

An aerial photograph of the Reed College campus and its surrounding neighborhood. The campus is nestled in a valley, with a large, open field in the center. The surrounding area is densely packed with residential buildings and trees. The text is overlaid on the center of the image.

REED COLLEGE CAMPUS FACILITIES MASTER PLAN

**Final Draft Amendment
December 2007**

Prepared by
ZIMMER GUNSUL FRASCA ARCHITECTS, LLP



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PREFACE

This master plan is based on the document which was approved as a Conditional Use Master Plan in July 2001. This updated plan responds to a number of changes that were not anticipated in 2001, notably acquisition of the former Eastmoreland Hospital property.

The format of this document is similar to that of the 2001 approved master plan, but it has been updated throughout. New transportation information has been added in the Appendix .

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1.1 Purpose and Background

A Facilities Master Plan for Reed College was approved by the City of Portland in 1990, and updated versions were approved in 1997, 1999, 2001 and 2006. In the meantime, many planned improvements have been implemented, and some new projects are now contemplated. Recently, the campus boundary was enlarged. An update of the master plan is now therefore required by the City.

The campus facilities master plan is intended to provide a thoughtful, long range strategy for the continuing enhancement of buildings, footpaths, roads, parking, bicycle facilities, landscape and other physical features of the campus. It is also intended to satisfy the needs of the City of Portland Office of Planning and Development Review, which requires a response to each applicable section of the City's land use code.

Since a Campus Facilities Master Plan is necessarily a reflection of the academic and campus life endeavors of the institution, it is based on a series of assumptions and guiding principles framed by the trustees, president, faculty, staff and representatives of the student body. These are listed under 'Master Plan Objectives'.



1.2 Master Plan Summary

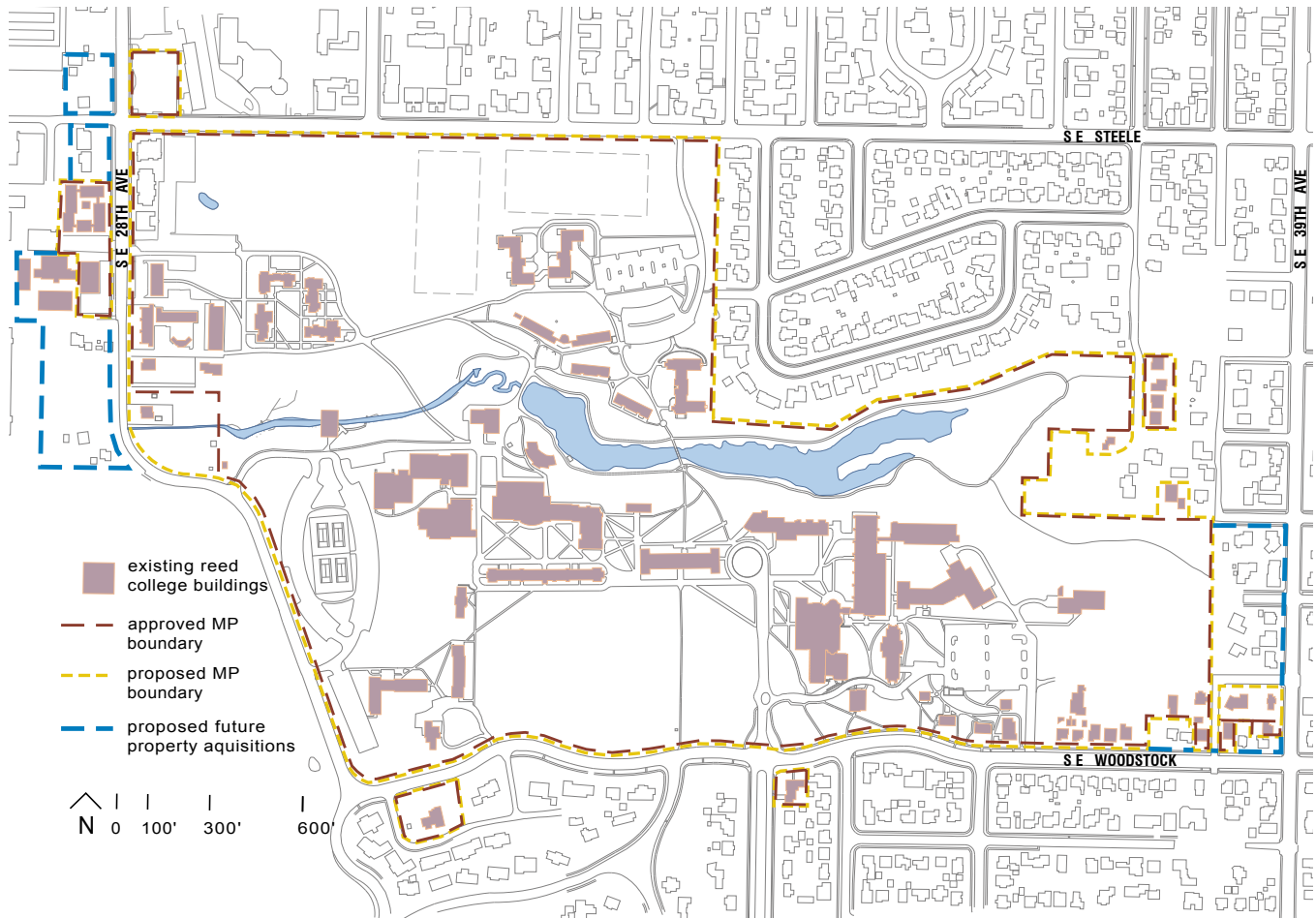
The preceding master plan was based on an existing, distinct order and structure in the arrangement of buildings and uses. This structure can be extended to include sites for potential new facilities. Just what those facilities should be, and how they should relate to established activities is investigated through a series of basic assumptions about the future size and direction of the College, through guidelines on how improvements should be achieved, and through recommendations developed by specially convened committees. In the process, principles of design, siting, construction, use and maintenance of buildings have been identified. These principles are rooted in a conception of Reed's mission as a distinctive liberal arts college; in an understanding of Reed's history, its current circumstances and its aspirations; and in an awareness of the sensibilities of the Reed community and those of its neighbors.

The updated master plan identifies a number of facilities which may be improved or introduced within the next decade. It also recognizes that other needs will emerge in the future, and that although they cannot be identified now, some provision must be made for their eventual accommodation. Sites for new facilities are identified, and special considerations related to those sites are outlined. Areas of the campus which should not be built upon are also identified and recommendations are made for their care.

Anticipated new buildings and other facilities are described in sufficient detail to provide preliminary recommendations on siting. Some of these new facilities have yet to be funded or committed to a construction program, and the order in which they will be undertaken will be influenced by factors beyond the scope of this master plan. However, the master plan does provide a framework within which they can be planned, and some criteria are offered for their prioritization within that context.

This master plan is designed to accommodate change, depending on a reasoned strategy for improvements rather than on finite plans which dictate where specific buildings should be located. An ongoing effort is therefore necessary to ensure that decisions affecting the future of the campus are made on the basis of an up-to-date understanding of current circumstances and probable consequences. A formal procedure is recommended which will provide for continuity in the administration and updating of this master plan.

Campus Boundaries



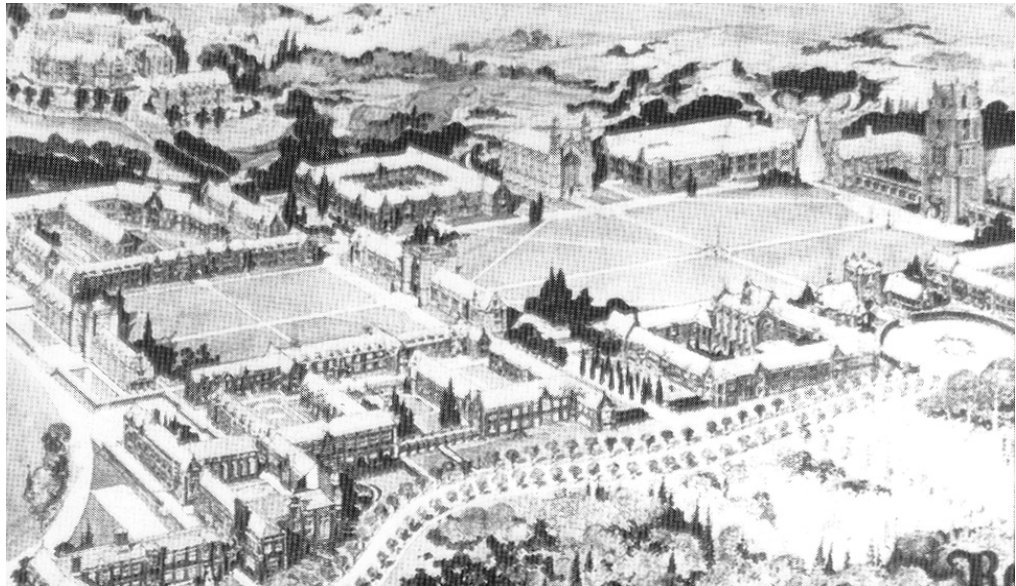


1.3 Evolution of the Campus

At its foundation in 1911 The Reed Institute, or Reed College as it is more commonly known, had a finite view of its campus and facilities; at some stage, facilities would be complete. A view of the completed campus survives from A.E. Doyle's original master plan. The reason that today's campus looks unlike Doyle's drawing is due in large part to the dynamic nature of higher education and consequent changes in needs for facilities. Since the 1980s, Reed has striven towards a balanced and functional accommodation of the College's many interrelated needs, with the addition of new buildings and the remodeling and replacement of others.

The use and arrangement of buildings and other facilities at Reed has evolved into a particular form and structure which reflects the lifestyle and values of the insti-

The original master plan for Reed College envisioned as a centerpiece a series of large, linked quadrangles in the manner of St. John's College Oxford. Buildings near Woodstock Boulevard and north of the canyon were to be arranged around numerous smaller quadrangles - not unlike the mediaeval colleges in Oxford. The Old Dorm Block and Eliot Hall can be recognized as the first elements of this master plan to be realized.



tution. It is important that any additions to the campus respect these established patterns and add to them in a logical manner which reinforces the particular character of Reed. This demands a close understanding of how the College and its support systems function now, where flaws exist and how they might be rectified. It also requires an informed view of past history and future goals. The master plan should be a reflection of what Reed is and what it aspires to become.

