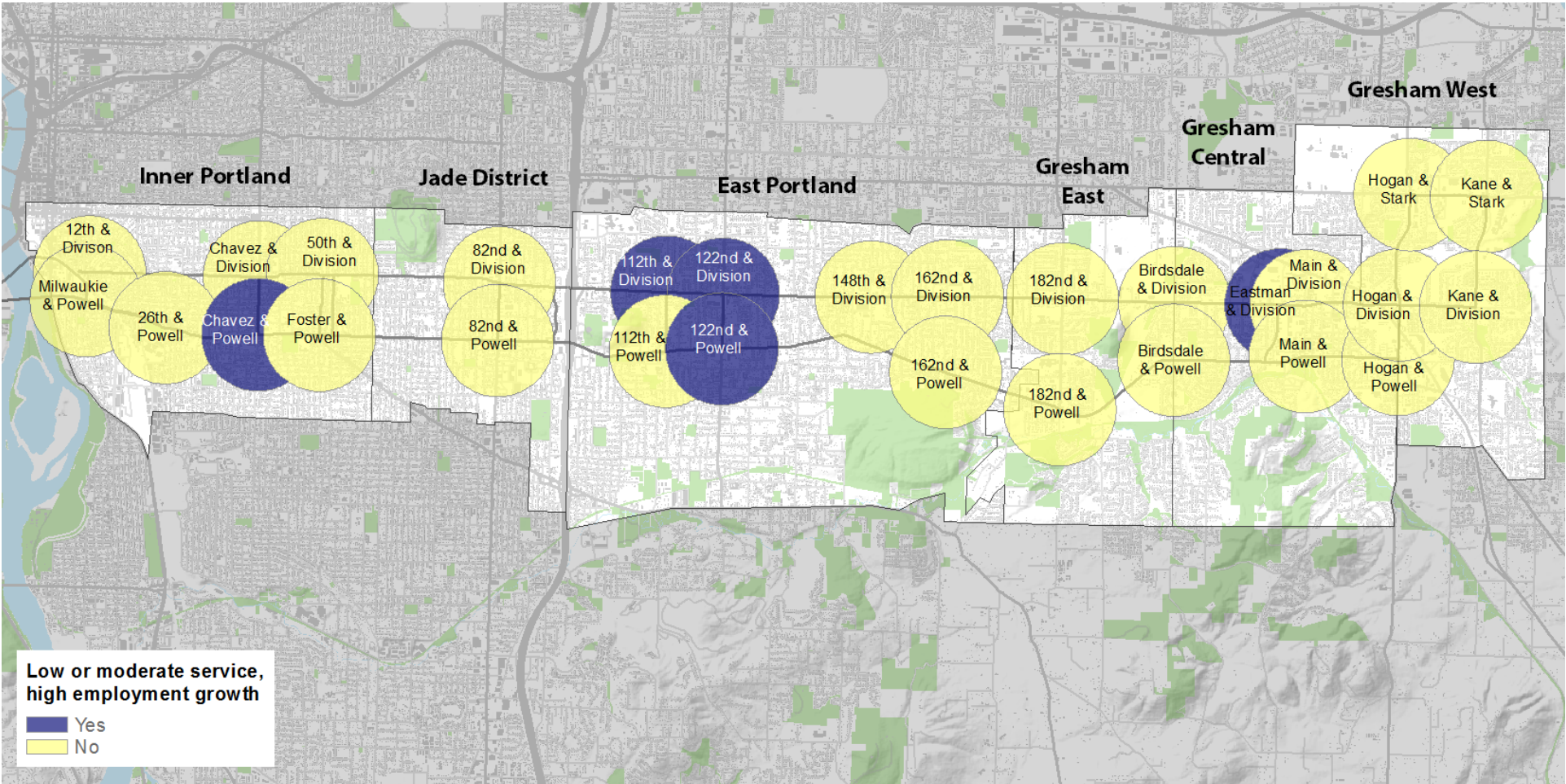
Figure 5: Low service, high population growth



Source: Author's analysis of data from Metro's Transit Orientation Score and regional population and employment projections



