

Sustainable City Year Program

2025-26



Public Relations and Communications

Project	Outcome
Industrial Campus Outreach Plan	Public Relations students conducted a situational analysis and market assessment to help develop an outreach plan to increase commercial awareness of Estacada's 50-acre shovel-ready industrial site. Students identified three target audience groups and built outreach campaigns unique to each audience. Recommendations include a comprehensive media outreach kit, website development plan, promotional videos, and a budget for each strategy.
Marketing for Commercial, Industrial, and Waterfront Readiness	Students worked with Estacada's priority focus areas of tourism development, workforce attraction and retention, and industrial campus growth to develop three distinct marketing campaigns – Visit Estacada, Work in Estacada, and Estacada Industrial Campus Growth. For the Visit Estacada campaign, students recommended strengthening Estacada's online presence to promote the City as a day-trip destination with further recommendations for interactive activities, social media engagement, and in-person events. The Work in Estacada campaign emphasized workforce engagement through community partnerships. For the Estacada Industrial Campus, students recommended focused efforts to increase visibility and business recruitment for the campus. This included a campus rebrand, targeted direct mail campaign, and a virtual open house.
Tourism Development - Rediscover Gladstone	For the Rediscover Gladstone project, students worked in teams to create internal and external tourism development campaigns. Students created blueprints for accessible, experience-driven events like a drive-in movie, car show, street fair, and a 5k race to reinvigorate the local community and attract visitors from neighboring cities. Alongside the events, students identified community engagement strategies focused on connecting residents with local businesses. Two key publics for internal and external tourism strategies are families with school-aged children and adults aged 50-65.
Discovering Gladstone: A Strategic PR Campaign	PR Campaigns students identified two key audiences, regional and young (22-30) travelers, and created a tourism campaign aimed at increasing visitation to Gladstone . The campaign emphasizes strategic storytelling, earned media outreach, and community engagement to improve awareness of Gladstone. Students recommended outdoor events in Meldrum Bar Park such as a farmer's market and river float, and a summer kickoff event at High Rocks Park. Students also created detailed recommendations for professional photography, social media posts, and targeted outreach to Oregon journalists and influencers to elevate Gladstone's profile.

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Public Relations and Communications (cont.)

Made to Gather: Downtown Eugene's Revitalization Plan

This project developed a comprehensive public relations campaign for the **Eugene** Chamber of Commerce focused on increasing downtown visitation and improving perceptions of safety. Through research, stakeholder interviews, and survey data, students identified key barriers then proposed strategies targeted toward University of Oregon students and local families. Recommendations to improve downtown engagement included social media storytelling, campus outreach events, family-focused programming, safety awareness campaigns, and positive media relations.

Business and Marketing

OEM Recruitment Strategy and Industrial Campus Activation

Business Honors Community Consulting students identified 24 potential Original Equipment Manufacturing (OEM) companies that could be a strong fit for **Estacada's** Industrial Campus. For five of the 24 potential OEMs, students highlighted those that would best fit and created unique outreach plans for each OEM. Student recommendations for Estacada include targeted outreach to priority OEM prospects, strengthening industry and economic partnerships, refined infrastructure planning, launching a marketing campaign, and hosting events to activate the industrial campus locally.

Law

Gresham Sign Code Modernization

Land Use Law students worked with the City of **Gresham** to address its interest in modernizing the City's Municipal Sign Code. Students analyzed First Amendment free speech laws and case law from Oregon, and the Ninth Circuit and U.S. Supreme Courts. Students discussed the differences between content-neutral and content-based regulations as it pertains to Gresham's Municipal Sign Code; distinguished the differences between commercial and non-commercial speech classifications; and examined the contours of legitimate police power. Based on their analysis, students suggested amendments to address Gresham's concerns about aesthetics, traffic, and pedestrian safety.

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Planning and Public Policy

Project Outcome

Transportation Policy Alignment and Future Planning Scenarios

In alignment with **Tigard's** Transportation System Plan, students evaluated transportation policies across three levels of government and nine focus areas. Key recommendations include closing pedestrian and bicycle gaps in underserved neighborhoods; improving access to transit-rich areas; addressing safety disparities; and aligning land use, parking, and curbside policies with broader affordability and public health goals.

Envisioning Bicycle Improvements in Eugene

Students developed creative and nuanced ideas to help inspire updates to **Eugene's** Transportation System Plan (TSP). Students focused on infrastructure and policy ideas across five primary themes: big streets, neighborhood filtering, policy, quiet streets, and system awareness. Student recommendations supported bicycle transportation opportunities that were safe, connected, and comfortable for all users.

Qualitative Evaluation of the Farmers Market Pavillion

Through interviews and observations, students identified key factors that influence how residents and visitors experience the Farmers Market Pavillion and surrounding downtown public spaces. Student findings highlighted four primary areas of focus: Being There (how people use and experience public spaces), Getting There (accessibility, transportation, and connectivity), Sharing There (community interaction, inclusion, and public services), and Unhoused (the impacts of homelessness on perceptions and use of public spaces). Across these themes, students examined issues related to accessibility, inclusion, age, community identity, daily routines, regional draw, public services, and financial sustainability and developed recommendations that support **Eugene's** desire to design and develop downtown open spaces that support community wellbeing.

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Architecture, Planning, and Public Policy

Project Outcome

Downtown Tualatin Land Use Planning and Design

Community and Regional Planning graduate students analyzed a 41-acre site near downtown Tualatin's Lake at the Commons. Recommendations embedded urban design principles such as walkability, economic development, and age-friendly community and were grounded in placemaking, connectivity, and permeability. Students proposed redesigned walkways, traffic calming mechanisms, and the addition of a farmers' market with food carts to create an accessible, vibrant downtown core. A phased approach will allow Tualatin to address evolving needs over time.

Multi-Modal Connections to Downtown Tualatin

Students used three integrated focus areas—multimodal transportation, network connectivity, and parking and land use—to evaluate transportation opportunities in and around downtown Tualatin's Lake at the Commons area. Thirteen recommendations prioritized safety, reinforced transit and trail connections, emphasized public spaces, and encouraged development patterns that support community life and economic growth. Recommendations include but are not limited to, protected bike lanes and enhanced bikeway connections, a traffic garden, rail grade separation, an intersection redesign, and a multi-level parking structure.

Tualatin Downtown Market Study

Oregon Consulting Group students conducted a formal market study and developed an action-based strategy to increase downtown visitation, strengthen business vitality, and crystallize Tualatin's identity, focusing specifically on the Tualatin Commons area. The two-phase strategy aims to revitalize Tualatin through targeted events and marketing that increase foot traffic and strengthen and activate downtown businesses.

Timber Tectonics in the Digital Age

Architecture, Wood Science, and Civil Engineering students from the University of Oregon and Oregon State University designed, prototyped, and fabricated a kit-of-parts full size modular structure for the City of Tualatin's Riverfront Park. Students proposed site designs for the Riverfront Park that included a large boat launch, pedestrian footpaths, and two large gable structures that feature a boat rental space, restrooms, and a community gathering space surrounding a new community garden.

Architecture Design Studio

Architecture students produced design proposals for four sites near the Lake at the Commons in downtown Tualatin. Proposals focused on nodes, grounded pathways, and raised pathways to increase housing, economic activity, and connectivity throughout downtown Tualatin. Node proposals sought to increase density in Tualatin while pathway proposals balanced floodplain challenges with pedestrian priorities. Student designs provide Tualatin with a way to foster human-scale development and community identity.