In 1936 Doyle's firm, by then under the direction of Pietro Belluschi, was asked to prepare a new master plan of the campus. Included with it was an ambitious list of new building projects. This plan showed buildings for chemistry, physics, botany and biology to the east of the library. The orthogonal geometry of the original master plan persisted, in particular showing a large residential quadrangle headed by the Old Dorm Block and having its southern side hard by Woodstock Boulevard. The significance of this wider and more open plan was the shift away from Oxonian prototypes. By this time, Reed had established its own identity, and its affinities with liberal arts colleges in the east had become much more relevant than medieval university models in England upon which it had originally been modeled.

Two years later, Belluschi substantially revised his master plan, removing from it the last vestiges of formal quadrangles. The new master plan recognized the openness and freedom from rigorous discipline which had come to distinguish campuses in the New World from their older and generally more urban counterparts in Europe.

For the first time parking appeared on the campus plan as a series of widened drive-ways. Automobiles were evidently still few enough to allow them to infiltrate the campus at will without seriously disrupting College activities. When the old student union building - latterly the theatre - was destroyed by fire in 1969, it provided a sizeable building site at the very heart of what had become the academic and administrative core of the campus. Vollum College Center was built in two stages in 1981 and 1987. This brick building includes faculty offices, seminar rooms and an auditorium seating 450.

Abutting both Eliot Hall and the biology and physics building, the architecture of the Vollum College Center follows neither. Its main entry is off the Eliot Hall circle, but it also has an eastern entrance which gives access from the science buildings and the eastern parking lot. The space between Eliot Hall and the Griffin Laboratory of Biol-



ogy and Knowlton Laboratory of Physics thus became one of the busier pedestrian thoroughfares on campus.

In 1983 the architectural firm of Zimmer Gunsul Frasca was engaged to advise on a suitable site for the unified science libraries, and subsequently to design a new building to house them. It was concluded that the formerly proposed site north of the chemistry (now psychology) building was not the optimum location, and that an extension of the Hauser Library to the northeast should be designed. The entrance to the library was at this time still on the west side below the tower - conveniently located for access to all other buildings on campus when it was built: to Eliot Hall, with its main entrance at the middle of the south facade, to the Old Dorm and Anna Mann beyond. But by the late 1980s, foot traffic was mostly between the new east entry to Eliot Hall and Vollum College Center to the northeast and the science buildings and parking lots to the east. The west entrance to the library had been bypassed by the mainstream of campus foot traffic; which is to say it had become inconvenient. Not only inconvenient but inadequate, since enrollment had quadrupled since the library first opened in 1929. The library could no longer function efficiently using the west entrance.

In 1989 the library extension opened with a new main entrance sized for the large numbers of people who now use it, and for the various incidental activities which it must also accommodate. Integral with it is a covered connection to the Griffin

Mid 1980's view of the campus from the east. Since then, the Library has been expanded and supplemented by the Educational Technology Center, the Scott Chemistry building has been completed. The main access to the east parking lot has been improved, and a new high pedestrian bridge over the lake has improved access to north campus, where some student housing shown has been replaced, and additional residence halls have been built. A second footbridge west of the dam has brought the expanded northwest corner of the campus into the orbit of the Commons. The Kaul Auditorium has been built between the Old Dorm Block and the Sports Center, and the Commons have been remodelled.

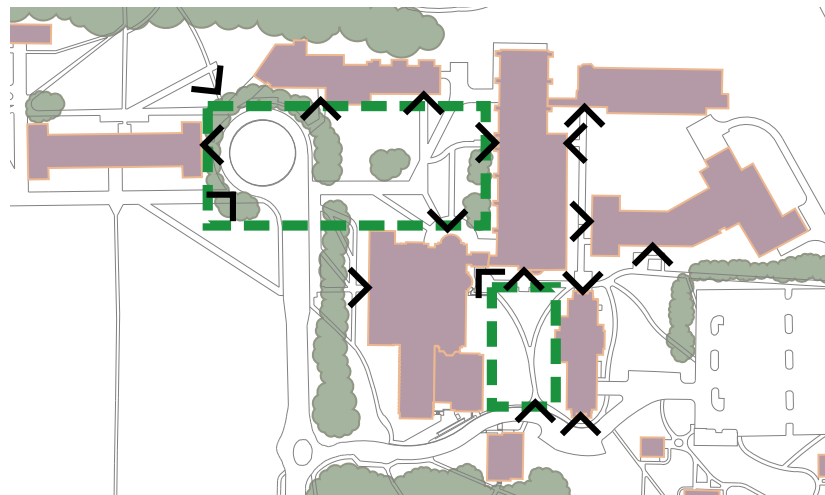


Biology and Knowlton Physics Laboratories. The space north of the Hauser Library has become progressively more enclosed until it resembles one of the quadrangles in Doyle's original master plan. It has become a busy thoroughfare and therefore a place of numerous chance encounters. Addition in 2002 of the Educational Technology Center completed definition of an entry quadrangle.

If there is a place at which one enters the swim of campus life after arriving on the grounds, then it is certainly in this space. Since modification of the main entrance driveway, visitors and habitues alike will arrive to the east of the library. Recognizing this, the link between the Library and the Biology and Physics building serves as a formal introductory gateway which announces the route to the heart of the campus.

In 1992, the new chemistry building was completed on a site immediately east of the Knowlton building, on the brink of the canyon. Immediately thereafter, the old chemistry building was remodeled to become the psychology building, enabling that department to vacate cramped quarters in Eliot Hall. Thus a further eastward shift in the center of campus activity was effected, and the role of the space north of the library as a natural center through which most campus users pass was further consolidated.

With the entrance of four major buildings oriented towards it, the space between Eliot Hall and the biology and physics building has become a busy thoroughfare for students and faculty of all disciplines. A formal gateway from the east parking lot identifies this as the route to the heart of the College. In both scale and intensity of use, this space now resembles one of the mediaeval academic quadrangles after which much of the original Reed master plan was modeled. Completion of the Scott Chemistry building created a sciences quadrangle linked through a breezeway to the main thoroughfare.



Five of the buildings added in the '70s, '80s and early '90s have pressed the fringes of the canyon or have infilled between existing buildings - or both in the case of the Vollum College Center. This is a clear indication that opportunities for siting new buildings have become limited. Thus it became important to expand onto land north of the canyon without compromising convenience and efficiency of function or the integrity of the canyon itself. The academic core of the campus is firmly established south of the canyon, so it can be expected to densify and become more urban in character with each new building. Paradoxically, the trend is now towards the compact, orderly form of Doyle's original master plan and away from the open and informal campus of Belluschi's revised master plan.

Pressure to build on the great lawn has abated following completion of the heritage master plan in 2005. Reconstruction of the footbridge over the lake and addition of a second to the west has made the north campus more readily accessible; construction of new parking lots, followed by new residence halls on the north side has helped to spread the load. Two important objectives of this master plan update are to investigate under-used parts of the campus, and to outline a strategy for prudent use of remaining building sites.

Thanks are due to campus historian Dick Ritz, FAIA for material included in this chapter.

2.1 Master Plan Program

Assumptions and Guiding Principles:

The Facilities Master Plan is intended to provide a clear and understandable basis for decisions concerning improvements to buildings and grounds. Adherence to the precepts of the master plan should ensure that patterns of future improvement are consistent with the ethos of the College and supportive of the academic mission. The master plan is therefore more of a strategy than a prescription for physical improvements, but from it a conventional master plan of near-term improvements is derived.

A starting point for this master plan update is the set of *Assumptions and Guiding Principles* which was developed with members of the Board of Trustees and others. They are preceded by four general assumptions which set some important parameters for the master plan:

- The student body will not grow significantly larger, although there will be fluctuations in the size of the student body.
- No major changes in the numbers of faculty and staff will occur, although modest additions are to be expected.
- The percentage of students in residence will be no less than it is now.
- Additional offices and classrooms are needed.

Guidelines on General Concepts:

- Personal safety should be a primary consideration in design.
- The design and quality of facilities should enhance performance for those who use them.
- The physical environment of the campus should enhance the academic program.
- The physical environment should enhance a spirit of community.
- The campus should be accessible to the handicapped.
- Campus buildings and grounds should be well maintained and present an attractive appearance.
- Decisions made to save money or promote efficiency but which might lower the quality of campus life should be carefully weighed.
- Maintenance should not be deferred but should be conducted on a routine, ongoing basis.
- The natural features of the campus should be respected.

Guidelines on Sustainability:

- Consider the energy cost of building materials selected, and the energy efficiencies that can be achieved through appropriate use of materials and systems.
- Evaluate the costs of materials and systems in new facilities and renovations over the life of the structure rather than on initial capital cost alone.
- Continue the practice of recycling construction waste and other waste material, and continue to look for ways to enhance this practice.
- Investigate alternative energy sources that could reduce the College's reliance on fossil fuels.
- Site and orient buildings to benefit from solar gain in winter and reduce it in summer. Take advantage of mature deciduous trees in achieving this.
- Use LEED or similar certification of 'green' design to assure consistency in the application of sustainable and energy-efficient design.
- Reduce the volume of storm water run-off by limiting impervious surfaces and integrating run-off management with landscape design.
- Continue the protection and restoration of natural areas on campus.



- Further decrease vehicular circulation on campus by locating any new parking close to the perimeter and strengthening the pedestrian network.
- Expand the outdoor lighting system to include new pathways, entrances and parking lots. Lighting should be no brighter than necessary for people to be able to recognize one-another at a car's length apart. Adhere to 'dark skies' standards.

Guidelines on Planning:

- Facilities planning should be an ongoing process and involve members of the campus constituencies.
- Programming for new buildings should include relevant faculty and staff.
- The College should have a master plan against which proposed changes are reviewed.
- The master plan should be regularly revised in response to changing circumstances.
- The College community and campus neighbors should be kept informed about planning activities.

Guidelines on Buildings:

- Building renovations must preserve architectural integrity.
- New buildings should be of high quality or not built.
- Buildings should be designed to minimize energy and maintenance costs.
- New buildings should be compatible with established campus architecture.
- Maintenance of new buildings should be endowed.
- Temporary buildings should only be erected when funding for a planned replacement is likely to be forthcoming.
- Where feasible, faculty, staff and administration should share buildings.
- Classroom space should meet the educational needs of the College.
- The technical space needs of faculty, staff and students (laboratories, studios, practice rooms) should be met.
- Where feasible, buildings and spaces should invite people to come together.
- Common eating areas should be attractive and functional. They should bring together all campus constituencies.
- Each major building should contain a well-appointed committee or conference room.
- Rehearsal and performance spaces should be of high quality.
- Facilities should provide opportunities for incidental interaction among faculty, staff and students.
- Office space for faculty and staff should be adequate for their needs.
- Extra office space should be available for distinguished visitors.
- Study areas should be sufficiently plentiful to accommodate all students, including those who live off-campus.
- Smoking should be prohibited in campus buildings and around their entrances.

