Wilkes Community and Rockwood Corridor Plan

Adopted by City Council,
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ACKNOWLEDGEMENTS

PORTLAND CITY COUNCIL
J.E. Bud Clark, Mayor
Earl Blumensauer, Commissioner
Dick Bogle, Commissioner
Bob Koch, Commissioner
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PORTLAND CITY PLANNING COMMISSION
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Joe Angel, Vice-President
Martha Peck Andrews
Kevin Kelly
Betty Lindsey
Steven L. Pfeffer
Warren Rosenfeld
Paul Williams
David Wu

PREPARED BY PORTLAND BUREAU OF PLANNING
Earl Blumensauer, Commissioner-In-Charge
Norman A. Abbott, AICP, Director
Jan Childs, AICP, Acting Chief Planner

Project Staff
Colleen Greer Acres, PhD, AICP, City Planner
Corinne Holm, Planning Assistant
Dick Bellinger, Graphics Illustrator
Ladonna Slack, Word Processing Operator
Wilkes Community and Rockwood Corridor Plan Amendments
(effective January 1, 1991)

1. On page 3, under "Table of Contents", delete "Site Design Guidelines".

2. On page 5, under "Origin of Plan", fourth paragraph, change the second sentence as follows:
   To ensure continuity and the maintenance of integrity of ongoing development efforts, Portland has adopted reformed County Community Plans and new zoning regulations such as Site Review Overlay Zones and the Glendoveer Plan District.

3. On page 17, change Policy 13: Design Guidelines as follows:
   Use the Community and Site Design Guidelines of this plan as a guide in land use and land division reviews and site review.

4. On page 18, change Policy 21: Housing Location as follows:
   A. Require new When applying the medium density multifamily residential zones, developments to comply with the following locational requirements must be met:
   C. Require new When applying the low density multifamily, townhouse, and attached residential zones, developments to comply with the following locational requirements must be met:

5. On page 18, change Policy 22: Commercial Location as follows:
   A. Locate new commercial zones establishments to best maximize the traffic system and land use efficiency and minimize noise, visual clutter and traffic congestion. This is to be achieved by:
   B. New commercial designations shall meet the following locational requirements:

6. On page 20, under "Design Guideline Compatibility", change the first paragraph as follows:
   The community and site design guidelines were established to protect and enhance the identity of the Wilkes and Rockwood Communities and promote the integration of new development. The guidelines provide a framework for the evaluation of proposed development subject to land use and land development reviews and site review process. The community guidelines describe strategies which the public and private sectors may use to preserve and promote the livability of the area. The site guidelines are to be used by builders and renovators to ensure development compatible with the surrounding area.
7. Delete the "site design guidelines" title and group the community and site design guidelines together, renumbering as appropriate.

8. On page 23, under "Corridor Goals", and on page 19, under "General Goals", change the introductory sentence as follows:

Is When reviewing land use and land division cases private development proposals and planning public projects, the City shall:
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INTRODUCTION
INTRODUCTION

The Wilkes Community and Rockwood Corridor Plan establishes a framework to guide public and private actions which will shape the future of the area. Its objectives, policies, design guidelines, and light-rail transit goals address local issues, problems, and opportunities. Area Comprehensive Plan Map designations and zoning protect existing residential neighborhoods, encourage expansion of housing opportunities, and direct activities to locations which will support the efficient delivery of urban services.

ORIGIN OF THE PLAN

Guiding community development through the application of zoning regulations and issuance of building permits in mid-Multnomah County began in 1943 with the formation of the Ascot Zoning District. Included in the District were those portions of the Wilkes, Cully/Parkrose, and Hazelwood Communities bounded generally on the north by the Banfield Freeway, on the east by 124th Avenue, and on the south by 152nd Avenue. The District extended southerly to a point halfway between East Burnside and SE Stark. Permitted uses were single-family houses, accessory buildings, home occupations, and public utility substations and structures.

District land use regulations governed uses, lot sizes, setbacks, and sanitary provisions. Nonconforming existing signs and uses such as commercial activities were allowed to continue for a period from 10 to 20 years. All nonconforming uses were to cease operation within 20 years of the formation of the District.

In 1955, responsibility for land use planning and implementation within the Ascot Zoning District was turned over to Multnomah County. The County uses the policies of the acknowledged Framework and Community Plans to guide development in unincorporated areas. The County Urban Low Density Residential zone, LR 7.5, was designed to preserve lot size and setback requirements originally developed for the Ascot Zoning District.