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Civil & Environmental Engineering

Project	Outcome
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Downtown Tualatin Hedges Creek Stormwater Management Study	Hedges Creek flows through the City of Tualatin and joins the Tualatin River just north of downtown. Because this area lies within the floodplain, it regularly experiences high-water conditions and flooding events. To help manage stormwater and reduce flood impacts, students proposed a series of bioswales that can be adapted to site-specific dimensions. These bioswales would retain and slow runoff, promote the settling of pollutants, and increase infiltration by allowing water to remain on-site for longer periods.
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Downtown Tualatin Floodplain Study	Much of Tualatin's downtown is impacted by floodplain. Students developed a planning-level reference document that summarizes existing floodplain conditions and regulatory requirements, and connects those to potential redevelopment decisions. For example, systems that rely on conveyance and temporary storage are appropriate for the downtown's shallow groundwater and poorly drained soils. Larger flood events are addressed through watershed-scale mitigation strategies. Students also provided ideas for the "Blue and Green" lot by proposing a parcel-scale conveyance area with the potential for floodplain and wetland restoration.
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Downtown Tualatin Boones Ferry Road Walkability	Students studied the accessibility and pedestrian features of SW Boones Ferry Road from the intersection at SW Tualatin Road to the end of the SW Boones Ferry Road bridge. Students focused on improving pedestrian-friendliness and access to key downtown areas, including access to a planned waterfront park along the Tualatin River near Hedges Creek as well as shopping centers, and living and communal areas. After evaluating cost, environmental impact, overall traveler experience, and related project considerations, students proposed a tunnel across SW Boones Ferry Road from SW Barngrover Way to the future riverfront park entrance.
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Business, Marketing, and Economic Development

Project	Outcome
A Marketing Blueprint to Enhance Local Businesses in Oakridge	Students partnered with four local businesses (Brock's Wood Lot, Mill Pond Station, The Campfire, and Trans Cascadia Excursions) to develop customized marketing and operational strategies that promote year-round visibility, resilience, and growth. Through research-driven recommendations focused on branding, digital outreach, and community partnerships, student teams provided actionable tools to support each business in enhancing its local impact and contributing to Oakridge's broader economic development goals.
Marketing Strategies to Enhance Local Businesses	Marketing Management students identified challenges and opportunities for three Oakridge businesses: Westfir Lodge & Mountain Market, Oakridge Hardware, and Totally Pawsome. Through their analyses, student groups delivered tailored recommendations to each of three businesses with the goal of supporting long-term resilience and overall economic vitality. Among the recommendations were a Christmas village market event at Westfir Lodge, an Oakridge-Hardware sponsored bike ride event, and a customer rewards program and online marketing techniques for Totally Pawsome.
Elevating Oakridge: A Marketing Initiative for Tourism	To support Oakridge's long-term economic development, students developed a comprehensive tourism marketing strategy grounded in extensive community research, including surveys, focus groups, secret shopping, interviews, and benchmarking. Recommendations offered practical, low-cost tools to increase regional visibility, attract targeted visitor segments, and strengthen local business engagement through a unified brand identity, influencer campaign, and community coupon book.
Oakridge Industrial Park Marketing Strategy	To support economic development at the Oakridge Industrial Park (OIP), Oregon Consulting Group students developed a strategic marketing plan aligned with economic goals to attract businesses. The final deliverables included a targeted recruitment strategy, customizable marketing tools, and a scoring system to evaluate prospective companies, with recommendations focused on digital outreach, financial incentives, and streamlined business recruitment processes.
Community Event Planning	Students conducted an economic assessment and used their research to develop 13 event proposals designed to strengthen Oakridge's economy, increase tourism, and reinvigorate community identity. The event proposals include winter and shoulder season events that highlight the City's natural assets and increase foot traffic to local businesses.

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Architecture, Planning, and Public Policy

Project	Outcome
Introducing Middle Housing in the City of Oakridge (Year 1)	Architecture students developed context-sensitive design proposals to aid the City of Oakridge in introducing middle-density housing as a means to diversify its housing stock and support long-term community sustainability. Students' work resulted in key recommendations—including zoning code reforms, targeted infill development, and use of Elk Meadows as a pilot site—to guide Oakridge in potentially implementing thoughtful, inclusive growth strategies.
Middle Housing Development Ideas (Year 2)	In the course's second year, architecture students developed affordability-centered housing proposals for three sites within Oakridge, including duplex, townhouse, and apartment building designs. Students sought to maintain unity across the City and focused on site design, building orientation, privacy gradients, and surrounding context. Final designs offered insightful development recommendations for the 2nd and Teller, Salmon Creek, and Uptown Urban Infill sites.
Wastewater Treatment Facility Analysis and Capital Improvement Plan Development	Students conducted a comprehensive policy and capital improvement analysis for Oakridge's aging wastewater treatment facility, evaluating operational challenges, climate and wildfire resilience, power reliability, and future regulatory impacts. Students then developed a Capital Improvement Plan that included prioritized recommendations such as constructing a water tower for wildfire protection, replacing the backup generator, installing on-site solar power, and deferring per- and polyfluoroalkyl substances (PFAS) related upgrades until federal requirements and technology costs evolve.
Oakridge Municipal Court Program Policy Report	To improve justice implementation in the Oakridge Municipal Court system, students developed a framework for a "Community Service Program" that allows eligible defendants to fulfill fines through volunteer work. Recommendations included clear implementation steps, legal guidelines, and administrative forms to support partnerships between the court and local nonprofit or public agencies.
Willamette Activity Center Operational & Fundraising Strategy	The goal of the Willamette Activity Center (WAC) is to transform the 29,000 square foot building into a resilience hub for various community services. Students worked with local and regional nonprofits to understand their space needs and develop budget estimates for operating the WAC to plan and fundraise for the building's redevelopment and reopening.

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Geographic Information Systems (GIS)

Project	Outcome
Open-Source Oakridge: Exploring Open-Source Software and Creating a Buildable Lands Survey for the City of Oakridge	Students researched, evaluated, and made recommendations on the ideal suite of open-source GIS products that could best meet the City of Oakridge's needs. Students then researched housing data, established criteria, and conducted GIS analyses to develop a map showcasing parcels that could be suitable for various levels of densification.
TV Butte Quarry: Environmental Impact Assessment	Students conducted a preliminary GIS-based assessment of the proposed Old Hazeldell Quarry's environmental and social impacts, identifying potential concerns related to visibility, noise, wildlife disturbance, hydrology, and slope stability. The students' analysis highlighted the need for a comprehensive Environmental Impact Assessment and long-term monitoring to guide responsible decision-making and foster transparency with the Oakridge community.

Field Hydrology

Project	Outcome
TV Butte Surface Water and Groundwater Monitoring	The Field Hydrology class project centered on the Oakridge alluvial aquifer—the City's primary drinking water source—and its potential interaction with TV Butte. Students' fieldwork in hydrology, geophysics, and geochemistry revealed important findings: groundwater flow tracks surface topography, chemistry shows influence from TV Butte, and aquifer productivity is lower than in the past.

Journalism and Communication

Project	Outcome
Engaged Journalism: Assessing the Information Needs of Oakridge	Students assessed the state of local news and civic information in Oakridge by surveying residents and engaging in direct community outreach, revealing gaps in information access and trust. Based on their findings, students recommended strategies such as increasing media literacy, hosting community listening sessions, expanding digital communication tools, and fostering partnerships through a local civic hub.
Oakridge Public Art	The Oakridge First Friday Art Walk served as a client for the student-run full service advertising agency Allen Hall Advertising (AHA). Students developed creative assets and an overall brand guide to support consistent advertising efforts. Creative assets included photos, videos, flyers, and social media accounts to promote the First Friday Art Walk.

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Sustainable City Year Program

2024-25



CITY OF BEND



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Design, Planning, and Public Policy

Project Outcome

Future in Motion: Building Community Through Transportation

Students developed visionary policy proposals to inform **LTD's** Long-Range Mobility Plan (LTD Connect 2045), which aims to create a more equitable, sustainable, and multimodal transportation system. Recommendations span six key areas, supporting LTD's goals by addressing connectivity, accessibility, land use, and long-term community well-being beyond conventional planning frameworks.

Increasing Mobility Options: Bike Share and Lane Transit District Integration

Bicycle transportation planning students researched and proposed recommendations for **LTD** on a variety of challenges, perspectives, and possible solutions related to integrating transit and bike share across four topic areas— Mapping, Street Design, Policy, and Community Engagement. Student recommendations supported opportunities that were connected, safe, and expanded options for a wide range of potential users.

Reimagining East Bend: Building a Stronger Community in the Heart of Oregon

Graduate planning students developed visionary redesigns for a 35-acre Climate Friendly Area in **Bend**, emphasizing walkability, equity, sustainability, and community-centered development. Recommendations proposed a phased redevelopment approach that integrates multimodal transportation, anti-displacement strategies, inclusive community engagement, and targeted infrastructure investments to support long-term, equitable growth.

Gresham Main Avenue Transportation Alternatives

Students assessed the feasibility of converting part of North Main Avenue into a pedestrian-oriented corridor to help revitalize **Gresham's** historic downtown. Recommendations included multimodal improvements, creative placemaking strategies, and community-centered design solutions to enhance connectivity, activity, and vibrancy while preserving the area's unique character.

Vision for Gresham - A Communal Space for Gresham's Multi-Cultural Communities

Students developed inclusive, youth-friendly design proposals to help enhance social interaction and civic identity through revitalized public spaces, including a proposed community center at 150 East Powell Boulevard - **Gresham's** former city hall. Recommendations addressed diverse community needs by balancing amenities like youth sports programming and neighborhood-scale dining spaces with intimate, wellness-focused areas, to foster a more connected and vibrant environment for Gresham's diverse populations.