Guidelines on Traffic & Parking:

- The College should have a prominent, inviting and functional main entrance that fits into an overall plan for campus vehicular and foot traffic.
- Access to campus by means other than driving alone should be encouraged.
- Vehicular traffic inside the campus core should be reduced to an absolute minimum. Walking should be protected as the primary means of circulation.
- Service traffic should not use pedestrian routes; emergency vehicles may.
- Parking should be ample and safe but not detract from programs or the beauty of the campus.

Guidelines on Landscape:

- Vistas, sight lines, open spaces and greenery are important to the quality of campus life.
- Protection of natural areas within the campus is a high priority.
- Use, placement, quality and visual appearance of site furnishings are important to the function and appearance of the campus.
- Avoid introduction of potentially invasive plant species to the campus.
- Exterior art should be appropriate and should have long term value to the College.

Guidelines on Lighting:

- Maintain lighting levels on footpaths and in parking lots sufficient to enable people to recognize one-another at several yards' distance, but no brighter.
- Avoid sharp contrasts in illumination level that limit peripheral vision.
- Minimize projection and reflection of light upwards into the sky.
- Light fixtures should be consistent in appearance and intensity of illumination should be uniform along populous routes.

Guidelines on Circulation and Signage:

- Design for safety, using appropriate lighting, landscaping and circulation consistent with other design considerations.
- The College must make a good-faith effort to provide sufficient on-campus parking to relieve adjacent neighborhoods. The present distribution of parking spaces in several medium sized lots on the periphery of the campus should be adhered to.
- Encourage use of bicycles. They are clean, quiet, energy-efficient and demand little space for storage.
- To the extent practical and economical, provide dry, secure storage for bicycles and motorcycles in convenient locations.
- Promote use of public transit.
- Provide parking for visitors.
- Arrange service vehicle circulation to minimize conflict with pedestrians and make it as inconspicuous as possible without compromising efficient service.
- Design landscape improvements that are consistent with existing context and proposed uses.
- Provide access for the handicapped within reasonable budgetary limits and safety considerations.



Guidelines on Residential Life and Student Housing:

- The percentage of students in residence will continue to increase.
- Student residential life should be recognized as an important part of the educational program that contributes to the building of a community.
- Residence halls should enhance the academic mission of the College.
- New residence halls should have comfortable and pleasant student rooms, and space for social, study and other activities.
- A variety of residential living styles should be available.
- The program of furnishings replacement and refurbishment should be continued for the residence halls.

Guidelines on Water Quality:

- The siting of buildings and paved areas should anticipate future space needs for storm water detention and treatment prior to discharge.
- Improve storm water detention and treatment for existing campus facilities as other improvements are made.
- Oils, fertilizers and other impurities in storm runoff from the campus grounds should be minimized to protect the Canyon and other receiving areas.
- Sewers on campus which combine storm water and sanitary sewerage should be separated into single purpose lines.
- Runoff from the campus should be controlled to protect downstream areas from surge flows.

Guidelines on the Canyon:

- The fauna and flora of the Canyon should be conserved except for the removal of invasive species.
- Vehicles should be excluded from the Canyon except for use of the dam road that connects north and south campus.
- Construction in and near the Canyon should be designed to have a minimal impact on the habitat and the drainage.
- Footpaths in the Canyon should be maintained to minimize the likelihood of erosion.

Guidelines on Property Acquisition:

- The overall boundaries of the campus have been increased by the acquisition of some perimeter properties, notably the property that bounds the creek between west canyon and SE 28th Avenue.
- The College will continue to acquire selected properties along or near the boundaries of the campus, whose acquisition would serve the long-term interests of the College by providing needed facilities for housing, storage, administration, parking or other appropriate campus uses.

Program of Improvements

What follows is a list of projects that the College hopes to initiate within the next ten years. Summaries of the facility needs of new buildings which have been proposed are given below. The inclusion of a project here, or the order in which it appears, does not imply that a priority has been set for its realization or that funding is available for it. The list reflects the College community's collective view of facilities which will be needed at some time in the future:

- Additional residence halls on or adjacent to the campus to accommodate approximately 100 to 150 students, increasing the proportion of students who live on campus.
- Rebuild or replace the remaining 1960s-era cross-canyon dormitory buildings to improve privacy, energy efficiency, accessibility, and circulation among the buildings.
- Expansion of food service and dining facilities as may be needed to accommodate increased on-campus residential population.
- Additional faculty offices and related support space to accommodate anticipated growth in the number of faculty.
- Additional classrooms as necessary to accommodate expansion of course offerings resulting from revisions in academic programming.
- Additional administration space in or proximate to Eliot Hall to accommodate anticipated staff growth.
- A performing arts center with suitable facilities for theatre, dance and music instruction, practice, support, storage and performance.
- A child-care facility for infant children of faculty, staff and students, located on or adjacent to the campus.
- A faculty club and additional space for group gatherings, meetings, conferences and related entertainment.
- A new building at the entry of campus, to replace Greywood, to house offices, campus information and other appropriate uses.
- Reconfiguration of parking to provide optimal convenience for existing and proposed facilities without compromising environmental quality on campus. Parking in excess of need should not be built.
- Athletic facilities to meet the demands of the increasing number of students residing on campus.
- Progressive improvement to the campus pathway/circulation system.
- Expansion and renovation of the building that houses the Health Center.



Criteria for Establishing Priorities Among Potential Facility Improvements

The order in which improvements are made is dependent to a large extent on the availability of funding; but that, in turn, is dependent on where Reed applies effort and influence. It is therefore important that priorities for improvements be established independent of current funding prospects. The basis for these priorities should be the academic mission of the institution; specifically relevant are the Assumptions and Guiding Principles which were prepared at the outset of the master planning process.

Criteria for ordering priorities among other potential improvements include the following:

Any new or improved facility should:

- Rectify an immediate deficiency in the ability of the institution to fulfill its academic mission.
- Contribute to the ability of the institution to attract and retain the highest caliber of faculty, students and staff.
- Provide for a mixture of academic and administrative uses.
- Encourage incidental meetings and interchange among members of the Reed community who might not otherwise come into contact with one another.
- Strengthen the intellectual intent, the sense of community and purpose in the College.
- Contribute positively to the architectural unity of the campus.
- Be responsive to possible ill effects on neighboring activities, both within and beyond the campus boundaries.
- Respond to anticipated improvements as well as to existing facilities and uses.
- Maintain high standards in quality and appearance. (A relevant guideline states: "New Buildings should be of high quality or not be built")
- Restore the architectural integrity of buildings which are to be renovated or extended.

Many of these criteria are derived directly from the Assumptions and Guiding Principles cited in this chapter.

2.2 College Population

The number of students enrolled at Reed fluctuates from year to year, as it does at most higher educational institutions, influenced by the economy and other factors. In previous master plans, student population was variously stated as FPEs, FTEs and headcount. Since headcount is the most useful measure with which neighborhood impacts can be evaluated, it has been adopted as the sole measure of population in this document.

Among the assumptions which underlie the master plan is the precept that the student body will not grow significantly larger, thus the fifteen year average student headcount has remained fairly stable. A larger number of 1935 has been used in the *Transportation Master Plan Update* (see the appendix) in a sensitivity analysis to verify that such a population would not cause nearby street intersections to fail. This master plan establishes a headcount of 1935 students as the upper limit against which campus and access facility capacities are measured.

The size of the student body is relevant to the master plan in a number of significant ways. Although car ownership rates fluctuate slightly, the fact that no significant increase in students is anticipated suggests that no significant overall increase in traffic and parking demands are likely. However, as more students are housed on campus, their cars will occupy on-campus spaces for longer periods, resulting in a net increase in demand for parking spaces, and a redistribution of them, with some near each group of residence halls.

Modest increases in the numbers of faculty and staff can be anticipated. The ratio of faculty to students is approximately 1:10 with 135 faculty members this year, which is about normal for any given year. The staff to student ratio should also remain fairly stable with the current complement of staff being approximately 317.

The College's goal is to provide housing on or adjacent to the campus that accommodates approximately 75% of students who attend the campus full time. This would mean additional housing to accommodate approximately 100 to 150 students, allowing for probable reductions in bed counts as existing housing is upgraded or replaced. At present, the College provides on-campus housing for 835 students, including those in Reed College Apartments and in Birchwood Apartments. If demand for available rooms remains high, then more housing for students may be built.