With annexation of former unincorporated District properties to Portland, responsibility for land use planning and implementation is transferred from the County to the City. To ensure continuity and the maintenance of integrity of ongoing development efforts, Portland has adopted reformatted County Community Plans and new zoning regulations such as the Site Review Overlay Zone and Glendoveer Plan District. The Glendoveer Plan District, used in conjunction with the Portland Single Family (R7) zone preserves Ascot minimum lot size and setback regulations.

The Multnomah County Wilkes and Rockwood Community Plans are the basis for the Portland Wilkes Community and Rockwood Corridor Plan (Map 1). The Portland plan
covers the area within the original community plan areas found within the Portland Urban Service Boundary. By the union of these two plans and integration of plan provisions into one document, the result is a stronger plan which addresses the concerns, issues, and opportunities facing these mutually interdependent areas.

The conversion of the County Community Plans occurs simultaneously with the legislative replacement of County Comprehensive Plan designations and zones with City land use classifications on annexed properties within the Community Plan areas. Through this means, the integrity of the original Community Plans are maintained and the orderly transition of planning functions between the two jurisdictions facilitated.

The County Community Plans remain in effect for sites which have not been annexed or been annexed but not yet received Portland Comprehensive Plan Map designations and zones. The Portland Community and Corridor Plan applies to annexed sites which have received Portland Comprehensive Plan Map designations and zoning.

Map 1: Multnomah County Wilkes and Rockwood Community Plan Boundaries: Established in 1976.
WILKES COMMUNITY AND ROCKWOOD CORRIDOR OVERVIEW

The Portland Wilkes Community and Rockwood Corridor Plan area is bounded on the north by NE Sandy Boulevard and the OWB&E railroad right-of-way, on the west by NE 147th/148th, and on the south by SE Stark (Maps 2 and 3). On the east, the area is bounded by NE 165th from NE Sandy Boulevard to the Banfield Freeway (I-84) and by NE 162nd from I-84 to NE Halsey. South of NE Halsey, the boundary is generally set one property line to the west of NE 162nd. This eastern boundary coincides with the Portland Urban Service Boundary. The remaining portions of the County Wilkes and Rockwood Community Plan areas, to the east, are within the Gresham Urban Service Boundary.

The portion of the original Wilkes and Rockwood Community Plan areas within Portland’s sphere of influence is composed primarily of developed single-family neighborhoods, multifamily developments along major arterials north of I-84 and on or south of NE Glisan, and scattered large vacant parcels of land zoned for residential use (Map 4). The limited amount of commercial activities present are located along NE Sandy Boulevard and at the intersections of NE 162nd with NE Halsey, NE Glisan, and SE Stark.

Data from the 1980 Census of Population from the U.S. Department of Commerce establishes an informational base line for the area and provides an image of the demographic composition of the Wilkes Community and Rockwood Corridor Plan Area in 1980:


   **Total Population:** 5,008

   **Age Distribution by Percent:**
   - Under 5: 8%
   - 5-14: 12%
   - 15-19: 9%
   - 20-24: 13%
   - 25-54: 40%
   - 55-64: 11%
   - 65 and Older: 7%

   **Marital Status for Persons Over 15:**
   - Single: 27%
   - Now Married: 57%
   - Divorced: 10%
   - Widowed: 4%
   - Separated: 2%

   **Percent of households with 1 or more children under 18:** 31%

   **Percent of households with one or more persons aged 65 or older:** 12%

   **Median Family Income in 1979:** $25,361 for families residing between I-84 and NE Sandy
$33,531 for families residing between NE Halsey and I-84
$19,784 for families residing south of NE Halsey

2. Housing Characteristics (1980)

Number of Year-Round Housing Units: 2,166

Percent Owner Occupied 50%
Percent Renter-Occupied 45%
Percent Vacant 5%

Mean Number of Persons per Occupied Unit: 2.25

Median Number of Rooms per Occupied Unit: 4.90 to 5.60

Median Housing Values for Owner Occupied Non-Condominium Units:

Ranged from $66,200
in the southern portion of the area to
a high of $98,000 north of I-84

Median Monthly Rent:

Ranged from $231 in the southern portion of the area to a high of
$400 for rental units located between I-84 and NE Halsey

3. Employment Patterns of Area Residents (1980)

Industries of employment for area residents are manufacturing (21%),
retail trade (17%), finance, insurance and real estate (15%), and other (47%).