Timber Tectonics in the Digital Age: Multi-use Structures for Silverton

UO Architecture and OSU Wood Science, and Engineering students designed and constructed a highly flexible "kit-of-parts" shelter system that can be easily adapted, expanded, and repurposed for a range of **Silverton** community needs. The modular design supports multiple configurations, such as emergency shelters, retail kiosks, or pop-up event booths, demonstrating the potential of prefabricated systems to respond to evolving uses over time.

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CITY OF BEND



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Public Relations and Communications

Project Outcome

City of Silverton Communications Plan

Students developed a communications plan that honors **Silverton's** small-town character while enhancing transparency, access, and civic engagement. Recommendations focused on building consistent outreach channels, fostering partnerships, and improving digital accessibility to ensure inclusive and sustainable community participation.

Enhancing Public Trust and Engagement: A Social Media Audit and Strategy for the City of Silverton

Students conducted a comprehensive evaluation of **Silverton's** social media presence and delivered a social media strategic plan aimed at improving engagement, trust, and transparency. Recommendations included a detailed content calendar, platform-specific tactics, and influencer partnerships to strengthen the city's online communication and connection with residents.

Increasing Trust Between the Salem Police Department and the Salem Community

To assess and strengthen trust between the **Salem Police Department** and key community groups, Public Relations students developed a series of culturally responsive and youth-focused outreach strategies. Recommendations included evaluation strategies, bilingual events, social media storytelling, school-based programming, and mentorship opportunities targeting Hispanic males, non-English speakers, and justice-involved youth.

Salem Police Department Traffic Safety Campaign

Students partnered with the **Salem Police Department** to plan a Safe Streets, Safer Salem campaign, an emotionally resonant, community-focused initiative aimed at reducing traffic-related fatalities through targeted outreach to high-risk drivers aged 18-35. The low-cost, scalable campaign blends storytelling, public art, and memorial events with long-term recommendations to institutionalize partnerships, pursue sustainable funding, and embed safety messaging into broader communication efforts to reframe public safety as a collaborative community vision.

Lane Transit District: Long Term Mobility Strategic Communications Plan

Students developed strategic public relations plans for **LTD** aimed at increasing community engagement and awareness. Recommendations focused on dismantling stigma, increasing choice ridership, and fostering long-term communication channels through audience-specific outreach and gamified partnerships to support the plan's rollout.

Driving Connection: A Strategic Plan to Boost Engagement and Ridership with LTD

Public relations capstone students developed a campaign to help increase awareness and ridership among groups underutilizing **LTD's** services, including first-year University of Oregon students and local business employees. Their two-pronged strategy, focused on campus outreach and a business partnership "Passport" program, aims to boost trust in LTD's services while positioning public transit as a sustainable and accessible transportation choice.

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Sustainable City Year Program

2023-24



Design, Planning and Engineering

Project	Outcome
The Role of Artificial Intelligence and Technology for Cities	Students completed an analysis of key Artificial Intelligence applications, case studies, and challenges. Resources presented to the city included model city policies, draft informational public meeting format, AI software and applications, implementation actions, a glossary, and research references.
Equity-centered Parks & Recreation Case Studies	Using GIS analysis and case study research, students made recommendations on how to prioritize parks and recreation funding across the city based on equity considerations.
Timber Tectonics in the Digital Age	Architecture, Wood Science, and Engineering students designed and constructed a temporary structure for the Salem Parks Department using "kit-of-parts" construction methods. Centered on the adaptable nature of reciprocal frame construction, students focused on the sustainable reuse of panel materials such as plywood and Mass Plywood Panels. The kit-of-parts method meant the structure could be quickly deployed to add immediate benefit to a neighborhood as well as dissembled, moved, and reassembled.
Boardwalks for Beavers: Improving Accessibility at Minto-Brown Island Park	To allow for greater use of Minto-Brown Island Park's floodplain areas while allowing for beaver recovery, Portland State University Engineering students explored the feasibility of developing a quarter-mile long elevated bypass. This boardwalk proposal included design alternatives that could be used to estimate construction costs and potentially secure funding for final design and construction. Student deliverables also included a site plan, project alternative cross sections, and a matrix differentiating alternatives based on key criteria such as capital cost, maintenance cost, environmental impacts, and user experience.
Safe and Connected Salem: Bicycle Transportation Options	Students examined a variety of challenges, perspectives, and possible solutions related to bicycle transportation in Salem, such as multi-use paths and other ways to make streets more bicycle-friendly; safe routes to school opportunities; local and regional bicycle tourism opportunities; and bicycling-centered marketing campaigns. Student recommendations supported bicycle transportation opportunities that were safe, connected, and comfortable for all users.
Equity-Centered Park Assets Condition Assessment	Students supported the city's park planning efforts by developing and testing methods for assessing the condition, performance, and user experience of Salem's parks. Students considered park service, quality, and classification, and explored how these factors relate to equity. Students also developed and implemented data collection methods to evaluate park conditions and performance.
Walkability & Corridor Assessments	Using GIS mapping, students identified sidewalk and pedestrian gaps or redundancies. Students also surveyed and assessed certain corridors, which included an equity and demographic analysis, a network connectivity and land use analysis, and made recommendations to improve pedestrian and bicycle safety; sidewalk accessibility; and create more equitable and walkable neighborhoods.

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2023-24



Public Policy

Project	Outcome
City Operations Fee Evaluation	The City of Salem wanted to examine how to assess and collect its operations fee equitably and efficiently. Students considered balance among user groups (commercial, industrial, institutional, public, residential) and within residential types (single family, multi-family). Initial findings suggest that the City consider charging commercial businesses based on Car Trips per Day or Business Traits and residential properties based on Home Size or Trip Generation since these approaches best fulfill the criteria of equity, administrative efficiency, and productivity.
Electric Vehicle Charging	Students made recommendations on how Salem might incentivize electric vehicles; how to equitably locate EV charging stations based on GIS analysis, and how EVs are addressed in selected large city climate action plans, and how that might be helpful information for Salem.
City Facilities Solar	The course evaluated the feasibility of installing solar panels and solar lighting within Geer Park. Students offered insights and recommendations with a focus on policy considerations, neighborhood inclusion and trust building, cost analysis, and a comparative study with similar projects across the United States.
Age Friendly Communities	Students conducted case studies to help Center 50+, the City's largest senior center, advance their aging-related services and activities with a specific focus on current priorities—transportation, housing, and interagency collaboration.

Civic Engagement & Nonprofit Management

Project	Outcome
Volunteerism & Civic Engagement - The Next Wave	Salem relies on diverse volunteers, from the mayor and city council to volunteer boards and commissions. Journalism students helped the city identify what the "next wave" of volunteers might look like and recommended engagement strategies for targeted publics that included the Hispanic community, young families, GenZ, and youth volunteers.
The Digital Divide and the Future of Civic Engagement	The class collaborated with Salem city staff, schools, community-based organizations, and local media to co-design and implement a survey of Spanish speaking youth. Based on the premise that a well-informed public is essential for a functioning democracy, the project aspires to continue being a conduit for community-driven solutions and broad participation.
Parks Foundation Strategic Planning	The Salem Parks Foundation sought help with board development to include greater representation of diverse groups that more fully reflect the Salem community. Project deliverables focused on a board assessment and diversity plan, best practice review, and strategic planning with a timeline for implementation.

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2023-24



Civic Engagement & Nonprofit Management (cont.)

Project	Outcome
Climate Action Public Relations Campaigns	Across three terms, Public Relations capstone students focused on unique public engagement campaigns to educate and create behavior change among Salem residents to reduce greenhouse gas emissions. Student work included research, creating a plan, and a distinct outreach campaign on the following topics: Reduce Vehicle Idling Students developed a community education campaign focused on "The Lowest Hanging Cherry - Stop Idling." Students developed positive messaging to stop idling starting with city employees who can lead by example; educating youth, who can help influence their parents/guardians; and spreading awareness on the health risks associated with vehicle idling. Heat Pumps Students developed a two-part campaign strategy: 1) storytelling focused on early adopters of heat pumps within the Salem community and using peer-to-peer communication to help educate others on the benefits and 2) overcoming common barriers to heat pump adoption, such as cost, with action-oriented language and relationships with potential partners. To support these strategies, students developed deliverables such as a new website, tabling materials, postcards, event invitation flyers, yard signs, stickers, news segments, and social media content. Active Transportation Students created a framework centered around behavior change to encouraging active transportation. The class leveraged work from the Safe and Connected Salem Bicycle Transportation projects to positively encourage the Salem community to utilize alternative forms of transportation, including walking, biking, and transit.