2.3 Campus Component Facilities

Campus Structure and Form

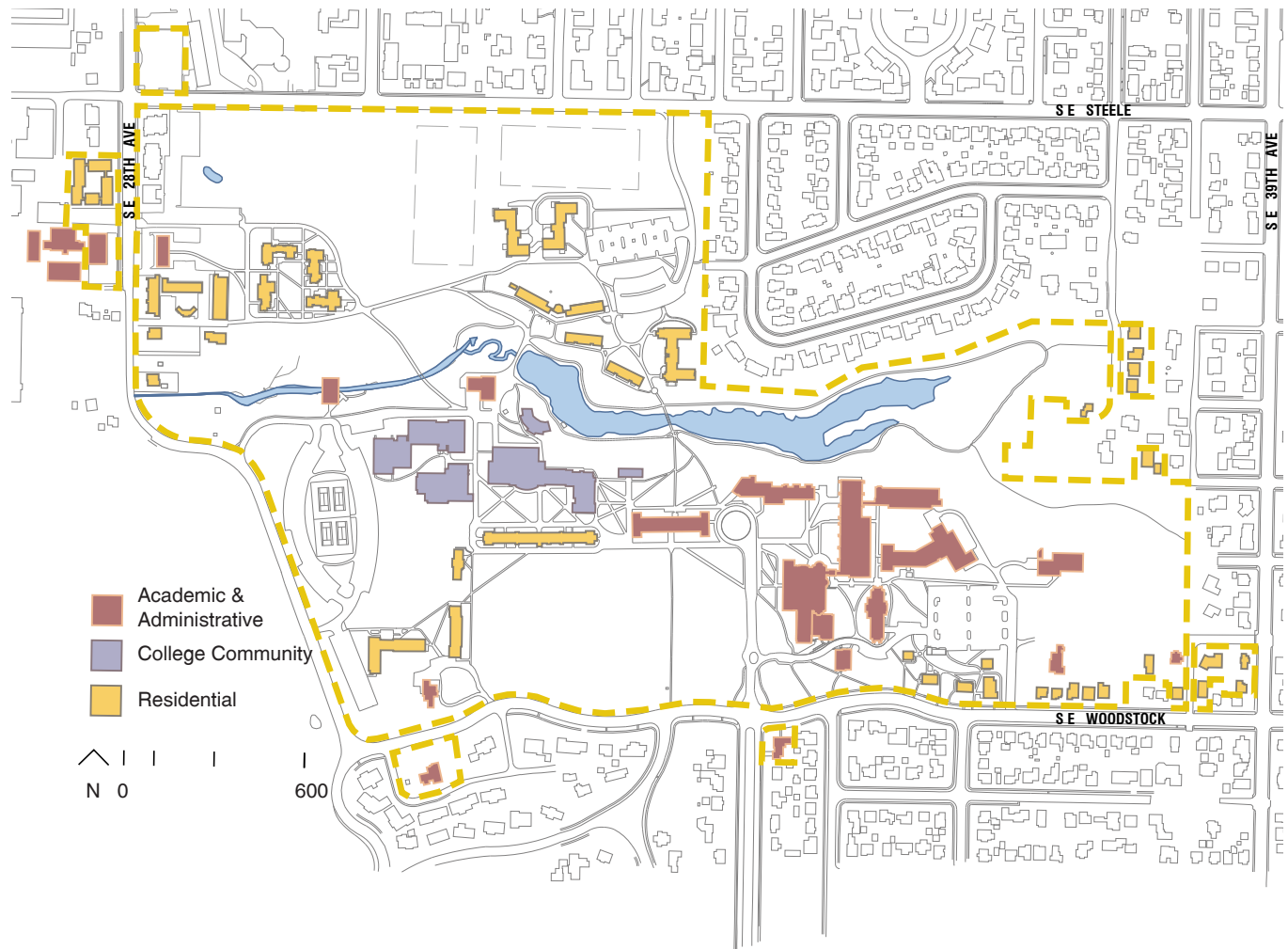
The overall form of the campus has evolved into a loosely-structured series of buildings unified south of the canyon by a continuous landscape of lawns and trees. Closer examination reveals a clearly separate set of functions for each group of buildings. Academic and administrative facilities are focused on Eliot Hall, the Hauser Library, Vollum College Center, the Knowlton Laboratory of Physics, Griffin Laboratory of Biology, Scott Laboratory of Chemistry, the Psychology Building, the Studio Arts Building, Center for Advanced Computation, Johansen House, ETC and Greywood. To the west of these, social and recreational activities are focused on the Student Union, Gray Campus Center, Watzek Sports Center, and the Kaul Auditorium. Also to the west are Prexy and the Theatre which are mainly academic facilities.

Residential accommodation appears in four separate groups. The first group is located to the southwest and includes Old Dorm Block, Anna Mann, MacNaughton and Foster/Scholz. The second group to the north of the Canyon includes Griffin, McKinley, Woodbridge, Chittick, Bragdon Hall, Sullivan Hall, Naito Hall, and the housing under construction north of the new footbridge. The third group to the west along SE 28th Street includes the Reed College Apartments, the Birchwood Apartments, the Chinese House and the Garden House. The fourth group to the southeast is the Woodstocks I, II, III, and IV.

These use patterns have evolved over time, each new building exerting its influence on circulation routes and the affinities among different College activities. They represent much more than mere patterns; they are an indication of the particular relationships which contribute to Reed's unique qualities as a liberal arts college. It is of great importance, therefore, that future additions to the campus respect these patterns and relationships where appropriate.

Other important features of the campus are its open spaces, its entrances, its circulation system and its parking facilities. Each of these contributes to the overall structure of the campus as it appears today and has some influence on how it might change in the future.

Campus Uses



Building groups correspond to three distinct sets of functions, revealing a clear structure among buildings which may appear to have been sited rather haphazardly across the campus.



Open Spaces

The main open spaces on the campus are identified on the following plan. The value of such a classification is to recognize the current and potential contribution that each space can make to College life.

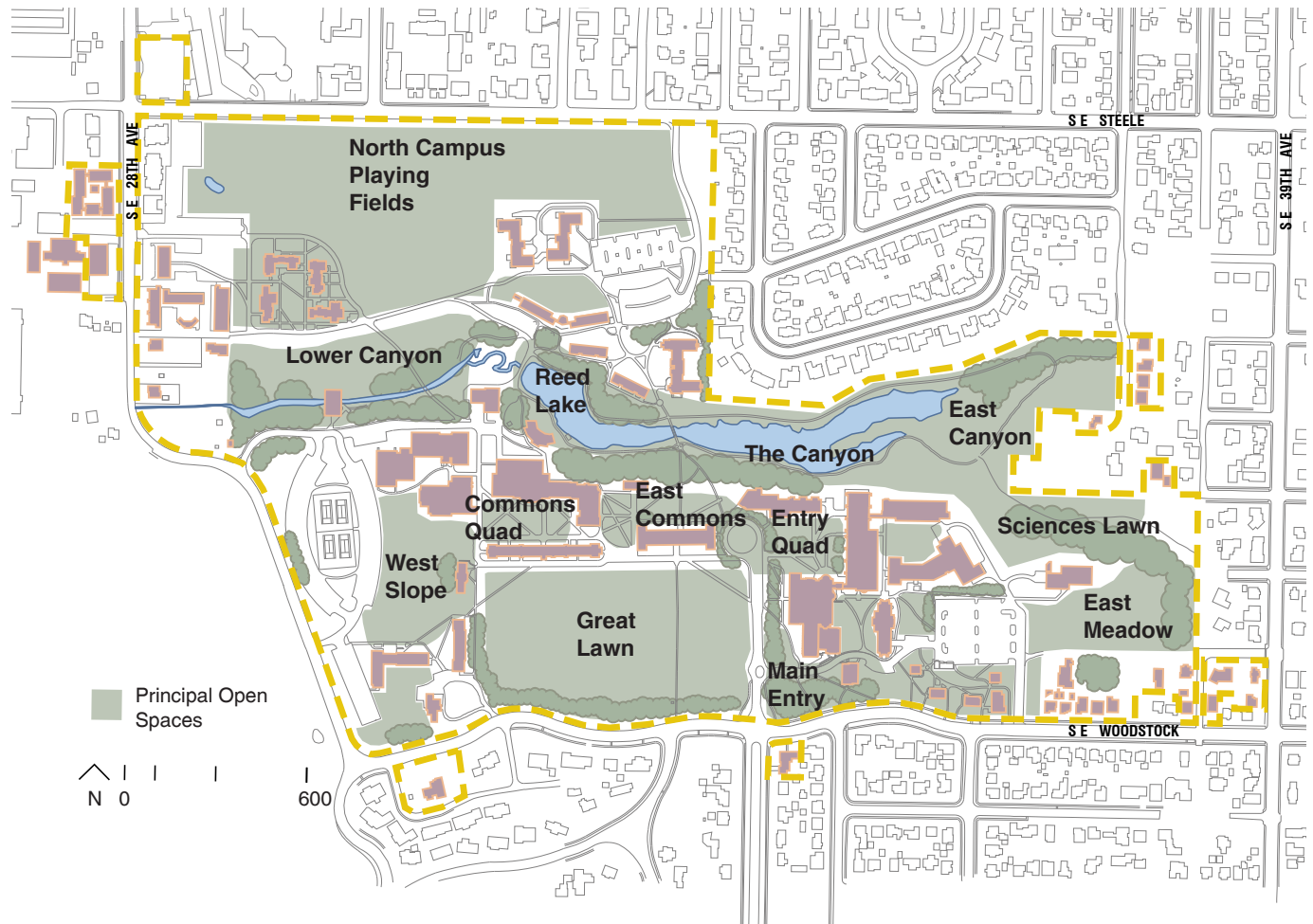
For many people, **the great lawn** which lies between Woodstock Boulevard to the south and the Old Dorm Block and Eliot Hall to the north symbolizes life at Reed. Views across it from the main entrance to the campus provide a memorable introduction to the College. The great lawn is a place of recreation, celebration and relaxation. It has become an indispensable component of College life, to the extent that Doyle's original plan to subdivide it into a series of quadrangles is now unthinkable. If there is any potential for development here, then it is restricted to the fringes of the open area. The northeast corner has been put forward as a possible site for a new building that would complete the Entry Quadrangle east of Eliot Hall and restore some of the social functions formerly accommodated by the west entrance to the Hauser Library.

The **main entry** area between Woodstock Boulevard and the Hauser Library was transformed in the 1990s by construction of a driveway from the main campus entrance to the east parking lot. The driveway has been aligned between existing trees and shrubs so that its interference with the landscape has been minimized. The one potential building site in this area is the site of the Greywood Building and the adjacent lawn to the east of it.

The **entry quadrangle** is characterized by the gateway from the east parking lot, and by the direct access it provides to Eliot Hall, Vollum College Center, the Hauser Library and the breezeway to the science buildings. It has become a place of passage and congress. The dominance of the traffic circle in this space has become inappropriate to its predominantly pedestrian use. Resolution of landscaping in this space with its current and future functions is yet to be completed. It should be designed primarily for the amenity of those on foot, but must also be capable of accommodating service and emergency vehicles as well as automobile drop-off and pick-up of physically incapacitated persons.

The **science lawn**, a grassy slope between the Knowlton Laboratory of Physics and Scott Laboratory of Chemistry, and the Psychology Building has changed its character with completion of the new chemistry building. The grassy slopes and irregular configuration of enclosing buildings give this space a unique quality. The low profile of the psychology building to the south admits sunshine, while the taller physics and chemistry buildings exclude prevailing winds.

Campus Open Spaces



Principal open spaces on the campus are identified by their individual characteristics. Each contributes or has the potential to contribute something different to College life.



The **east meadow** is the highest land on the campus, and commands dramatic views over the Studio Arts Building and the lake towards downtown Portland and the West Hills. It is separated from private homes to the east by dense woodland. The sloping meadow is little used at present. Its potential uses may be limited by its remoteness from the center of campus, by its relatively steep slopes and by its proximity to private homes. Buildings should be sited on and south of the ridge, taking care to protect the environmental conservation zone to the north.

The **Canyon** is the wooded watershed area around Reed Lake and the headwaters of Crystal Springs. It comprises 26 acres of associated wetland and upland area. It is identified in four zones. The first is the emergent marsh and orchard meadow at the east end; the second is the four surface acres of open lake and the pedestrian bridge area near the center. The third is the dam area, which includes the Cerf Amphitheater, fish ladder and Physical Plant. The fourth is the west canyon surrounding Crystal Springs from the fish ladder, now extended westward to SE 28th Avenue. It includes the Theater and the new footbridge which links the Commons to a new community of student housing immediately north of the Canyon.