Occupations of Residents by Percent:

Management & Professional 22%
Technical, Sales, Admin. 34%
Service Occupations 10%
Precision Prof., Craft, Repair 14%
Operators, Fabricators, etc. 14%
Transportation & Material Movers and Handlers 7%
Other 1%

Means of Journey to Work:

Car, Truck, Van Alone 65%
and Car Pool 20%
Public Transportation 9%
Walked 2%
Other Means 2%
Worked at Home 2%

The Wilkes Community and Rockwood Corridor Plan Area has good access to
north-south and east-west arterials, NE 140th, NE 162nd and NE Halsey, NE
Glisan, East Burnside and SE Stark respectively. Northeast Sandy Boulevard,
a state highway, is an arterial west of NE 122nd and a major collector east of NE.
122nd, including that portion within the Plan area. Vehicular access to the interstate freeway system is provided at adjacent interchanges of the Banfield Freeway with NE 122nd and NE 181st Avenues.

The automobile continues to be the primary mode of transportation for area residents and businesses. Limited north-south Tri-Met bus services and park-and-ride facilities permit public transportation users to connect with the newly constructed Light-Rail Transit System on East Burnside. Transit stations are located on East Burnside at NE 148th and NE 162nd.

Educational services for kindergarten through high school are provided by Reynolds School District which has one facility located within the area–Glenfair Elementary School at NE 133rd and NE Glisan Avenues. The area's only public park, Glenfair, is located next to the elementary school. Mt. Hood Community College provides community members with day, evening, and weekend vocational, technical, and academic courses and seminars. Local library services are provided by Multnomah County Branch Libraries located at SE 122nd and SE Morrison (Midland) and SE 179th and SE Stark (Rockwood). Adjacent regional recreational facilities, the Glendoveer Golf Course at NE 148th and NE Halsey and Blue Lake at 201st north of Sandy Boulevard, provide area residents and labor force with opportunities for golfing, jogging, swimming and daytime camping activities.

**PLAN ORGANIZATION**

The Wilkes Community and Rockwood Corridor Plan is divided into five major sections:

- Introduction
- Plan Goal and Objectives
- Policies
- Design Guidelines
- Light-Rail Transit Corridor and Station-Area Goals

The Introduction orients the reader to the Plan and provides an overview of the portions of the Wilkes and Rockwood Communities within the Portland Urban Service Boundary. The Plan Goal and Objective Section defines the desires of the community for the area's future development. The Policies address long-standing community issues, constraints, and opportunities. The Design Guidelines promote the construction of safe and attractive developments which are compatible with the surrounding community. Transit Corridor and Station-Area Goals encourage the development of transit-supportive uses and intensification of land uses in areas adjacent to the light-rail system.
PLAN GOAL AND OBJECTIVES

The goal for the Wilkes Community and Rockwood Corridor Plan is to maintain and improve the quality of living conditions in the area for present and future generations. The provisions of this plan encourage the development of an urban environment which is efficient, functional, and aesthetically pleasing. Community residents and businesses want an attractive place in which to live, work, shop, and play. The objectives of the Plan are to:

A. Enhance and improve the quality of the urban environment.
B. Encourage a coordinated development pattern in order to most efficiently use land, materials, and human resources.
C. Protect and preserve a sense of community identity.
D. Support opportunities for citizen involvement in community planning issues, implementation, and revision of the Wilkes Community and Rockwood Corridor Plan and on issues involving zoning, subdivision, and special land use projects.
E. Preserve and improve the liveability of established residential neighborhoods.
F. Encourage new single-family and multifamily developments scaled and designed to be a part of the community and protect the privacy of adjoining properties.
G. Support the efficient and economical use of public facilities and utilities by fully utilizing the capacity of these services and lowering the cost for each user.
H. Support existing businesses and offices and development of new commercial activities on sites zoned for such uses to create cohesive and functional shopping areas.
I. Encourage the development of a continuous pedestrian and bicycle circulation system that connects the living areas, recreational facilities, and activity centers of the communities.
J. Improve transit services in the community to encourage increased ridership and reduce dependency upon the private automobile for transportation.
K. Encourage transit-supportive uses along the light-rail corridor.
L. Enhance the environment of local residential streets.
M. Preserve significant natural features, habitats and shared open spaces.

N. Support efforts to identify alternatives for the maintenance and improvement of the park system.
POLICIES

INTRODUCTION

The Portland Comprehensive Plan provides a coordinated set of guidelines for decision-making to direct the future growth and development of the City. Community and neighborhood plans refine these broad based goals and policies to address local issues and concerns.