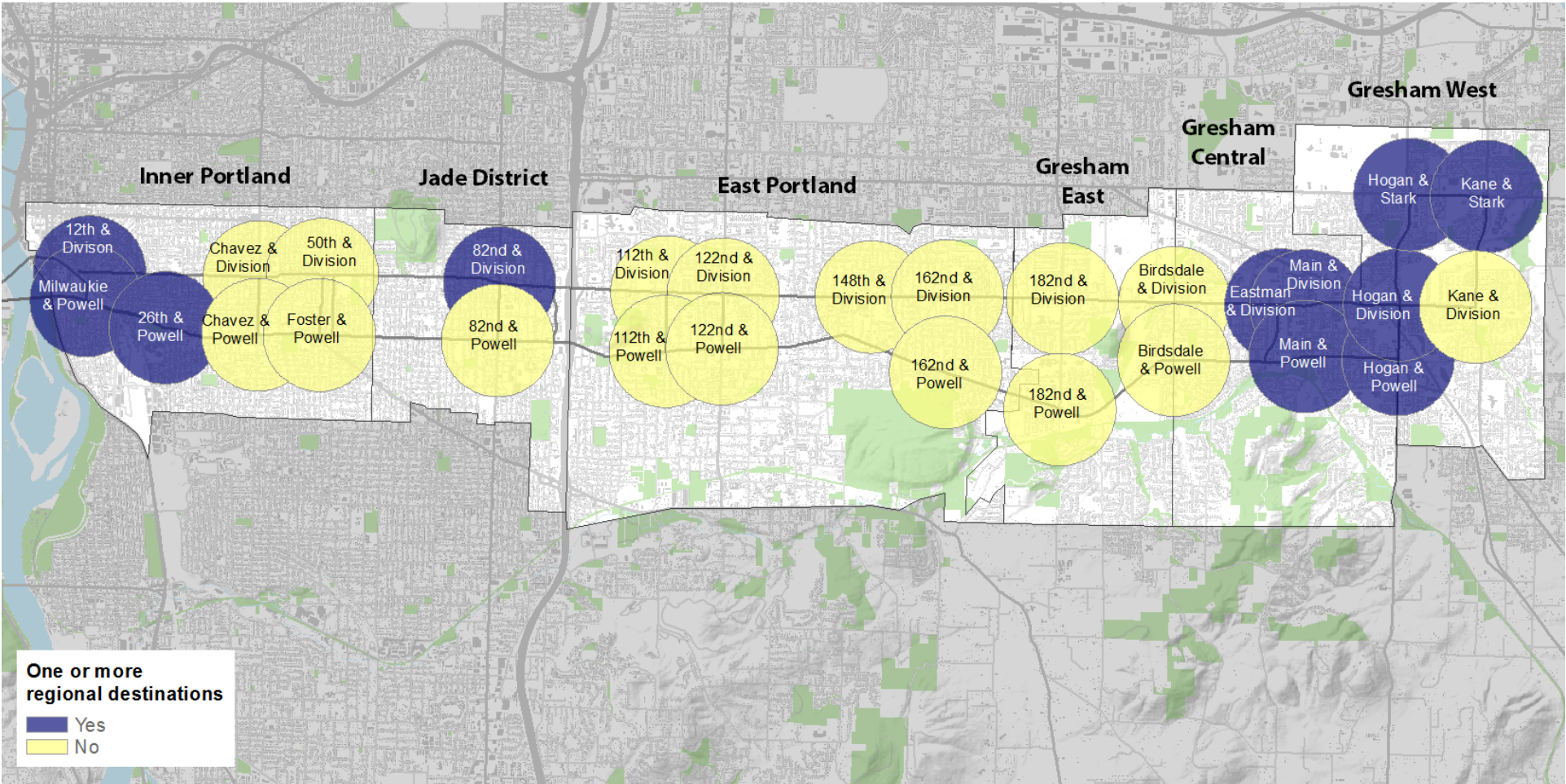
Figure 6: Low service, high employment growth



Source: Author's analysis of data from Metro's Transit Orientation Score and regional population and employment projections