Significant resource values of the Canyon include water, storm drainage, flood storage, pollution and nutrient retention and sediment trapping, as well as educational, scenic, aesthetic, heritage, recreational, fish and wildlife habitat. Reed Lake is the only lake of its kind remaining in the inner city area. Crystal Springs is the coldest and cleanest fresh water resource on the Lower Johnson Creek Watershed. Further development in the Canyon would conflict with these uses and is unlikely except in some fringe areas.

Canyon Conservation

An on-going canyon committee has been appointed to address issues and concerns that arise in relation to the Canyon. In November of 1999, the Reed Canyon Enhancement Strategy was adopted and implementation began almost immediately. A sensitive relationship between buildings and the natural environment will continue to be important. Building criteria should be developed for structures that may be built close to the canyon. Also, the Canyon committee should be involved in the early design stages of such structures to ensure that canyon-related concerns are adequately responded to by the design.

Any enhancement in the Canyon should be in appreciation of the natural resource and in consideration of water quality. Trails should not be wide enough to admit vehicles, and bicycles should not be encouraged. The pedestrian bridges should be maintained as essential links between the north and south campus areas. The dam and fish ladder should be limited to pedestrians, service and emergency vehicles only. In all areas of the Canyon, non-native invasive species should continue to be removed, appropriate native plantings should be continued and improvements in water quality for the purposes of appropriate anadromous and resident native fish species should be encouraged. Canyon Day as a student driven, bi-annual event will be encouraged and supported by the College.

The **north campus** is located north of the Canyon and comprises the College's largest reserve of developable land. The area lies between the canyon and SE Steele Street and includes two sports fields, track and restroom facilities, and a large proportion of student housing. It is connected to the core of campus by the two footbridges over the Canyon and by a road west of the lake on the dam. Parts of north campus could be considered for future development of residence halls, dining commons, sports facilities and parking. Parking and sports facilities are both necessary to the continued welfare of the College, and both occupy large areas. These are also uses that might reasonably be relocated from areas of the campus where competition from other uses is intense (See plan in Section 2.4, 'Traffic, Circulation & Parking').

The **west slope** entails all the land west of the Old Dorm Block south of Botsford Drive and the Watzek Sports Center, north of Foster Scholz, and east of the west parking lots. This is developable land which is close to the core of the campus. The Kaul Auditorium defines the eastern edge of this slope directly south of the Sports Center. Relocation of the track to the north playing fields has removed it from locker rooms in the sports center, but it is still within reach, measured by the standards of many other campuses. Land to the west of Kaul Auditorium has been considered as a suitable site for new performing arts facilities.

The **Commons quadrangle** between the Gray Campus Center and the Old Dorm Block has something in common with the entry quadrangle east of Eliot Hall. Both are places of passage and congress, both are rectangular spaces of similar size and largely contained by buildings, and both have in the past suffered from incursions by motor vehicles. As a space, the Commons quad is more formally arranged, being flat and having a symmetrical network of orthogonal and diagonal footpaths dividing its lawns. It is a place to eat in good weather, and a place to relax with friends. In short, it is spatially and functionally complete. There is no room here for development of additional buildings. The Gray Campus Center provides the space with an animated northern edge and Kaul Auditorium has completed the definition of the quadrangle on its western side.

The **east commons** located north of Eliot Hall is one of the more intimate spaces on the campus. Tall trees in the canyon form an edge to the north, and Eliot Hall encloses it to the south. The Quiett Health Center and some large trees on the lawn further reduce the apparent scale of the space.



Landscape Framework

The open spaces discussed above include a variety of very different uses. From them can be distinguished those spaces which have a more formal function in the structure of the campus. Though few are as geometrically formal as the space between the Old Dorm Block and the Commons, most contribute significantly to the overall appearance of the campus. They provide the context within which the buildings are viewed. Each of these spaces includes an expanse of lawn. Some include trees as freestanding specimens or groups. Some have a fringe of vegetation between lawn and building; a feature which is important to the way that buildings in a diversity of styles can be brought together in a harmonious composition.

The critical nature of this relationship between buildings and foreground spaces was recognized when the first campus master plan was in preparation in 1911. Doyle engaged the services of Emanuel Tillman Mische, the superintendent of Portland's parks. He observed that disposition of buildings on the grassy plateau should be complemented by groups of trees, and that "Another purpose of disposing any vegetation in the scheme is to relieve the line of intersection between the foundation of the building and the plane surface of the lawn area." Had he made that observation now, he might have added that such separation is also desirable to remove the noise of mowing equipment from the immediate vicinity of the building and its open windows.

Though initial campus plans proposed a series of linked quadrangles, later generations moved decisively away from such formality to freely associated groups of buildings and trees. Today's campus marries both concepts, with the academic core being resolved into a series of connected open spaces reaching from the sports center and auditorium at the west end to the science quadrangle at the east. Elsewhere on the campus, freer groupings of buildings remain.



Potential Building Sites

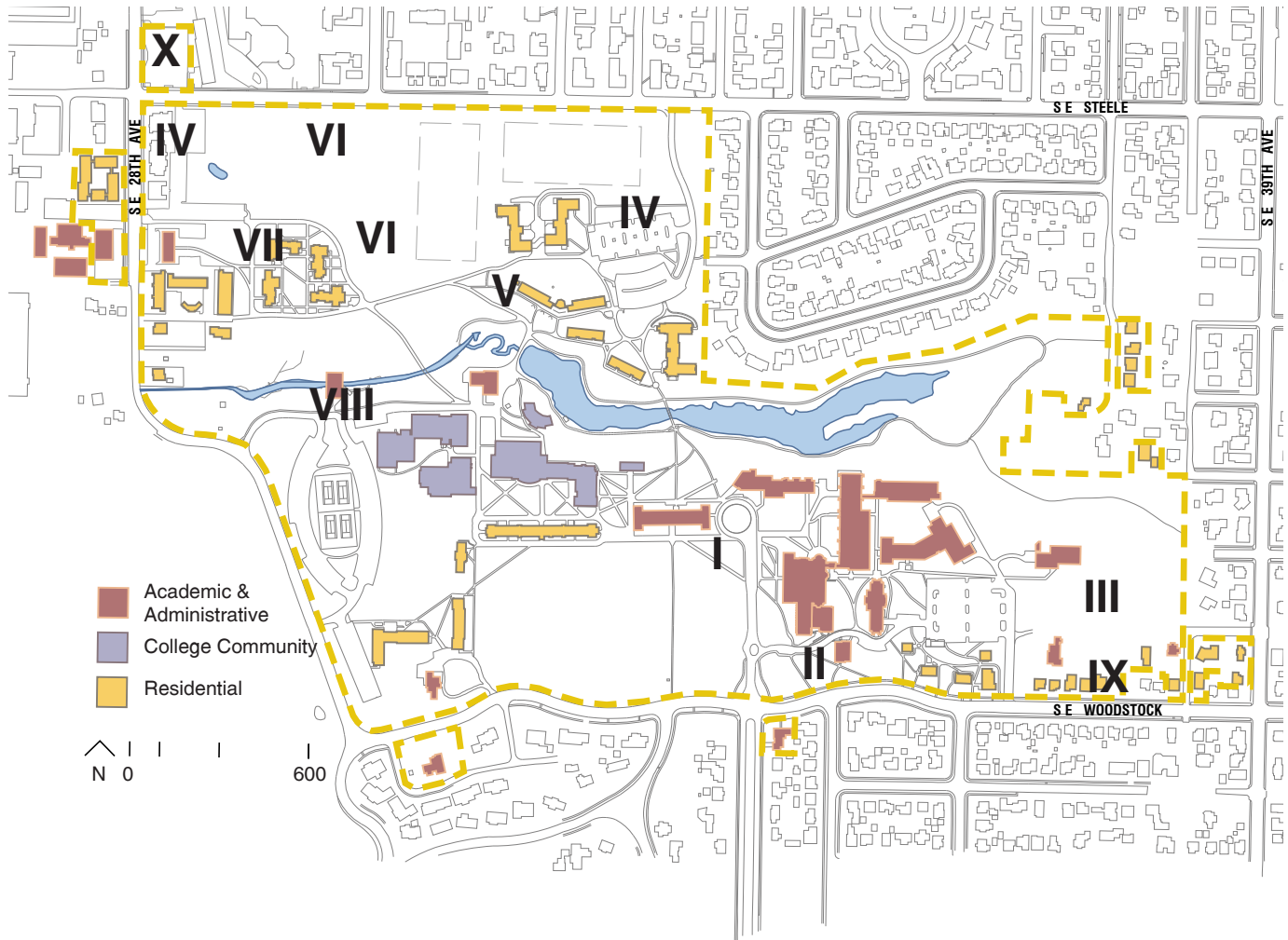
The discussion of open spaces identified which sites might be considered for future development and which should be conserved in their natural or landscaped states. The passage on *Campus Structure and Form* gives some clue as to where new uses should be located to capitalize on proximity to related activities. The landscape framework plan on the preceding page begins to describe formal relationships between landscape and buildings. All of this information can be put together to identify appropriate sites for future buildings, and those which may fulfill locational criteria for other facilities. Some of the sites shown may prove unsuitable for development, and others may commend themselves for consideration. In siting new facilities, consideration should be given to site areas required to accommodate storm water detention and treatment facilities. Requirements may become more exacting in the future, and so generous allowances of land should be made in preliminary planning. The intention here is to demonstrate how established patterns might be expanded to build on the complex relationships which have evolved with the College since its foundation.

The order in which potential sites are listed follows the same sequence as the description of campus open spaces above, and does not relate to the order in which sites may be developed.

- I The northeast corner of the great lawn could accommodate a building (I) designed to complete the quadrangle flanked by Eliot Hall, the Library, Knowlton Physics Building and the Vollum Center. However, no such building is currently being considered.
- II Southeast of the library, the Greywood Building which was originally constructed as a temporary structure survives from WWII. When it is cleared, its site together with the adjacent lawn to the east will provide an opportunity to site a new building (II).
- III The east meadow is reserved as a site for future development (III).
- IV The north campus is the College's greatest reserve of potential development sites. Additional student housing may be located on sites near Steele St. (IV), although none is planned at this time.
- V Additional and/or replacement housing for students may be developed to the west of the Cross-Canyon Housing (V).
- VI Part of the north campus may be developed with tennis, track and other sports facilities (VI).
- VII Site of new student housing to which additional units may be added (VII).
- VIII Renovation and expansion of the theatre building will affect land immediately adjacent to it. This use may eventually be removed to a new Performing Arts Center.
- IX Faculty houses located along Woodstock.
- X The vacant property on the north side of Steele Street adjacent to SE 28th Avenue is reserved for long-term redevelopment.