Multnomah County uses a similar two-tier approach to land use planning. The Comprehensive Plan establishes a County-wide policy framework or context. Community plans apply the area-wide policies at the local level, allowing specification of these policies to meet localized needs, problems, and opportunities.

With the adoption of City zones and Comprehensive Plan Map designations for annexed mid-Multnomah County properties, the Portland Comprehensive Plan replaces the County Framework Plan as the primary guide for land-use decisions and action. The adoption of reformatted County Community Plans as City neighborhood plans allows the integration of community specific goals, objectives, policies, and design guidelines into the City's comprehensive land-use planning process. In combination, the Portland Comprehensive and reformatted County Community Plans encourage the maintenance of a stable and consistent approach to land-use planning for annexed areas.

For this plan, there were three sources of policies: the Multnomah County Framework, Wilkes Community and Rockwood Community Plans. Each policy was evaluated for consistency with the Portland Comprehensive Plan and its implementing measures. Contradictory and redundant statements were eliminated. The result was development of a group of implementable policies in accord with City plan provisions which preserved the integrity of the original Multnomah County Framework and Community Plans.

POLICY 1: PLAN RELATIONSHIPS

The Portland Comprehensive Plan goals, policies, land use map, and revised zoning code are the primary source of land use decisions. The Portland Wilkes Community and Rockwood Corridor Plan is an integral component of the Portland Comprehensive Plan. The more detailed community policies, design guidelines, and transit goals of this plan shall be used in conjunction with the Portland Comprehensive Plan for the evaluation of land use cases and balancing of community interests and issues.

POLICY 2: LAND USE PLANNING

Maintain and improve the quality of living conditions in the community for present and
future generations by the implementation of a coordinated and ongoing land use planning program.

POLICY 3: CITIZEN INVOLVEMENT

Recognize the importance of groups such as the Wilkes and Rockwood Community Groups, neighborhood associations, and business organizations in involving citizens in the discussion and review of land use issues. Providing notice to such groups and organizations of land use issues, and creating opportunities for review and comment on proposed changes to the Portland Comprehensive and Wilkes Community and Rockwood Corridor Plans and their implementing measures, will help to ensure community involvement in the land use planning and implementation.

POLICY 4: COMMUNITY IDENTITY

Recognize the Wilkes Community and Rockwood Corridor Plan areas as identifiable communities of Portland and support the implementation of this plan.

POLICY 5: COMMERCIAL AND INDUSTRIAL LAND

Protect areas designated for commercial and industrial development from encroachment by adjacent and nearby incompatible uses.

POLICY 6: BUSINESS AND INDUSTRY

Maintain a healthy and viable environment for new and existing businesses that provide jobs, industrial and commercial goods, and consumer services.

POLICY 7: COMMUNITY INVESTMENTS

Encourage continued human and material investment in the area and the development of new community resources.

POLICY 8: LIGHT-RAIL TRANSIT CORRIDOR DEVELOPMENT

Encourage mixed-use development in the Light-Rail Transit Corridor which is consistent with Corridor and Station-Area goals.

POLICY 9: TRANSPORTATION SYSTEM

Encourage the efficient use of the transportation network while mitigating adverse traffic impacts on the community's residential liveability and business climate.

POLICY 10: DEVELOPED RESIDENTIAL NEIGHBORHOODS

Maintain developed residential areas for residential use protected from encroachment by incompatible uses.
POLICY 11: VACANT RESIDENTIAL LAND INVENTORY

Maintain residually zoned land for residential use.

POLICY 12: NEW RESIDENTIAL DEVELOPMENT

Use design features such as landscaping, screening, and building orientation to ensure compatibility of new attached single-family and multifamily residential developments with surrounding existing residential developments.

POLICY 13: DESIGN GUIDELINES

Use Community and Site Design Guidelines of this plan as a guide in land use and land division reviews and site review.

POLICY 14: MIXED USE

Commercial uses may be appropriate on the first floor of new high density multifamily residential developments within the Rockwood Light-Rail Transit Corridor.

POLICY 15: REDEVELOPMENT

Enhance community livability by taking advantage of all opportunities which encourage upgrading of the appearance of residential, commercial, industrial and institutional properties.

POLICY 16: PARKS AND OPEN SPACE

Improve the liveability of the area through the development of public open spaces for recreational and aesthetic purposes.