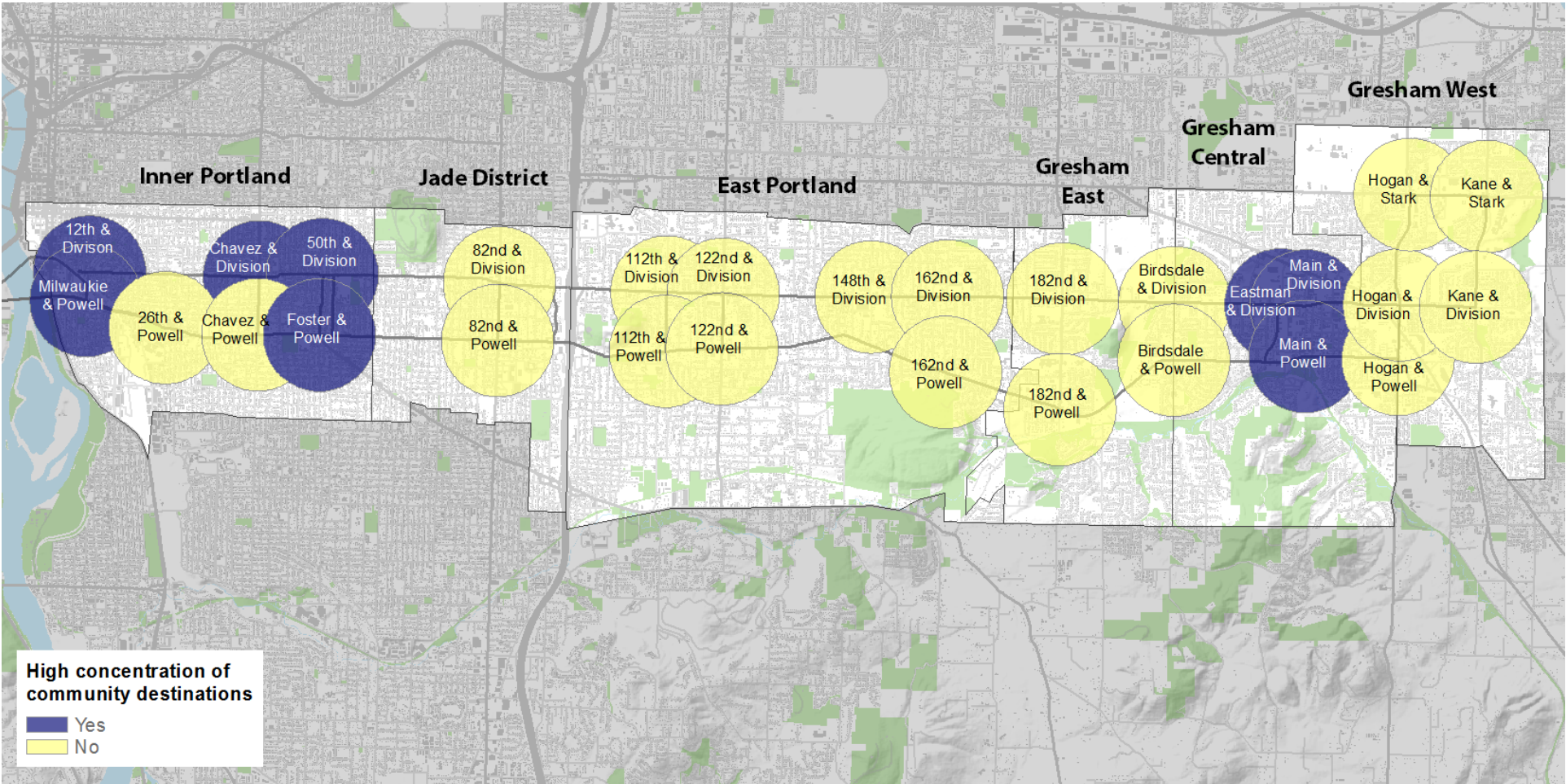


Figure 7: Regional destinations



Source: Staff and consultant input

Figure 8: Concentration of community destinations<sup>1</sup>

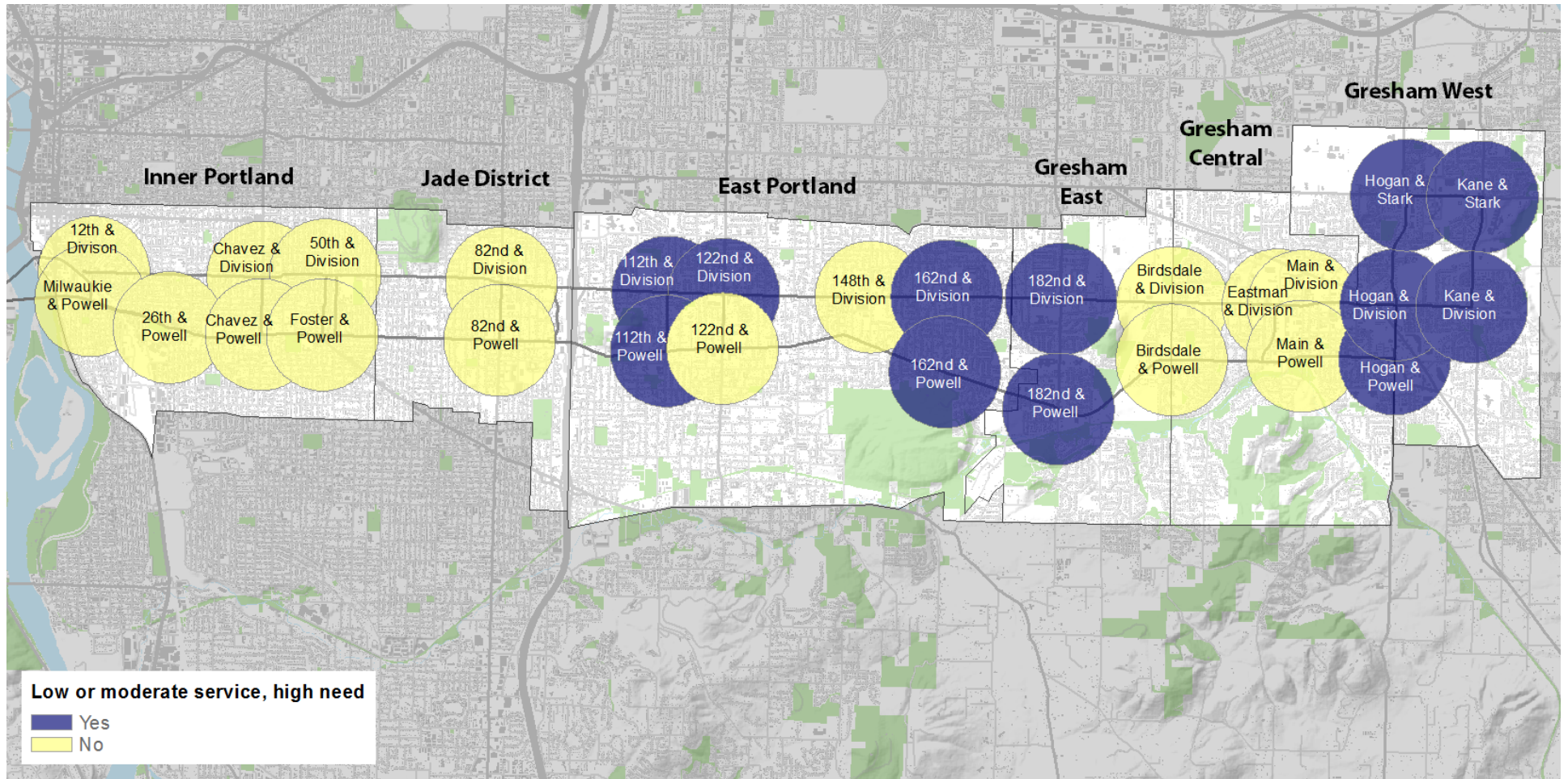


Source: Author’s analysis of data prepared by Metro from the Coalition for a Livable Future’s Regional Equity Atlas

<sup>1</sup> Community destinations is defined by Metro in collaboration with the Coalition for a Livable Future’s Regional Equity Atlas