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Sustainable City Year Program

2022-23



Design, Planning and Public Administration Projects

Project Outcome

A New Future for the Sisters Elementary School Site

The city of Sisters, Sisters School District, and Sisters Parks and Recreation District partnered to evaluate the future of the existing Sisters Elementary School site. Graduate planning students envisioned site-specific and context-appropriate proposals that focused on: 1) Adaptive Reuse and Teacher Workforce Housing; 2) Age-Friendly Neighborhood; and 3) Recreation/Community Center and Outdoor Recreation. Student groups proposed on- and off-site transportation networks to facilitate mobility options; affordable housing options to support a local workforce; and green spaces to encourage a healthy lifestyle for residents of all ages, incomes, and abilities.

Sisters Affordable Housing Funding Options

Students analyzed the city's affordable housing reserve fund and brainstormed additional potential fund contributions. Potential revenue sources were evaluated for 1) revenue generated and 2) non-monetary impacts to residents and the city. The highest ranking recommendations had revenue certainty, ease of implementation, and captured value from high-traffic industries. Recommendations that proposed mixing and matching options rather than a single option to create incentive structures ranked highly.

Support for the New Explore Sisters Nonprofit

Sisters' new nonprofit destination management organization, Explore Sisters, will lead a variety of economic development-related responsibilities in the region. Nonprofit management students assisted Explore Sisters and provided recommendations focused on: 1) Mission, vision, values; 2) Stakeholder engagement; and 3) Financial opportunities.

Reimagining Housing Options for the Sisters Elementary School Site

The Sisters School District sought ideas for adaptive reuse of its elementary school building and site. Architecture students designed workforce housing, a community center with indoor recreation opportunities, and outdoor recreation areas. Student proposals fell into four main categories: 1) Housing on top of the school; 2) Housing on the west side of the site; 3) Housing in groups of clusters; and 4) Housing as larger volumes. Proposed housing types included apartments, duplexes, and quadplexes. Different community recreational use and spaces anchored the designs.

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Sustainable City Year Program

2022-23



Design, Planning and Public Administration Projects (cont.)

Project Outcome

Co-Living for Changing Families in Central Oregon

As the definition of “family” evolves and innovative design thinking is needed for new household types, students envisioned inclusive places where people can thrive through mutual support and sharing, and where architectural spaces adapt to changing needs. Students designed amenities and services for on-site residents and the public to the north with varied unit sized housing clusters to the south, buffered from Highway 20. Shared spaces for gardening, socializing, and recreation support community and natural organisms, while providing green reserves for future development. Maximizing natural ventilation, daylighting, passive solar and rainwater harvesting could make the site resilient and centralized management could make district energy resources such as photovoltaic panels and geothermal earth tubes effective.

Sparkling Bicycling Joy in Sisters: Improving Transportation Options

Students examined a variety of challenges, perspectives, and possible solutions related to bicycle transportation in Sisters. Areas of study included multi-use paths and other ways to make auto-centric streets more bicycle-friendly; safe routes to school opportunities; local and regional bicycle tourism opportunities; and bicycling-centered marketing. Student recommendations support 4r bicycle transportation opportunities that were safe, connected, and comfortable for all user types in Sisters.

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2021-22



Design, Planning, & Engineering

Project	Outcome
Building a Neighborhood; Community Development Strategies for North Hermiston	Student teams identified four key strategies to transform the project site into a vibrant neighborhood: increasing connectivity, focusing on affordable housing, placemaking opportunities, and community engagement and equity.
North Hermiston Local Circulation Plan	Portland State University students proposed three Highway 395 redesigns that focus on easing congestion, providing better access for residents and commercial establishments, pedestrian and driver safety, and total construction time.

Civic Engagement

Project	Outcome
Financing an Aquatic Center: Health and Wellness in Hermiston	Students analyzed three options to fund and maintain a city aquatic center. Creating a special parks and recreation district was more financially advantageous than creating an intergovernmental entity or using the current Hermiston Parks and Recreation Department. Recommendations included creating an intergovernmental entity, creating a special park and recreation district or utilizing the current Hermiston Parks and Recreation Department.
Creating Shared Knowledge: An Asset-based Community Development Project in Hermiston	Through an environmental scan, survey, and focus group, Eastern Oregon University students determined that Hermiston's small town feel is a strength and that there is great potential for growth in the area. A community directory and a community navigator program are offered as potential solutions to the gaps identified in this Asset-based Community Development project.
City of Hermiston Visioning, Planning, and Design	Students prepared scenario plans, conducted design charrettes, prepared informational videos, and compiled urban planning and design topics for the North Hermiston study area in order to meet the City's goals of becoming more sustainable, resilient, and regenerative. The collaborative design and independent research efforts resulted in the compilation of more than 400 implementation actions and recommendations.
Information Needs Assessment for the City of Hermiston	Students distributed a survey to Hermiston residents and conducted community outreach to understand the existing information ecosystem in Hermiston. Based on the survey results and feedback from participants, students recommended fostering physical gathering spaces, collaboration between news outlets, encouraging journalist participation on online platforms, and publishing content that is accessible to Spanish speakers.

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Sustainable City Year Program

2020-21



Design, Planning, & Engineering

Project	Outcome
Revitalizing the Overlook Tract (Opportunity Site #7)	The city is interested in revitalizing Opportunity Site 7 (the Overlook Tract), a critical 4.3-acre site identified in the Town Center Plan. Using key themes—climate change, housing insecurity, and racial justice—planning students analyzed opportunities and challenges of revitalizing the site as affordable housing. Architecture students built from this work to design multi-storey buildings and spaces that foster community and reflect sustainable building practices.
Connecting Troutdale: Options for Future Transportation Choices	Students considered how to improve the mobility environment and effectively include multimodal transportation options in Troutdale's Town Center area. Students focused on localized transit (micro-shuttle, trolley); a golf cart only zone or corridor; and how best to accommodate electric bikes, scooters, and autonomous vehicles. Students evaluated feasibility and appropriateness of travel modes based on case studies and impacts to existing city transportation choices and infrastructure.
Finance, Economics, and New Mobility: Topics in Transportation Policy	Students conducted a broad survey of transportation policy-related considerations and explored topics such as transportation finance; travel economics; and new mobility and autonomous vehicles. Students researched best practices, case studies, and recommended new policy and practical applications.
Climate Resiliency Crosswalk	City and regional plan and policy research resulted in a climate resiliency "crosswalk" that will help the city make choices to achieve a desirable climate-focused future.
City Planning Goals Review and Analysis	Students assessed Troutdale Comprehensive Plan Goal 2, Land Use Planning, and Goal 9, Economic Development, using case studies, literature review of mixed-use zoning and economic development trends, U.S. Census data, and comparing Troutdale's plan to other relevant planning resources such as Metro's 2040 Regional Growth Framework.
Wildfire Hazard and Wind Energy Potential Code Amendments	Law students critically evaluated the city's existing and potential land use regulations related to wildfire hazard resilience and wind energy development, acknowledging and considering Oregon's unique land use planning system. Students also proposed amendments to city codes.
Mobile Food Facilities Policy Review	Using national standards and relevant case studies, students completed an in-depth and strategic review of existing codes focused on goals, objectives, and code development for mobile food facilities. Students also created a framework for policy evaluation to guide the selection and adaptation of policies and codes from comparator cities.

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Sustainable City Year Program

2020-21



Bicycle Transportation Improvements

Students worked in small groups and addressed a variety of projects ranging from a smaller scale 2nd Street bikeway plan to Troutdale-specific connections to the regional 40-mile loop trail.

GIS Hazard Vulnerability Mapping

Pacific Northwest communities have become increasingly vulnerable wildfire, flooding, landslide, and earthquake hazards. Students mapped spatial distribution of hazard risks in Troutdale and assessed their economic and social impacts. Students found that high exposure to all hazards is minimal and the highest exposure is largely concentrated near waterways.

Portland State University Engineering Capstone Designs

Engineering students worked on designs and budget estimates for four projects: 1) a multimodal bridge span connecting downtown Troutdale with The Confluence site; 2) a Sandy Riverfront Park overlook deck; 3) a bridge span that connects a prospective off-street multi-use trail along Halsey Street to 2nd Street; and 4) a Sandy Avenue redesign or reconfiguration with enhanced bicycle and pedestrian access.

Business & Economic Development

Project	Outcome
Economic/Business Improvement District Analysis and Capital Improvement Priorities	Students examined 1) the Town Center area for an Economic Improvement District and/or Business Improvement District (EID/BID) as a funding tool to support a Main Street organization and 2) examined and prioritized Town Center plan projects based on funding constraints and community goals in the city's capital improvement program.
Troutdale Passenger Rail and Transit Feasibility Assessment	Students investigated a tourist train launching from Troutdale to relieve automobile and bus travel in the Gorge. Students also considered the potential for additional lodging opportunities in Troutdale, such as demand, what type of capacity the market may have, conference center need, and what sort of recruitment opportunities or incentives the city could consider to help with prospective lodging facilities.