In addition to these discrete sites are a number of infill sites, often small, but located close to the established facilities which they must supplement.

Potential Building Sites



Groups of buildings of similar use can be extended to include potential building sites. These sites can be expected to exhibit locational characteristics suited to new facilities of the same use category. The validity of these locations can be tested through applications of more specific criteria. Not shown are numerous opportunities for infill development, typically compact development which would complement the functions in adjoining buildings.

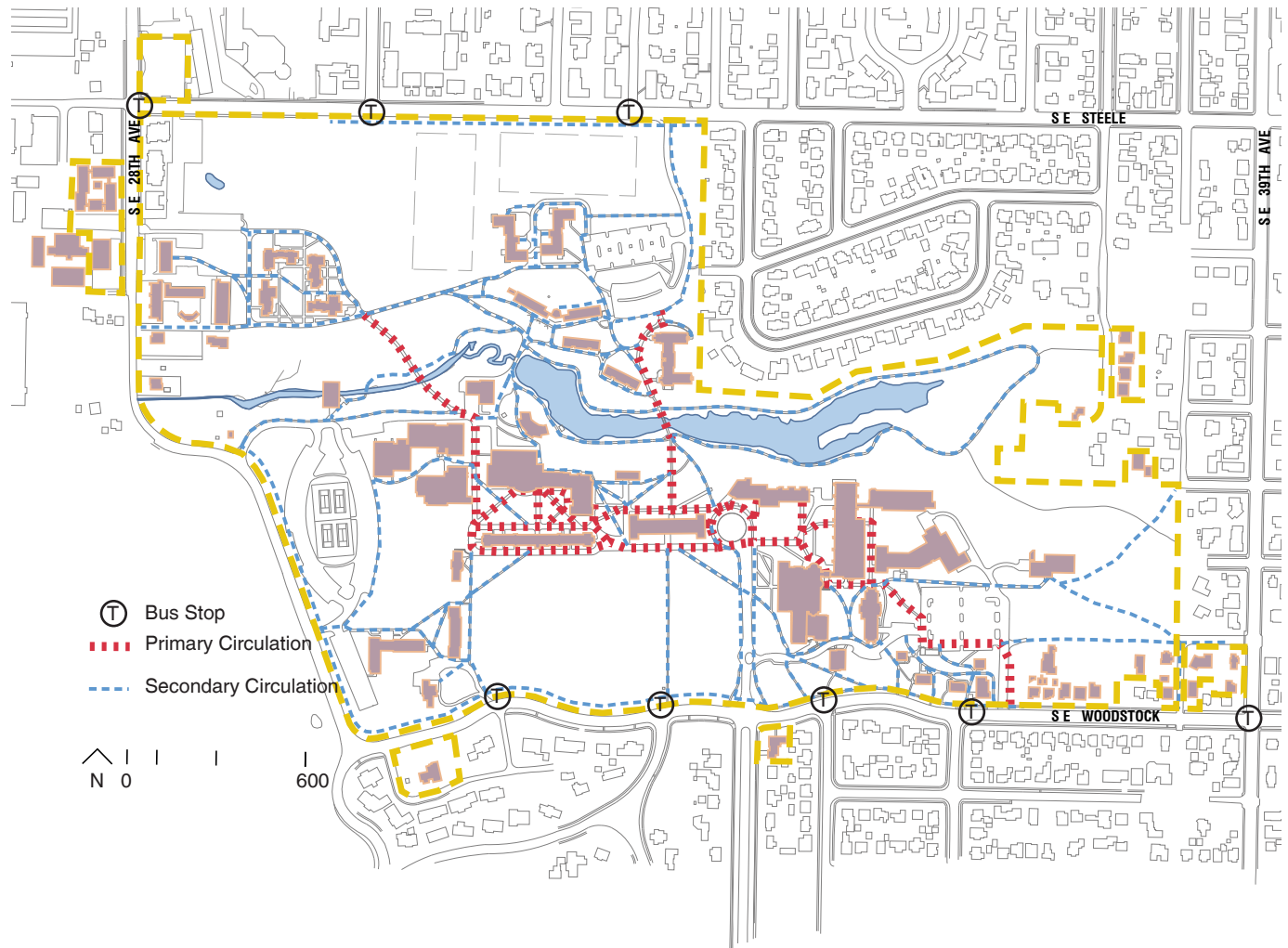


Campus Circulation

Five separate but related systems of circulation must be considered. These are for pedestrians, bicycles, emergency vehicles, service vehicles and other traffic. While each is important to the proper functioning of the campus, priority must certainly be given to circulation on foot — which may be thought of as an extension of the circulation of people within buildings. This priority is justified by the minimal conflict of foot traffic with those activities and facilities which are central to the purpose of the College. It is also consistent with the College's commitment to sustainable practices. Motor traffic, by contrast, is in direct conflict with many campus uses and is unacceptably intrusive in several respects. General principles for accommodation of the five systems of circulation on campus can be summarized thus:

- **Pedestrian circulation** should be afforded the highest priorities for safety and convenience throughout the campus, including both developed and natural areas. Footpaths should follow a fairly direct route between principal points of origin and destination, otherwise shortcuts will be used. Safety in design for pedestrian routes for both day and night time use is of paramount importance.
- **Bicycle circulation** involves minor conflicts with some activities, as for example the obstruction of building entrances by parked bicycles. Riders will tend to use pedestrian routes regardless of any regulations to the contrary, so their circulation should be accommodated with safe surfaces and sight lines and with conveniently located bicycle racks throughout most of the pedestrian system. Wherever bicycles are unacceptable, their use should be actively discouraged through appropriate design rather than by reliance on prohibitory signage.
- **Emergency vehicles**, specifically firefighting vehicles, must be able to get to every building on campus. Generally an unobstructed route at least twenty feet wide must be maintained along two or more sides of each building. Since response time to an emergency is often critically important, a fairly direct access route from campus entrances to each building is desirable. Unfortunately free access for emergency vehicles is open to abuse by other drivers to the extent that removable bollards and other devices are sometimes necessary to prevent unauthorized circulation and parking.
- **Service vehicle access** is occasionally necessary to every building (for furniture removals etc.) but regular circulation of service vehicles is limited to a few loading docks. These include deliveries of mail, food, equipment and other supplies, and removal of garbage. Some of these vehicles are large and noisy, all could compromise the safety and amenity of pedestrian circulation. Their circulation should therefore be routed as directly and inconspicuously as is reasonably possible between campus entrance and point of service. Vehicles with several points of service should be actively discouraged from circulating through the campus using footpaths. The only exceptions should be security and maintenance vehicles.

Campus Pedestrian Circulation



Pedestrian circulation is afforded the highest priority within the campus. This means that considerations of safety and convenience for those on foot are of the utmost importance. A distinction can be made between primary and secondary pathways, most of which also serve as bicycle routes.



- **Other vehicular traffic** rarely has any valid reason to circulate within the campus. When automobiles, trucks or motorcycles do drive through the campus they create noise and fumes, they compromise the safety and amenity of pedestrians, and when they are parked they create obstructions which are at best unsightly but which may also be dangerous - for example by blocking the route of an emergency vehicle. Circulation and parking of these vehicles within the campus should be actively discouraged. Existing and planned parking lots are located near the edges of the campus and have direct connections to the public street system. Proper provisions for motorcycles should be made in these lots so that their invasion of pedestrian areas near the center of the campus can be prevented.

Two aspects of pedestrian circulation that deserve special consideration are personal safety and access for the handicapped. As a general principle, the needs of handicapped persons should be accommodated wherever practicable. In any event, the stipulations of the *Americans with Disabilities Act* of 1991 [ADA] must be satisfied in all new development and in major remodels. Some existing buildings are not capable of meeting current standards of accessibility without such drastic remodeling that even if it were affordable the use and appearance of the building would be seriously compromised. Eliot Hall is an example of such a building; elevator service between floors has now eased internal circulation, but not all entrances to the building can be made wheelchair accessible. Whenever a building is remodeled or a footpath reconfigured, however, consideration should be given to making it more amenable to the semi-ambulant, the blind and others suffering handicap, including those in wheelchairs.

Personal safety is a concern which influences the design of the footpath system, lighting and landscaping. An individual's sense of personal safety is as important as the minimizing of actual risk since it affects the quality of their life on campus, and thus their ability to perform well.

Personal safety in parking lots can be improved in three ways:

- Lighting should be designed to give a fairly uniform level of illumination throughout each lot. Lighting should be bright enough to enable people to recognize one another at a car's length or more, but should not be so bright that areas immediately outside the lot are cast into inky darkness by contrast.
- Shrubs and other landscaping within and immediately adjacent to the lot should be of a height and configuration to minimize opportunities for personal concealment.
- Exits from the lot, especially by car, should be limited so that access and exit opportunities for a thief or other felon are limited. Pedestrian routes in and out of the lot should be located away from dark corners and other potential places of personal concealment, be well lit and have clear sight lines ahead and behind.

The safety of footpaths can be improved by:

- Provision of consistent and adequate lighting throughout the pedestrian network. Lighting on footpaths should be bright enough to enable people to recognize one another at several yards' distance, and spillage of light off either side of the path should be sufficient to reveal anyone standing nearby. Pronounced contrast in lighting levels should be avoided. Illumination of the walking surface is less important than lighting the faces of walkers and cyclists. Spillage of light above horizontal should be prevented to conserve dark skies, and light trespass into nearby occupied spaces should be avoided.
- Footpaths should be routed clear of large trees, corners of buildings and other objects which block views of the path ahead and space to either side of it. They should however follow a fairly direct route between principal points of origin and destination, otherwise shortcuts will be used and the intended safety features will be bypassed.

Lighting for pedestrian safety and convenience also affects the appearance of the campus by day. Lighting installed along many of the campus footpaths and elsewhere since 1990 was selected to be compatible with old and new buildings and with prevailing landscape features. It is intended that these will become the standard fixtures for use throughout the pedestrian system on campus, providing visual continuity and adding appropriately to the overall appearance of the campus. There are two exceptions to this uniform application: some areas will continue to be lit by fixtures mounted on nearby buildings, and some parking lots will continue to be lit by fixtures designed expressly for that purpose.