**Figure 9: Low service, high need<sup>2</sup>**

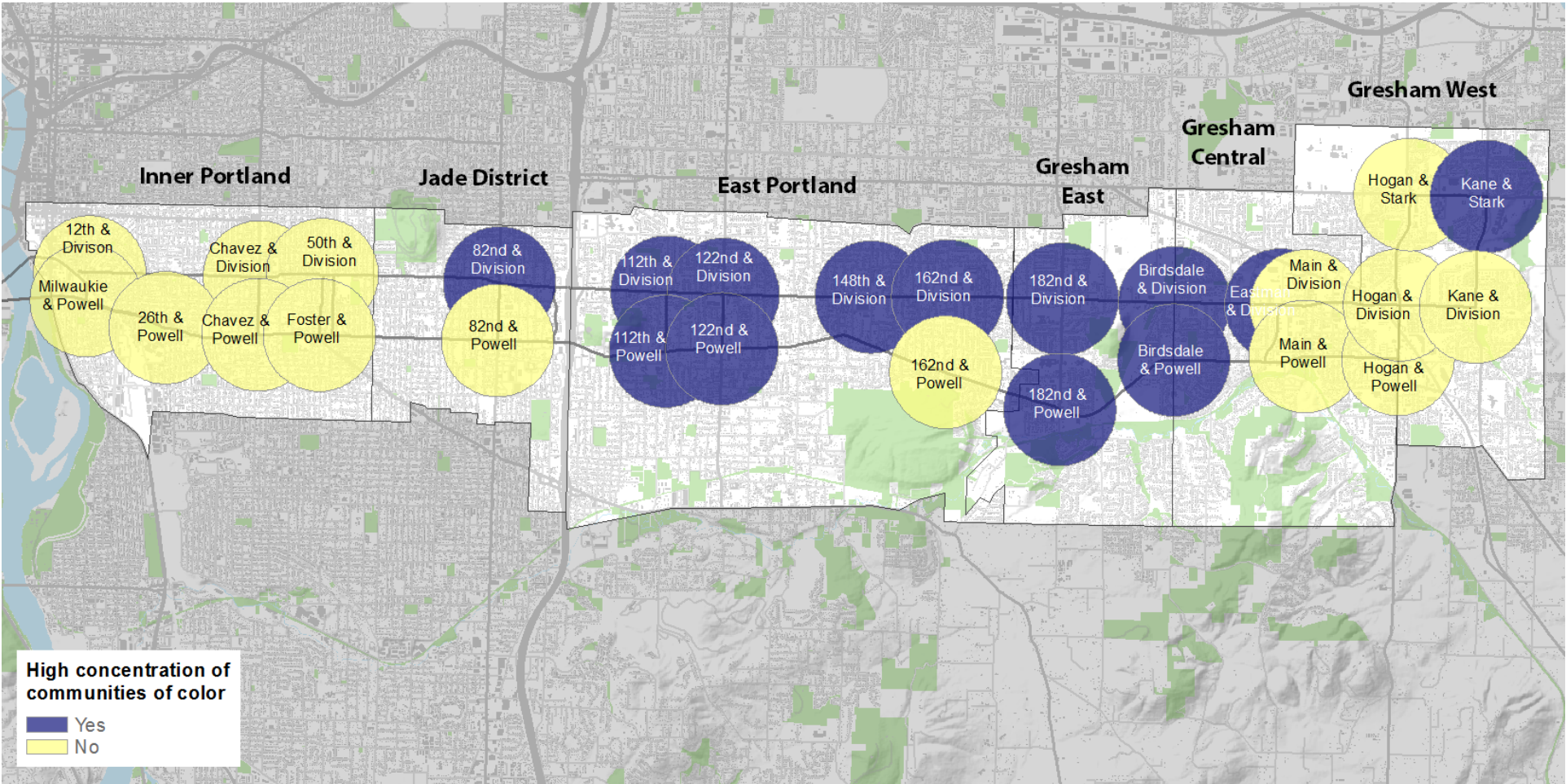


Source: Author's analysis of data from Metro's Transit Orientation Score and American Community Survey 2008-2012 Five-Year Survey, U.S. Census Bureau, retrieved from <https://www.nhgis.org>

<sup>2</sup> High need is defined as transit-dependent populations, which includes youth (under 18), elders (over 65), under poverty and zero vehicle households.