POLICY 17: GLENDOVEER GOLF COURSE

Recognize and preserve the adjacent Glendoveer Golf Course, associated recreational facilities and jogging path as a regional asset.

POLICY 18: ALTERNATIVE MODES OF TRANSPORTATION

Promote development of pedestrian, bicycle, and transit amenities.

POLICY 19: EDUCATION

Enhance the educational opportunities of Portland’s citizens by supporting the objectives of school districts.

POLICY 20: EDUCATIONAL AND COMMUNITY FACILITIES

Promote the efficient utilization of existing institutional facilities for community and educational purposes.
POLICY 21: HOUSING LOCATION

A. Require new medium density multifamily residential zone developments to comply with the following locational requirements:

1. Have direct access to an arterial or collector;
2. Avoid routing of through traffic on local neighborhood streets;
3. Have public transit available or planned to be available within one-quarter mile of the site; and
4. Use design features such as landscaping, screening, and building orientation to ensure compatibility with surrounding residential developments.

B. Encourage new medium density multifamily residential developments to cluster adjacent to or within activity centers and within areas one-quarter mile from light-rail transit stations.

C. Require new low density multifamily, townhouse, and attached residential zone developments to comply with the following locational requirements:

1. Have direct access to major city traffic streets or district or neighborhood collector streets, or local service streets where traffic volume capacities will not be exceeded; and
2. Use design features such as landscaping, screening, and building orientation to ensure compatibility with surrounding residential developments.

POLICY 22: COMMERCIAL LOCATION

A. Locate commercial establishments to best maximize the traffic system and land use efficiency and minimize noise, visual clutter and traffic congestion.

B. New commercial designations shall meet the following locational requirements:

1. Have direct access to a state highway or an arterial;
2. Avoid routing of through traffic on local neighborhood streets;
3. Have public transit available or planned to be available within one-quarter mile of a mile;
4. Have physical opportunities for buffering and orientation of adjacent buildings and land uses.
5. Be in areas already completely served by utilities with sufficient capacities, or areas where utility construction can be fully financed by the developer.

6. Use design features such as landscaping, screening, and building placement to ensure compatibility with surrounding residential developments.
DESIGN GUIDELINES

INTRODUCTION

The Wilkes Community and Rockwood Corridor are primarily suburban residential areas. Low density single-family neighborhoods and multifamily structures are the dominant forms of development in the landscape. Scattered throughout are large vacant and developable parcels of land zoned for residential use. Existing commercial activities and vacant parcels zoned for retail and office use are located on the community’s periphery along NE Sandy Boulevard, SE Stark Street, and 162nd Avenue. Construction of the Light-Rail Transit line on East Burnside and pending construction of an area-wide sanitary waste disposal system, while unlikely to change the basic structure of the community, will encourage new urban growth and intensification of existing land use patterns.

DESIGN GUIDELINE APPLICABILITY

The community and site design guidelines were established to protect and enhance the identity of the Wilkes and Rockwood Communities and promote the integration of new development. The guidelines provide a framework for the evaluation of proposed developments subject to land use review or the site review process. The community guidelines describe strategies which the public and private sectors may use to preserve and promote the liveability of the area. The site guidelines are to be used by builders and renovators to ensure development compatible with the surrounding area.

A. COMMUNITY DESIGN GUIDELINES

1. Preserve and enhance significant natural features such as wooded areas, wetlands, wildlife habitats, and open spaces.

2. Use landscaping, street furniture, open spaces, and walkways to create attractive areas for pedestrians and provide nonvehicular access within and between activity centers such as commercial nodes, schools and residential areas.

3. Encourage the creation, connection, continuation, and preservation of a safe and well-defined system of pedestrian and bicycle pathways throughout the community. This system should include safe crossings across streets and connections between shopping, community service, employment, and residential areas.

4. Encourage urban infill developments which preserve the privacy of existing
residential uses and enhance the safety of the community.

5. Preserve the privacy and attractive characteristics of existing residential areas.

6. Encourage the use of marketing efforts such as the development of theme centers, landscaping materials, and gateways to enhance local development efforts.

7. Preserve and support the development and use of the adjacent Glendoveer Golf Course and grounds as a regional recreational asset and public open space.

8. Encourage the construction of shelters at transit stops.

9. Create safe and attractive pedestrian connections between the light rail station areas, residential neighborhoods and employment centers in the community.