Civic Engagement

Explore Troutdale Outreach, Phases 1 and 2

Public Relations students helped with ways to promote the city of Troutdale for residents, visitors, and businesses, focusing on "Explore Troutdale," the city's travel and tourism online and social media home. Students assessed the city's communication needs; conducted research; analyzed the city's Strengths, Weaknesses, Opportunities and Threats; identified audiences to target; developed strategies and tactics to reach those audiences; and implemented a targeted plan that included videos, photographs, and posts for Instagram and TikTok.

Cascadia Arts Association Strategic Planning

Nonprofit Management students helped Troutdale's new nonprofit, Cascadia Arts Association, with strategic planning including timelines for assorted tasks, potential fundraising ideas, board recruitment, and desired skills for potential staff.

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Sustainable City Year Program

2019-20



Planning, Design, Engineering, and Journalism Projects

Project	Outcome
Pettit Property Visioning Design Studio	Landscape architecture students collaborated with city of Silverton staff and residents to create designs for potential future uses of the Pettit Lake property including a public park and income-generating resources for the City. Final design ideas included day-use parks, campgrounds, hiking trails, an amphitheater, and a wildlife interpretation center.
Climate Action Recommendations	Students built upon the Silverton Energy Plan and identified strategies for the city of Silverton to mitigate their climate impact and increase their resiliency. Students developed recommendations for land use and transportation, buildings and energy, food and agriculture, urban natural resources, and consumption and waste. For each topic, students developed an action framework, a strategy for implementation, and a specific design recommendation.
Passive Heating Strategies	Eight student teams analyzed passive heating strategies and proposed design concepts for a proposed new city hall and police station site. Students based their designs on optimal tilts for solar energy-collecting glass, thermal mass goals and sizes, proposed building masses and orientations, and movable insulation solutions.
Design Report: Stormwater Improvements	Students proposed a low impact stormwater design for the City to consider as it expands the city-owned, YMCA-managed community swimming pool parking lot. To choose a preferred alternative, students evaluated existing conditions, collected data, worked through potential design options, and created a selection matrix. Student assessments also included cost estimates to ensure feasibility.
Catalyzing Community Feedback and Engagement in Silverton	Journalism student teams prepared public relations plans to address the City of Silverton's communication needs. The composite six-month plan includes recommendations to increase participation from a variety of demographics and includes an updated community survey, increased social media presence, partnership opportunities with local businesses, and tabling at events to increase communication between the city and its residents.

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Sustainable City Year Program

2019-20 LTD

Planning and Geography Projects

Project	Outcome
Transit-Oriented Development on Historic River Road	Students made recommendations for land use and transportation planning along Eugene's River Road corridor for the next 20 years. Students focused on equity, addressing "missing middle" housing, and economic development.
Coburg Road Sustainable Transportation	Student teams proposed strategies for multi-modal mobility hubs at seven locations along the Coburg Road corridor. Their recommendations focused on connecting transit to pedestrian and bicycle access.
Small City Mobility	Students conducted interviews and distributed an online survey to residents of Cottage Grove and Creswell. Students then made recommendations for the cities' current transportation networks and considerations for new mobility.
Coburg Bicycle Tourism	Students assessed multi-use paths, ways to make auto-centric streets more bicycle friendly, safe routes to school opportunities, bicycle tourism and marketing materials and campaigns related to bicycling in the city of Coburg.
EmX Franklin and Gateway Corridor Assessments	Students examined how ridership, accessibility, and safety can be improved along two bus rapid transit corridors. They conducted equity and demographic, network connectivity, and land use analyses for the corridor's outbound stations.
Bike Share Neighborhood Assessment	Students assessed how bike-share coverage could be expanded to develop multimodal transit stops and provide greater public transportation opportunities for low-income and minority populations.

Public and Business Administration Projects

Project	Outcome
The Future of Transit	Students helped envision how LTD might provide safe, affordable, and low-carbon mobility options in a changing urban mobility ecosystem. Students recommended leveraging partnerships to explore new opportunities in micromobility, smartphone apps, ride-hailing, perceptions of transit, and privacy in the age of big data.
Performance Management Strategies	Students made recommendations to LTD for fleet, operations, service planning, risk management, and sustainability. Teams proposed key performance indicators (KPIs) to track their progress in meeting those goals.
Assessment of MovingAhead's Potential Funding Options	Students found innovative sources to fund a service expansion. Capital funding recommendations were based on Urban Renewal Districts, while Transportation Utility Fees were recommended for operations.
Payroll Tax and Financial Visualization Scenario Planning	MBA students helped develop a set of financial and business strategy tools to adapt to a changing mobility landscape and provide the community with a sustainable level of service for the long-term future.
Fleet Replacement and Climate Action Planning	Students analyzed the life-cycle cost implications of battery electric buses against a baseline of diesel and diesel hybrid buses using established criteria. The City of Eugene's current Climate Action Plan calls for electrification of the LTD fleet.

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2019-20

Architecture and Landscape Architecture Projects

Project	Outcome
Bus Stops as Community Gateways	Students prepared designs for two bus stops that conform to LTD's design criteria for rider amenities and security, with a goal of improving rider experience. Site visits allowed students to observe the commuters experience.
Downtown Enoteca	Students designed an "Enoteca" adjacent to Eugene Station. The Enoteca is a space to educate about local wine production. The City of Eugene and LTD envision the site including housing to increase density in Downtown Eugene.
Reimagining Eugene Station	Students explored designs to prepare Eugene Station for projected needs in 2040. Designs centered around emerging trends in new mobility, densification, pedestrian flow, and climate change.
River Road Station Site	Students created concept designs for LTD's station at the intersection of Hunsaker Lane and River Road. Their designs focused on sustainable development, affordable housing, and a public plaza with the station as a community anchor.
Re-imagining River Road for Ecological Equity	Student teams developed recommendations to support equitable, sustainable transportation along the River Road corridor. Recommendations included design interventions, land use improvements, and community engagement plans.
LTD Stories	A student team from the UO-based Allen Hall Media produced a series of short videos and photos showcasing that LTD is more than a bus. Videos captured sustainability, the faces of LTD, and how to use transportation services.

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2018-19

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Planning and Design Projects

Project	Outcome
Landscape Architecture Studio (Gresham)	Students designed Gresham's future streets with emphasis on making use of "found space" within street rights-of-way, safely separating travel modes, and interactions with traditional public transit and parking infrastructure.
Planning for a New Mobility Future in Eugene and Gresham	Students analyzed parking data and micromobility usage to help the cities of Eugene and Gresham plan for emerging technology in transportation. Students recommended phased solutions addressing changes in parking and micromobility.
Future-Proofing Comprehensive Plans in Eugene and Gresham	Students assessed long range plan readiness for deployment of new mobility services and autonomous vehicle and the continued growth of e-commerce deliveries, along with accompanying changes to warehousing and retail stores.
Land Use Planning and Policy (Eugene)	To help Eugene meet its sustainability goals, students collaborated with City staff and conducted research on comparable cities. Students used this information to make recommendations for transportation and parking strategies.
Development Opportunities in Downtown Springfield	Students conducted a site analysis, developed a community engagement plan, and proposed development code amendments to promote economic development in downtown Springfield.
Working Apart Together: Springfield Coworking	Using information obtained from tours and interviews, students developed interior concepts for a coworking space addressing three potential user types: start-ups, parents with young children, and creatives.
Passive Heating Strategies for Disaster Relief Planning (Dunes City)	Students developed passive heating design options for a disaster relief shelter in the event of the predicted 9.0 magnitude Cascadia earthquake and tsunami striking the coast during the winter.

Public Administration Projects

Project	Outcome
New Mobility Services and Autonomous Vehicle Policy Options	Students conducted interviews and reviewed transportation system plans, then made policy recommendations addressing safety, equity, land use, innovation, environmental impact, congestion, active transportation, and data.
Transportation Revenue in the Age of New Mobility	Students evaluated new mobility's potential effects on current revenue sources for Eugene and Gresham. Additionally, students examined innovative sources of revenue that the cities could adopt.
Open Data Policies and Management in Eugene	To help the City of Eugene move toward co-production and citizen science-based data processes, students evaluated the City's current data policies and reviewed literature on data management practices in other localities.
New Mobility in Gresham: Recommendations and Guidelines	Public management students assessed factors to consider when evaluating contracts with new mobility providers. Students analyzed Seattle's bikeshare and Portland's e-scooter contracts to develop recommendations.