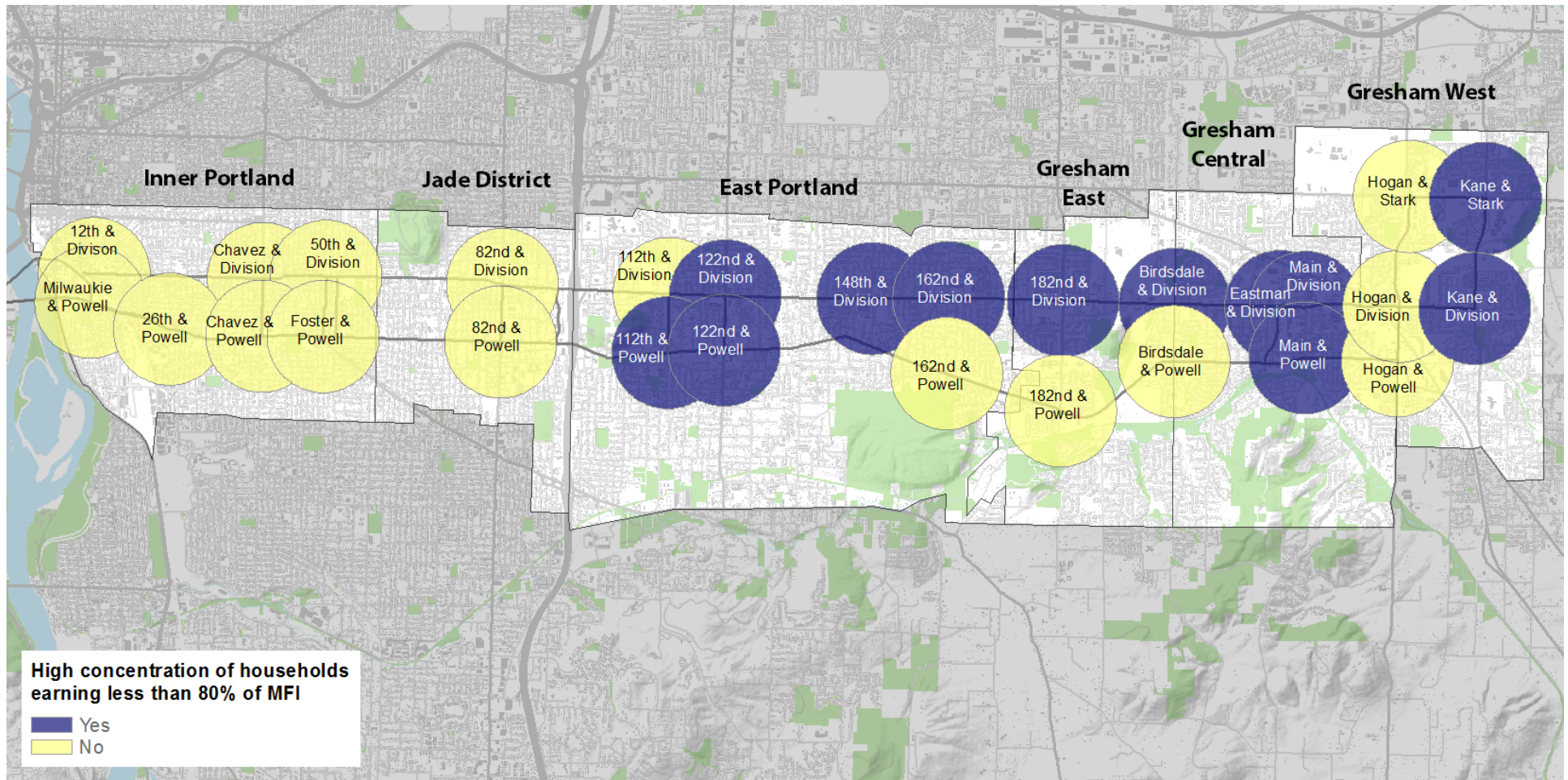


Figure 10: Communities of color



Source: Author's analysis of data from American Community Survey 2008-2012 Five-Year Survey, U.S. Census Bureau, retrieved from <https://www.nhgis.org>

**Figure 11: Households earning less than 80% of median family income<sup>3</sup>**



Source: Author's analysis of data from American Community Survey 2008-2012 Five-Year Survey, U.S. Census Bureau, retrieved from <https://www.nhgis.org>

<sup>3</sup> Median family income is established for the Portland-Vancouver-Hillsboro MSA by the U.S. Department of Housing and Urban Development