B. SITE DESIGN GUIDELINES

1. Provide street trees.

2. Encourage landscaped areas with street furniture, e.g., drinking fountains and benches.

3. Enhance residential street environment by encouragement of well-maintained parking strips and development of curbs, curb cuts and sidewalks.

4. Reduce paved areas and curb cuts for nonresidential uses by encouraging joint use of driveways, parking, and maneuvering areas.

5. Locate commercial and industrial driveways and storage facilities and loading areas away from residential areas or provide buffers and landscaping to ameliorate glare, noise, and heat reflection.

6. Screen outside storage areas with site-obscuring landscaping and/or building materials.

7. Require landscaped yards and buffers between the multifamily structures in R3, R2, R1, and RH zones along any shared lot line with an R10, R7, R5, or R2.5 zone.

8. Require landscaping and buffering on commercial sites where they abut residential zones.

9. Encourage clustering of development and the use of density transfers within a site as a means of preserving natural features.
LIGHT-RAIL TRANSIT CORRIDOR AND STATION-AREA GOALS

INTRODUCTION

The Light-Rail Corridor and Station-Area Goals were originally adopted as part of the Multnomah County Hazelwood and Rockwood Community Plans in 1980. Market studies, land use and public service inventories, and community meetings were used to identify and evaluate development alternatives and select the long-range planning goals for land within the defined transit corridor and station areas.

These goals supported the operation of the transit system and encouraged the intensification of uses which were consistent with area market opportunities and the objectives of the County Community Plans. Incorporation of these goals into both the Portland Hazelwood Community and Wilkes Community and Rockwood Corridor Plans help to ensure continuing coordination of private and public development efforts along the Light-Rail line.

TRANSIT GOAL APPLICABILITY

Within the larger County acknowledged Rockwood Community, the Light-Rail Transit Corridor extends from NE Glisan to SE Stark between 148th and 181st. East of 181st Avenue,
the Corridor follows a southeasterly path to the terminus of the Light-Rail System in the heart of Gresham (Map 5). The provisions of this section are applicable to properties within the Rockwood Corridor which have been annexed to Portland and assigned City zoning and Comprehensive Plan Map designations.

The portion of the Transit Corridor in the Portland Wilkes Community and Rockwood Corridor Plan area within the Portland Urban Service Boundary extends from NE 148th to one property line west of NE 162nd between NE Glisan and NE Stark (Map 5). The County-adopted NE 148th and 162nd Avenue Station Areas and portions of the station areas located within the Portland Urban Service Boundary are displayed on Maps 6 and 7.

A. CORRIDOR GOALS

In reviewing private development proposals and planning public projects, the City shall:

1. Encourage an increase in the number of transit trips and support mixed use development near transit stops.

2. Support energy conservation measures and improvement of air quality, while reducing the need for costly street improvements which disrupt neighborhoods, by locating employment centers, commercial

and community service nodes, and residential clusters of housing close to transit.

3. Encourage new development near transit stations which is compatible with and supportive of transit use and is consistent with the intent of adopted plans.

4. Maintain the positive characteristics and qualities of established residential neighborhoods.

5. Encourage residential infill and opportunities to increase the variety of housing types and densities on under-utilized properties.

6. Provide opportunities for citizen involvement in all phases of the planning process for City projects in the Rockwood Corridor.

B. STATION-AREA GOALS

1. General Goals

In reviewing private development proposals and planning public projects, the City shall:

   a. Encourage the efficient use of land.
b. Encourage the assembly of adjacent developable lots to create more efficient land use patterns.

c. Encourage the redevelopment and efficient re-use of under-utilized parcels, i.e., parcels developed below adopted zoning and Comprehensive Plan Map designation densities.

d. Establish a safe and attractive pedestrian circulation network which interconnects the transit station with commercial activities and with residential areas.

e. Ensure that capital improvement plans provide for the timely improvement of necessary infrastructure, i.e., roadways, sewers, pedestrian ways.

f. Encourage the development of uses and improvements which will help to establish and reinforce positive community identity.

g. Encourage joint access, parking and vehicle maneuvering areas between abutting lots.

h. Encourage interior circulation between adjacent parcels when beneficial to area circulation.

2. Specific Station-Area Goals

a. NE 148th Avenue Station-Area
Pursue convenient automobile access and park-and-ride or off-street parking facilities in station-areas to reduce on-street parking on nearby residential streets.

b. NE 162nd Avenue Station-Area
Coordinate station-areas development efforts of the jurisdictions of Portland, Gresham and Multnomah County and private sector interests.