Sustainable City Year Program

2018-19

CITY OF
GRESHAM
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Business and Journalism Projects

Project	Outcome
New Mobility Case Study	Student teams analyzed how members of a fictional or real household in Eugene could reduce their reliance on single-occupancy vehicles in daily commutes, local and regional trips, and infrequent travel destinations.
Springfield Stories	Allen Hall Media students planned and conducted promotional photo shoots at local manufacturing and call center facilities to tell the story of Springfield's workforce and highlight economic development in the city.

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Sustainable City Year Program

2017-18 **TRI**  **MET**

Design, Engineering, and Planning Projects

Project	Outcome
A Front Porch for Marquam Hill & OHSU Design Studio	Developed proposals to provide access to institutions and amenities on Marquam Hill and the area from the southwest waterfront to Oregon Health and Science University.
Integrating Transit and Technology	Product design students designed a variety of multi-modal transit apps to broaden and improve TriMet users' experiences.
Bridgeport Village Transit Opportunities	Created concepts for sustainable transportation integration into future Bridgeport Village shopping center development.
Walkability and Placemaking in the City of Tigard	Generated concepts for connectivity, outreach, neighborhood identity, and affordable housing in the city of Tigard.
Barbur Boulevard: Designing a Model Civic Corridor	Developed concepts that blend the idea of Main Street as the "connective tissue" that enhances the assets, character, and heritage of adjacent Barbur Boulevard neighborhoods.
Active Transportation for Portland Neighborhoods (PSU)	Developed active transportation plans for the Barbur Boulevard/19th Avenue and Baylor/Clinton MAX station project areas.
Paid Parking Strategies (PSU)	Examined the implications of implementing a metered parking program in the city of Tigard.
Southwest Barbur Boulevard Stormwater Facilities (PSU)	Assessed existing conditions, collected data, and reviewed alternatives to determine preferred stormwater facilities on Barbur Boulevard.
Destination Tigard: Sustainable Urban Design Studio and Seminar	Developed urban design and city identity concepts for potential downtown Tigard station areas. Recommendations included a redesign of Hall Boulevard, smaller blocks, Fanno Creek improvements, and new public places.
Green Infrastructure and Transit Projects as Habitat Corridors	Generated plans and graphics demonstrating the benefits of integrating green infrastructure and transit-focused projects into urban ecology management.
Civic Ecology and Urban Design in Tigard (PSU)	Created an urban design vision for the future development of central Tigard including areas affected by the proposed light rail expansion project.
68th Avenue Station and Red Rock Creek Design Studio	Highlighted the area's transit-oriented redevelopment potential to energize the new station, and proposed several recommendations.

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Sustainable City Year Program

2017-18 **TRI**  **MET**

Business and Economic Development Projects

Project	Outcome
New Mobility Ecosystem	Studied the future of urban transport and potential impacts of emerging technologies on the urban mobility ecosystem.
Autonomous Vehicle Budget and Revenue Implications	Examined how transportation revenue in the Portland Metro Area would be affected by the adoption of autonomous vehicles as the primary transportation source.
Tigard Transit Station Real Estate Development Potential	Used financial modeling to assess real estate investments and generated financial analyses of real estate developments in downtown Tigard.
Clean Energy Solutions: TriMet Community Solar	Examined the viability of TriMet as an anchor tenant for a community solar project using the community solar pathway being developed by the Oregon Public Utility Commission.

Law, Historic Preservation, and Journalism Projects

Project	Outcome
Autonomous Vehicle Federal Policy Implications	Researched federal autonomous vehicle policy development and related legal cases that may have implications at the local level.
Preserving South Portland	Explored repurposing the Marquam Hill synagogue and produced design concepts and strategies for historic preservation.
Community Profiles and Stories	Produced and managed creative projects conveying the Southwest Corridor project opportunities and constraints through videography.
Multi-modal Transit App Video	Created a video describing the development and process of creating a multi-modal transit app and the potential uses for TriMet.

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Sustainable City Year Program

2017-18



Design and Planning Projects

Project	Outcome
Passive Heating	Researched passive solar heating options and developed concepts for a future city center site, a future community building, a community greenhouse, and balcony sunspaces.
Multi-Use and Pedestrian Connectivity Plan	Examined the possibility of creating new multi-use paths in and surrounding La Pine and provided a series of active transportation recommendations.

Business and Economic Development Projects

Project	Outcome
Workforce Asset Analysis and Potential	Analyzed the La Pine area workforce to determine the greatest needs for the city's workforce development efforts, while highlighting existing workforce assets and recommending improvement strategies.
Industry Ecosystem Targeting	Researched targeted industrial sectors to assess viable business development options for regional and local growth.
Urban Renewal Program Best Practices	Researched urban renewal best practices to provide La Pine with management recommendations for its urban renewal efforts.

Civic Engagement and Journalism Projects

Project	Outcome
Allen Hall Studios	Created video and media products on La Pine's partnership with SCYP, tourism in La Pine, and livability of La Pine.
Community Engagement	Facilitated community conversations to identify gaps in the local information ecosystem; created an engagement plan and recommended forming a community advisory council.
Nonprofit Optimization	Proposed recommendations and strategies for the La Pine Senior Center including efficient board governance and opportunities for revenue generation.
Public Relations Campaign	Created and implemented strategies to amplify the La Pine Newberry Country Trail, including marketing programs aimed at college students and young families.
Journalism Fellows	Identified story ideas, conducted interviews, and submitted articles for publication in the Newberry Eagle related to La Pine's relationship with SCYP.

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Sustainable City Year Program

2016-17



Design and Planning Projects

Project	Outcome
Water Avenue Corridor Revitalization	Developed ideas and concepts to activate Water Avenue and the downtown historic core, including an entertainment district, historical walk and discovery center, and food hub.
Eat, Play, Shop: Downtown Reimagined Design Studio	Created architectural programs and design proposals around the concepts of food equity, economic equity, and social equity in the downtown area.
Analyzing Landscape Systems	Conducted site analyses along Albany's Willamette Riverfront, Dave Clark waterfront path, and historic downtown district.
East Thornton Lake Natural Area Design Studio	Developed concepts for a park within the larger site that addresses the natural and cultural history of the area.
Bicycle-Friendly Albany	Analyzed constraints and barriers to bicycle-friendly development and recommended safety and network improvements, as well as bicycle-friendly events and programs.
A Front Door to Albany's Downtown Waterfront Design Studio	Developed conceptual designs and alternatives for spaces in the vicinity of Monteith Riverpark to establish a gateway to the river and destination for visitors and residents.
Passive Heating	Gathered area climate data and created passive solar designs for Monteith Park restrooms, a sunroom adjacent to the current Senior Center, and a greenhouse.

Business and Economic Development Projects

Project	Outcome
St. Francis Hotel: Viability of a Hotel in Downtown Albany	Identified hotel development feasibility in downtown Albany at the existing St. Francis historic building site or as new construction.
Business Opportunities Assessment and Revenue Enhancement	Assessed existing Parks and Recreation Department services and practices; recommended revenue-producing opportunities and other revenue enhancement ideas.
Parks and Recreation Foundation Business Plan and Outreach Campaign	Developed a business plan for the new Albany Parks and Recreation Foundation; implemented an outreach campaign directed at parks and recreation users.
Older Adult Population Strategic Plan	Created an older adult facility and activity strategic plan for the 55-60 age group and over 75 population.

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Sustainable City Year Program

2016-17



Water Reclamation Facility Biosolids Alternatives Market Analysis

Analyzed whether the local market would be interested in compost or biosolids. Identified local partners and potential revenues or costs associated with different options.

Parks Funding, System Development Charges Methodology Evaluation

Reviewed Parks and Recreation Department's operating revenue sources, capital expenses, financing strategies and System Development Charges methodology.

Strategic Plan for Collaborative Sports Facilities

Analyzed case studies and recommended management strategies to eliminate barriers and inefficiencies for Parks and Recreation Department-owned sports facility spaces throughout the city.

Parks and Recreation Foundation Planning and Partner Coordination

Helped the new Albany Parks and Recreation Foundation strategically organize. Researched best practices for foundation partnerships with stakeholders, including case studies and relational analysis.