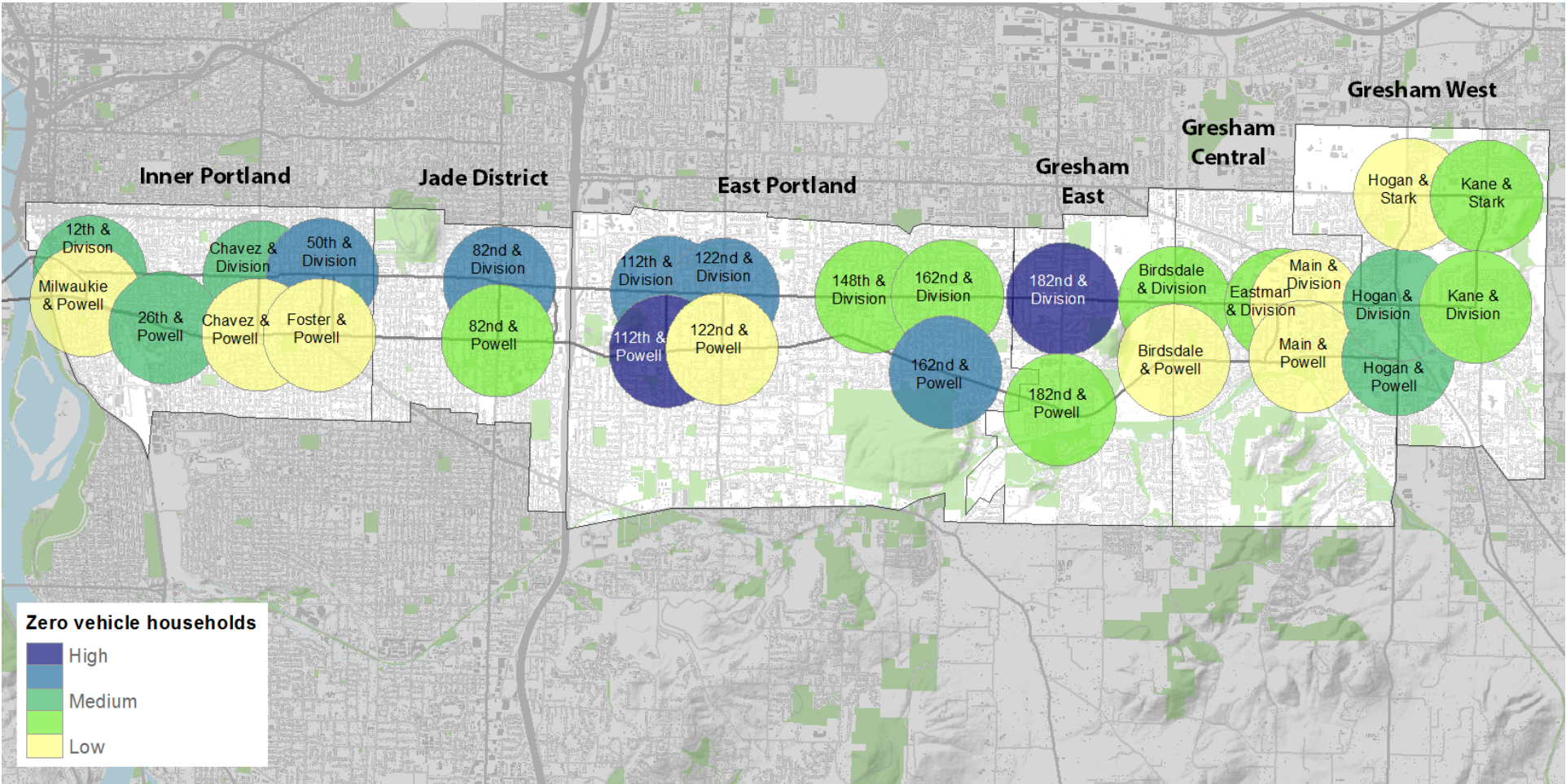
Figure 12: Youth and elderly (under 18, over 65)



Source: Author’s analysis of data from American Community Survey 2008-2012 Five-Year Survey, U.S. Census Bureau, retrieved from <https://www.nhgis.org>



Figure 13: Zero vehicle households



Source: Author's analysis of data from American Community Survey 2008-2012 Five-Year Survey, U.S. Census Bureau, retrieved from <https://www.nhgis.org>

Appendix D

Figure 14: Opportunity Area Classification Matrix