2.4 Traffic, Circulation and Parking

Planned improvements are unlikely to increase traffic generation. If more student housing is provided on campus, then a slight reduction in automobile and bicycle trips to and from the campus can be expected. However, many students who live on campus will want to keep their cars close at hand, so an increase in on-campus parking demand may be expected even as daily trip generation diminishes. Provision of spaces near new housing should be considered.

The Kaul Auditorium hosts performances which are open to the public and these may draw audiences from distant locations. This occurs principally on weekends and in the evening. It avoids critical peak hour periods and therefore has little impact on street and intersection capacities nearby. The additional parking provided in the recently reconfigured west parking lot is convenient for visitors to Kaul Auditorium, and ensures adequate parking on campus.

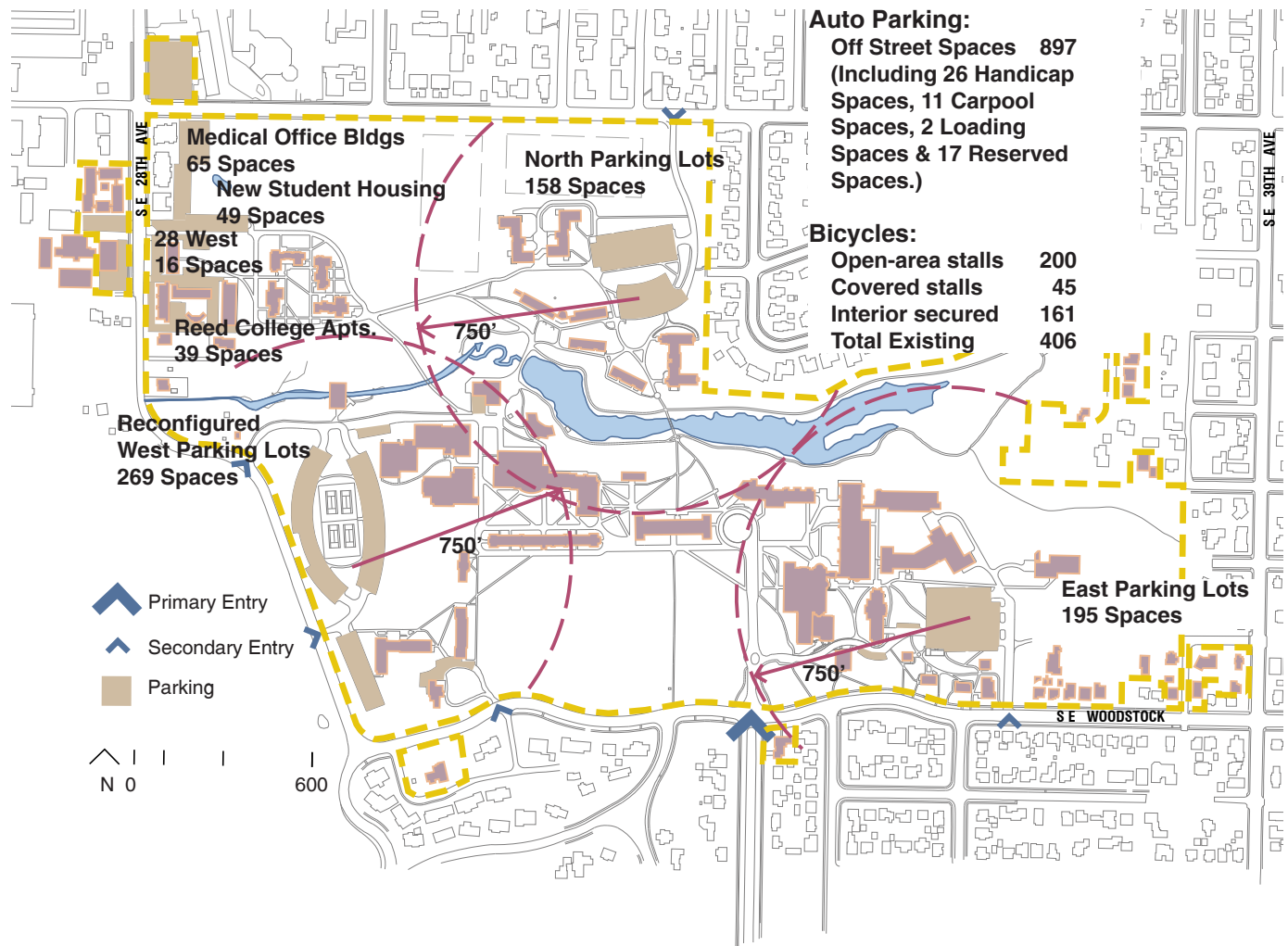
The basic off-street minimum parking requirement for colleges in the City of Portland Code is at the rate of one space per 600 square feet of floor area exclusive of dormitories plus one space per four dormitory rooms; or as otherwise agreed in the course of Conditional Use review (33.266.110 table 266-2). Under the basic standard requirement, almost 1,000 parking spaces would be needed. However, a case has been made for departure from these standards as provided for in the code in recognition of the abnormally high ratio of floor space to population at Reed. The stated purpose of the City is to ensure sufficient on-campus parking to meet the College's needs, but to avoid over-provision of parking which would tend to discourage use of other modes of transport.

A strategy that has been implemented as a direct consequence of adoption of the 2006 campus master plan update has been a shift of administrative functions away from the academic center of campus. One of the reasons for this was to reduce demand for parking in the east lot, since there is evidence that overflow parking from this lot has used neighborhood streets. Some administrative functions have moved to former medical offices in the northwest corner of the campus, and it is proposed that use of parking lots associated with the medical offices be formally added to the College inventory. This would be consistent with the removal of demand from the east lot, and with the increase in parking demand attendant upon construction of new housing. Within the ten-year life of this master plan, it is anticipated that all of the medical offices will be used by the College, or will be replaced with College uses.

The College encourages faculty, students and staff to park on campus and not on adjacent streets. Reed has worked consistently at maintaining a good relationship with neighboring communities, and values their continuing support. A supply and demand analysis for campus parking has been prepared by Kittelson & Associates and is included in the Appendix.

Faculty, staff and students at Reed are requested to register their cars with the College, but in keeping with the philosophy of the institution, registration is not mandatory. Not all students use their cars to drive to campus each day. A large proportion use bicycles, walk or use Tri-Met services. In recent years, more students reside on campus, with a consequent reduction of trips to and from it. The modal split is variable from year to year, so the best indication of current auto and bicycle use is in observed parking rates which are included in the traffic impact analysis.

Campus Vehicular Access and Parking



Since no increase in the size of the college community is planned, no significant change in traffic attributable to the College is anticipated. Most movements will continue to be made during off-peak periods, so the effects on adjacent streets will be minimal. Parking on these streets by College personnel is actively discouraged. Parking will continue to be concentrated in three major lots which are roughly equidistant from the center of the campus. Additional parking in the northwest corner of the campus is proposed to serve new housing and relocated administrative functions as a means of decreasing pressure on the east parking lot.



While faculty and staff for the most part have predictable destinations when they arrive on campus each day, students do not. The approach has, therefore, been to provide for parking in three major lots which are approximately equidistant from the core of the campus. The combined capacity of these lots is in excess of observed total parking demand in an average year to allow for unpredictable changes in preference from day to day. Overall preference is reflected in the relative size of each lot.

Proposed new buildings adhere to established patterns and groupings. While the precise location of each may prompt a change in the preferred parking location for associated faculty and staff, they will be few in number, and the shift will be insignificant compared with the effects of changing student destinations on campus. We therefore believe that the three main parking lots, together with small lots in the northwest campus, which include some aggregate surplus capacity, provide the best and most responsive solution to satisfaction of campus parking needs.

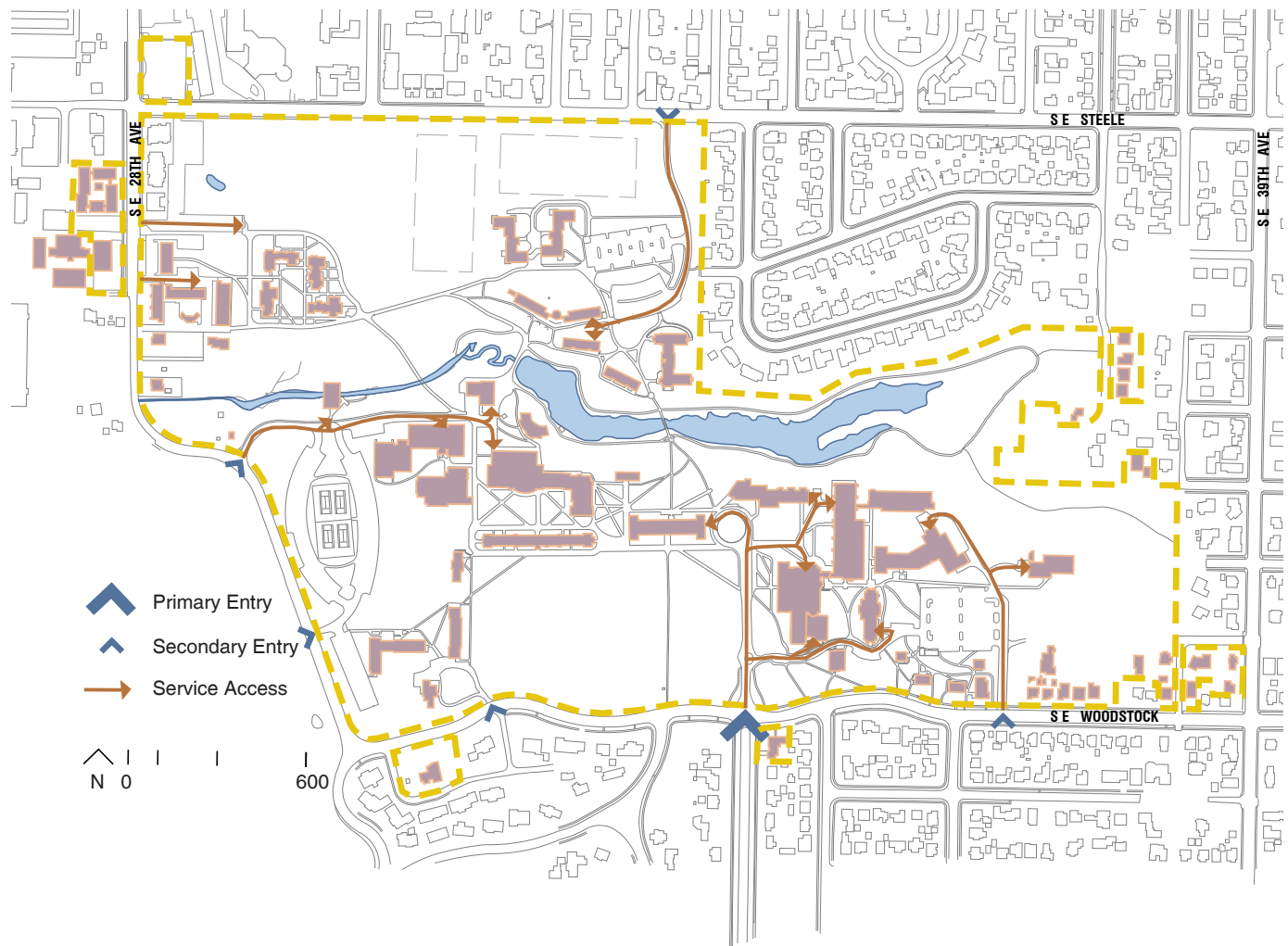
As noted above, and as the transportation analysis confirms, arrivals and departures of students and faculty do not conform to conventional morning and evening peaking patterns. The majority of vehicular movements onto and off the campus occur outside the am and pm peak periods. Consequently, College traffic contributes relatively little to peak traffic conditions at SE 28th/Steele and SE 28th/Woodstock intersections. See the attached transportation impact analysis in the Appendix for details.