Civic Engagement, Journalism, and Geography Projects

Project	Outcome
Cartographic Visualization of Parks, Trails, and Recreation Centers	Designed and produced a finished thematic cartographic map of selected trails and parks in Albany.
Equity and Opportunity Mapping Analysis	Mapped selected data of Albany residents to help the city analyze access to housing and community amenities.
Public Relations Strategies and Outreach for Historic Preservation	Built awareness of the city's historic preservation program through a strategic communication plan; implemented a public relations campaign related to historic preservation.
Remote Sensing: Parks Mapping in Albany	Used digital imagery to assess selected parks and historic assets in order to better manage, analyze, and plan for the future of these resources.
Inventorying Albany's Cultural Resources	Researched cultural inventory models and recommended best practices to develop a cultural inventory focused on engaging the people of Albany.
Improving Engagement with Parks and Recreation	Developed strategies for social media, strategic partnerships, event planning, promotional materials, and content creation to improve resident engagement with Parks and Recreation Department.
Parks and Recreation Foundation Outreach Campaign	Implemented an outreach campaign directed at parks and recreation users as part of the Parks and Recreation Comprehensive Plan Update.
GIS Analysis of Albany Land Use	Collected data using geographic information systems within the city to help the city evaluate undeveloped and under-utilized land available for future development.

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2015-16



Design, Policy, and Planning Projects

Project	Outcome
Midtown Neighborhood Revitalization	Developed five visions for Redmond's Midtown Neighborhood based on the city's Great Neighborhood principles, building on Redmond's small business spirit and interest in providing a variety of housing types.
Creating a 20-Minute Neighborhood: Walkability in Redmond	Developed geospatial data layers related to walkability based on Census data, employment data, and city information. Recommendations included increasing sidewalk connectivity and adding pedestrian amenities.
Improving the South US 97 Corridor: Multi-Way Boulevard Design Studio	Illustrated potential multi-way boulevard designs using form-based code photo simulations to improve corridor efficiency and safety.
Planning Great Neighborhoods Using GIS Analysis	Used geographic information systems to analyze and identify neighborhoods for increased planning efforts.
Family-Friendly Bicycle Transportation	Analyzed key hubs and transportation infrastructure to increase bikeability. Recommendations included vegetated medians, bulb-outs, and new bike lane signage, among others.
Adaptive Reuse: Public Safety Facility Design Studio	Developed concepts for adaptive reuse of a former National Guard training facility as a new police station. Proposals included a secure yet sustainable structure that symbolizes Redmond's Police Department.
Airport Landscape Master Plan	Provided guidance and landscape design for the airport focused on a variety of categories including connectivity, energy and natural resources, materiality, and views.
Housing Needs Analysis	Identified barriers, potential policy updates, and outreach opportunities to provide more affordable housing options in the Redmond area using interviews, case studies, and review of Redmond's 2007 Affordable Housing Plan.

Business and Economic Development Projects

Project	Outcome
Economic Improvement District Analysis	Examined the viability of an economic improvement district in downtown Redmond and the Business Medical District.
Downtown Market Analysis	Updated a 2005 marketing analysis by examining a primary and secondary market area utilizing data sets and intercept consumer surveys.

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Sustainable City Year Program

2015-16



Airport Strategic Branding and Marketing Plan

Developed strategic branding and marketing program for the airport to maximize marketing and advertising.

Downtown Redmond Incubator/Accelerator

Evaluated the necessary elements for a successful business incubator and accelerator.

Multi-Sports Complex Feasibility Analysis

Conducted a feasibility study for a potential regional sports complex, including analyzing potential use, return on investment, and research on uses and trends.

Parks District Tax Valuation and Funding

Reviewed the funding structure of the Redmond area parks district and funding to determine what mix of tools could fund a new recreation center.

Civic Engagement, Journalism, and Law Projects

Project	Outcome
Improving Community Engagement, Strategic Planning and Campaign	Identified innovative communication tools to help guide and assist city departments with community outreach and media relations. Implemented an outreach campaign and evaluated success.
Wastewater Division Public Relations Campaign	Developed a strategic public relations plan and campaign to promote sustainable water disposal practices in order to preserve treatment facilities and keep utility costs low for residents.
Legal Strategies for Sustainability	Created draft ordinances to help Redmond implement sustainable practices on a variety of topics such as infill development, recycling, and local food systems.
Nonprofit Consultancy	Evaluated a variety of nonprofit projects including a family justice center, cultural arts center, a homeless shelter, and a Redmond community foundation.
Public Relations Campaigns	Developed recommendations to promote biking, walking, and rolling in Redmond as well as a campaign to draw new business, investors, and developers to the Professional Business Medical District (PBMD).
Inclusive Public Participation: Latinx Outreach	Identified ways to enhance civic engagement and communicate effectively with Redmond's Latinx community.

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Sustainable City Year Program

2014-15



Planning, Business, and Journalism Projects

Project	Outcome
Sandy River to Springwater Multimodal Corridor	Investigated the feasibility and designed alternatives to close one of the major gaps in the Portland area's 40-Mile Loop trail.
Design Standards for Infill Development	Developed renderings and recommendations for an undercrossing to connect areas in West Salem.
Tigard Park Maintenance Funding Analysis	Evaluated revenue generation options for maintaining parks in the city of Tigard including a combination of fees, external contractors, and creation of a parks district.
Downtown Gresham Walkability	Analyzed urban environment for pedestrians and cyclists using Census and GIS data and information gathered through on-site visits.
Storytelling - The Eastside Blue Line Manifesto	Developed a communications strategy to strengthen the relationship between the area transit agency, TriMet, and the Gresham community.

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Sustainable City Year Program

2013-14



Design and Planning Projects

Project	Outcome
Analysis of Activity Centers	Created maps and a profile report of city activity centers; formulated planning strategies consistent with city and state planning goals.
Bicycle Connections to the Bear Creek Greenway	Proposed more comprehensive and complete bicycle infrastructure by enhancing the use of and connections of the Bear Creek Greenway to surrounding neighborhoods and businesses.
Downtown Wayfinding	Collected data on wayfinding signs, including their location, description, and appearance; developed recommendations for key locations for new signage to direct people to and around the downtown area.
Fire Station Design Studio	Created design concepts, floor plans, and block plans for four new fire stations on different sites.
West Main Transit Oriented Development	Developed simulation models of transportation in the West Main TOD area in order to visualize how certain policies would impact traffic patterns and transportation at specific times.
Visions for the Jackson County Health Site Redevelopment	Developed an area plan to address land use, transportation, economic development, and other factors at the former Jackson County Health site; recommended adaptive reuse of existing buildings that honored historic legacy.
Rogue Valley Bus Rapid Transit Community Planning Workshop	Researched and conducted public engagement activities related to scoping community attitudes, opportunities, and issues related to transit enhancements, including a potential bus rapid transit (BRT) on the Highway 99 corridor.

Business and Economics Projects

Project	Outcome
Recreation Services Funding	Developed a pricing and cost recovery strategy for programs to reduce general fund support as much as possible; developed a marketing strategy to improve awareness and program usage.
Neighborhood Watch Program	Estimated the effectiveness of characteristics of successful Neighborhood Watch Programs; developed strategies to increase participation, especially in Spanish-speaking neighborhoods.

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Sustainable City Year Program

2013-14



Civic Engagement, Journalism, and Law Projects

Project	Outcome
Emergency Preparedness Public Relations Plan	Gathered information on emergency preparedness plans that have been implemented; developed materials and methods for a Medford public awareness campaign.
Fire Rescue Public Relations Project	Created action plan strategies to reflect the results of primary and secondary research into staff and public attitudes and concerns about upgrading several fire stations.
Police Headquarters Public Relations Project	Created action plan strategies to reflect the results of staff and public attitudes and concerns about constructing a new police headquarters.
Journalism Fellows	Identified story ideas, conducted interviews, and submitted articles for publication in the Medford Mail Tribune.
Open Space Protection Strategies	Described and analyzed the legal framework for open space preservation in Oregon cities and a plan for how the city could move toward achieving its open space preservation goals.
Rogue Valley Transportation District Public Relations Campaign	Researched best practices of current transportation programs; developed materials and methods on which to base a public awareness campaign for RVTD.
Outreach to Minority Communities I	Engaged attendees at the Medford Multicultural Fair to identify barriers faced by minority populations; identified mechanisms for helping the city and the Latinx population develop productive, mutually beneficial engagement.
Outreach to Minority Communities II	Conducted a two-day public engagement workshop outside of El Gallo and La Placita markets; recommended strategies for cultivating relationships in the community and fostering cultural competency.

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Sustainable City Year Program

2011-12



Design and Planning Projects

Project	Outcome
Laura Street Analysis	Identified negative and positive characteristics and development trends to determine specific design standards aimed at changing trends.
Bicycle Accessibility and Connectivity Plan	Analyzed the city's current on-street and off-street bike system and recommended solutions to address dead ends and gaps in order to complete the overall system.
Jasper Natron School Design Studio	Analyzed school district site, surrounding neighborhood and wetlands, and service and transportation infrastructure; developed potential site layout and designs for a K-8 school.
Booth Kelly Mixed-Use Architecture Design Studio	Explored redevelopment scenarios for former mill site with large (rented) industrial buildings to create a pedestrian-friendly destination.
Booth Kelly Mixed-Use Eco-District Landscape Architecture Design Studio	Landscape architecture students developed design proposals and recommendations for spatial organization of the Booth-Kelly site utilizing precedent studies of eco-communities around the globe.
Library Design and Outreach	Examined process to develop, finance, and construct a LEED Silver Certified public library that included private business space; designed a strategic public relations plan for the proposed library.
Walmart Redevelopment Conceptual Plan	Proposed urban design and site development for a long vacant property to serve as a catalyst for redevelopment of adjacent sites.
Citywide Wayfinding	Analyzed Springfield's existing wayfinding system and provided recommendations for locating new signage; provided recommendations for a city-wide wayfinding system with consistent look and feel.
Stormwater Demonstration Areas	Designed welcoming and attractive demonstration sites for natural areas, parks, schools, and private property featuring innovative stormwater treatment practices and interpretive kiosks with "take home" ideas.
Nicolai Site Redevelopment (2012-13)	Evaluated redevelopment scenarios for the Nicolai Door Plant, a large industrial site in downtown Springfield.
Connecting Bikes to Transit (2012-13)	Examined ways that Lane Transit District could expand its service areas by linking transit to customers arriving by bike and on foot.

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Sustainable City Year Program

2011-12



Business and Economic Development Projects

Project	Outcome
Sustainability Metrics & Greenhouse Gas Inventor	Compiled a greenhouse gas emissions inventory of city's direct (fuel consumed by city vehicles, generators) and indirect emissions (electricity generation, business-related travel, solid waste, etc.) with an action plan to reduce emissions.
LEED Incentive Analysis	Conducted cost/benefit analyses of possible new development requirement to incentivize LEED certification.
Market Feasibility of Density	Conducted economic analyses of residential density requirements and their impacts on cost effectiveness of development; recommended strategies to incentivize higher densities including market feasibility of density bonus.
Dorris Ranch Business Plan	Recommended programs and events to improve awareness and usage of 258-acre hazelnut farm as a historic, cultural, and recreational asset and suggested ways to improve the income/self sufficiency of the property.
Economic Analysis of Local Street Improvements	Conducted a cost-benefit analysis to assess the value of improving street conditions utliizing residential property assessments as a source of funding.
Promise Neighborhoods	Surveyed demographics and programmatic gaps in developing a continuum of "cradle through college and career" solutions to improve educational and developmental outcomes for children in Springfield's Brattain area.

Journalism, Geography, and Arts Projects

Project	Outcome
Adopt-A-Waterway Program Public Relations Plan	Developed public relations material explaining waterway adoption, cleaning waterways, planting native plants and shade trees, and other steps to improve waterway quality.
Spatial Analysis of Lane Transit District (2012-13)	Analyzed existing ridership, socioeconomic and environmental issues, existing and potential land uses, zoning, walkability, and traffic to determine potential alternative scenarios for the development of a new bus line.
West 11th Expansion Public Relations (2012-13)	Evaluated means to communicate the benefits and opportunities of expanded transit along West 11th Avenue to the public.
Cultural Fieldwork in Downtown Springfield (2012-13)	Gathered information such as historic photographs and oral histories to support a new service designed for visitors to access on handheld devices.
Wayfinding Signage (2012-13)	Digital arts students developed wayfinding signage and designated locations to better direct visitors and residents to area resources, public amenities and services, shopping, and open spaces.

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Sustainable City Year Program

2010-11  CITY OF *Salem*
AT YOUR SERVICE

Design and Planning Projects

Project	Outcome
South of Mission Development Design Studio	Designed guidelines and urban design concepts for the six-block transition area between the downtown and residential area south of Mission Street.
North Downtown Waterfront Redevelopment	Designed concepts for opportunity sites in area between River and Broadway, north of Union; identified barriers to redevelopment.
Police Facility Design Studio	Developed concepts for a new police facility redesign that expressed the connection between law enforcement and the public.
Downtown Parks Connectivity and Bicycle Planning	Created single integrated parks connectivity plan to link Wallace, Riverfront, Minto-Brown, and Bush's Pasture Park via existing and future trail connections.
Restoration of Minto-Brown Island Area Design Studio	Created an interpretive trails plan to connect a federal natural resource easement area with Minto-Brown Island Park; proposed a new master plan vision.
City Growth/City Design	Analyzed redevelopment opportunities for sites in west Salem, North Gateway, and downtown urban renewal areas.
Efficient Public Lighting Design Options	Developed streetlight design options that reduced energy consumption and maintenance needs while including new lighting technologies.
Parking in Redeveloped Areas	Reported on best practices in establishing parking standards for redeveloping areas with a mix of uses to reduce impact on adjacent neighborhoods.
Orchard Village Green Community Integration	Created development plan for 2.87-acre Orchard Village site, adjacent private property, and infill options for other Salem Housing Authority multifamily properties.
Integrating Riverfront Park with Pringle Creek Design Studio	Designed concepts for the Pringle Creek trail connection; explored sustainable approaches including ecological restoration, riverfront access and transportation improvements, and community-oriented land use.
Civic Center Interior Architecture Design Studio	Generated proposals for renovation and reuse of the existing civic center building in order to restore functionality.

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Sustainable City Year Program

2010-11  CITY OF *Salem*
AT YOUR SERVICE

Civic Engagement, Engineering, and Law Projects

Project	Outcome
Civic Engagement Strategy	Created a civic engagement strategy to include new technology and broader participation in decision-making; created a multimedia field guide that maps cultural resources in north Salem.
Downtown Traffic Circulation and Transportation Safety	Analyzed alternatives to one-way transportation grid, testing impact of alternatives (bike lanes, sharrows, trolley, etc.)
Green Building and Stormwater Legal Analysis	Reviewed sustainable building and stormwater management, focusing on LEED certification, graywater usage, and sustainable stormwater management tools. Made recommendations for compliance with state code updates.

Business and Economic Development Projects

Project	Outcome
Industrial By-Product Re-Use	Developed recommendations for expanding industrial by-product reuse at the Willow Lake Wastewater Treatment Facility as well as dairy and food processing facilities.
Economic Prosperity Strategic Action Plan	Completed a situation assessment of Salem's assets and economic challenges; created a strategic plan with five-year work plan for city's Economic Development Division.
Sustainable Streetlight Alternatives	Identified financially sustainable source(s) of funding and luminere design to improve efficiency and reduce overall cost of Salem's street light system.
Fostering Wage Growth: Target Industry Analysis	Assessed supply chain, business cluster, and market analysis for renewable energy product manufacturing, food processing, metal manufacturing, and other clusters.

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2009-10 CITY OF
GRESHAM
OREGON

Design, Planning, and Business Projects

Project	Outcome
Gresham City Hall: Conceptual Designs	Developed 13 schemes for Gresham City Hall, considering transit access, sustainability, and creating a viable public space and building.
Climate Preparedness in the Willamette Subbasin	Illustrated how community and natural resources may be affected by climate change and outlined recommendations for community preparedness planning.
Large-Scale Retail Design Standards and Development Principles	Compiled a review of design standards to advise on best practices for future large-scale development projects.
Sustainable Development in Springwater	Identified a series of goals and land use proposals for future development in the community of Springwater.
City of Gresham New City Hall Program	Evaluated four potential sites for a new city hall and developed programming to fit each site.
Rockwood Cultural Asset Mapping	Developed cultural asset mapping plan to promote neighborhood involvement and build community identity among diverse populations.
Rockwood Sustainable Development Concept Plan	Outlined a concept plan for a safe and central community space and suggested steps to help Rockwood transition into a thriving and integral part of the Gresham community.
Sustainable Suburbs: Rockwood Town Center Redevelopment Design	Developed six design proposals for the city center emphasizing environmental, economic, and equitable sustainability.
Shaping Light: Sunshade Studies and Light Rail Station Design	Provided design recommendations for a light modulating screen, sun shading device for Gresham City Hall, and design of light rail station at Civic Drive and Rockwell Station.
Sustainability Focused Data Analysis	Examined correlations between walkability and home values, and provided recommendations for further research.
TOD at Gresham Crossing: Integrating Ecology and Mixed-Use TOD	Created scenarios for transit-oriented compact residential apartments that included shared habitat-sensitive outdoor spaces and linkages to light rail transit.
Water, Microecologies & Density: TOD at Gresham Crossing	Built upon prior TOD projects, specifically evaluating unit livability, construction, water collection, and living facades and roofs.

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