The possibility of stickers to identify cars belonging to students has been raised from time to time by local residents and others. The difficulty is that there is no certain way to ensure that students will declare car ownership, or that they will affix the identification to their vehicle. Limiting access to campus parking may increase parking on local streets by those who, for whatever reason, do not have the appropriate identification displayed. Such a practice would also create a problem for campus visitors, since reservation of visitor-only parking stalls has proven to be unenforceable.

The College has implemented a series of initiatives aimed at reducing the number of single occupant vehicle trips to the campus each day. These are discussed below in the section titled *Transportation Management Program*.

Special management of traffic is from time to time necessitated by major construction projects which may involve a substantial increase in heavy vehicle movements and displacement of normal traffic through temporary diversion routes. Special traffic management measures are necessarily specific to each project by size and location, and the time of year. The Master Plan does not address any such projects, since none is sufficiently defined at this time.

Campus Service Access



Primary service access to the campus is via Botsford Drive from SE 28th Ave. This serves the Commons and physical plant areas which require frequent visits by service vehicles. Eliot Hall and buildings to the east are serviced via the main entrance and the east parking lot entrance, both off Woodstock Blvd. Limited service is provided from Steele Street via the north driveway to buildings north of the canyon. Circulation of service vehicles across the campus is to be actively discouraged, since it conflicts with pedestrian safety and amenity.



2.5 Transportation Management Program

For many years Reed College has striven to promote personal transportation by means other than single occupant automobiles. For example, freshmen are introduced to the Tri-Met system and fare schedules, private shuttle buses are run by the College, significantly more bicycle racks are provided than required by code, and students are encouraged to reside on campus. Specific programs which have been implemented to achieve these objectives are on file with the City. A summary of these is included in the Appendix. The College continues to investigate improvements to its existing transportation management program and a summary of its recent performance is included in the Appendix.

Three Tri-Met bus routes serve the campus. Route 10 runs on Steele St. between Powell Butte and downtown Portland. Route 19 runs on Woodstock Blvd. between Mount Scott and downtown. Route 75 runs on 39th Ave. between Milwaukie transit center and St. Johns. Walkways across the campus to nearby bus stops have been paved, and lighting and other amenities have been provided. Further improvements to the pedestrian circulation system are planned, and passenger waiting facilities are provided near the main entrance to the campus on Woodstock Boulevard.

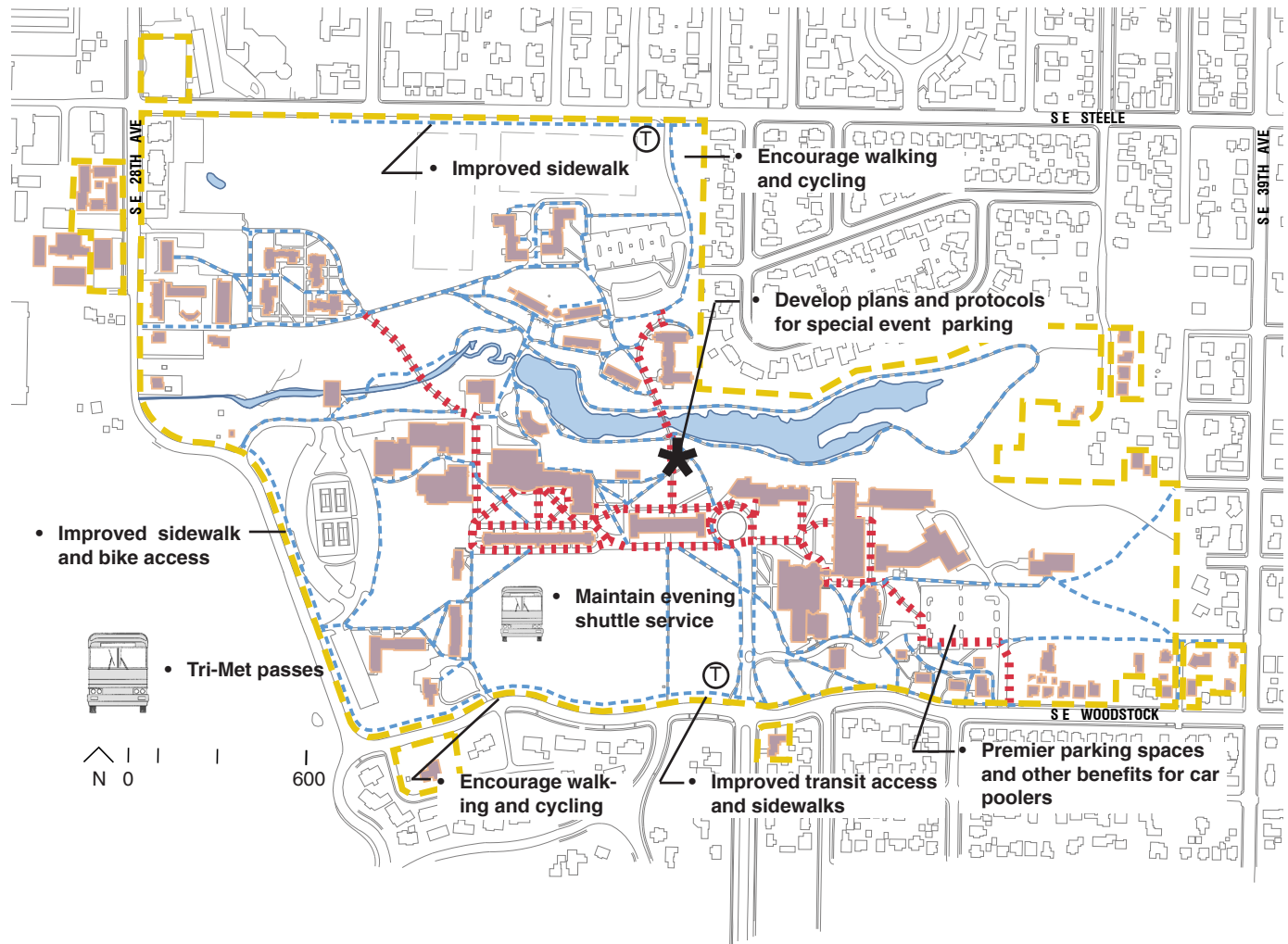
Shuttle buses operated by the College are intended to complement scheduled mass transit services rather than compete with them. Buses are used, for example, to shuttle students home after Tri-Met services have stopped for the night. They are also used for out of town trips to the coast, mountains and elsewhere. The College intends to maintain its existing small fleet of shuttle vehicles and to continue the types of service described above.

The College is currently engaged in enhancement of its established Transportation Management Program. It began this process with a campus-wide voluntary survey of transportation practices in the late 1980s. The results of the survey, while not definitive, were helpful in shaping future program improvements. It was discovered, for example, that there was potential for car pooling among staff. Tri-Met assisted the College in identifying participants and starting a program. Further enhancements to the Transportation Management Program were introduced in 1997 and in 1999. In January 2000, the College subsidy on Tri-Met passes was increased to 50%.

Reed has long promoted use of public transport. The number of students, faculty and staff purchasing Tri-Met monthly passes more than doubled in the two months following introduction of subsidies from the College in February 1991. In 1998-99, 643 Tri-Met monthly passes were sold through the College alone. In 2000-01, this number has risen to 806. In 2004-05 it rose again to 998, and in 2006-07, 1,107 transit passes were purchased, indicating the continued effort of improvement to the Transportation Management Program.

Another initiative by the College was establishment of a bicycle cooperative. College-owned bicycles are made available to students living off campus in return for an assurance that they would not bring motor vehicles to the campus. In 1995, 15-20 such agreements were consummated, and that number continues to grow. In addition, many students have registered their bicycles with community safety. Registration is voluntary, so many choose not to declare bicycle ownership or use. Preferred parking spaces in each lot are reserved for registered carpool uses. These efforts are complemented by lighting and landscape improvements aimed at improving the amenity and safety of the campus for those on foot and for cyclists.

Transportation Management Program



Established transportation management measures in use at Reed are being reexamined to discover how further efficiencies can be achieved. The primary objective is to reduce the numbers of students, faculty and staff who drive to the campus alone. The effects of such reduction would include reduced vehicular circulation on nearby streets, reduced parking demand on campus and in neighborhood streets and a consequent reduction in the number of new parking spaces which must be created at the expense of campus green space.



2.6 Ten Year Improvement Plan

Proposed Major Improvements Projects:

Several planned improvements are listed below, for which general locations are indicated on the map in section 3.2. These projects could all be completed in the next ten years, although history suggests that some will not. The order in which each improvement will be made depends on when each is funded, and so cannot be predicted with any certainty. Consequently, the projects are listed in alphabetical order. For the sake of completeness, facilities that were approved in the 2001 and 2006 campus master plan updates are included again here.

Improvements anticipated within the next ten years include:

- Academic and Administrative Building (A)
- Building remodeling to accommodate changing needs (B)
- Campus Landscape Heritage (C)
- Cross Canyon Dormitory replacement (D)
- Eliot Plaza Improvements (E)
- Health & Counseling Center replacement (F)
- Parker House improvements (G)
- Parking improvements for vehicles and bicycles (various locations)
- Performing Arts Center (H)
- Recreational Facilities improvements (I)
- Remodel or replacement of Foster, Scholz and remodel of MacNaughton and Prexy (J)
- Student housing (K)

A brief description of each is given in section 3.2 of this document, and a map showing approximate locations appears in section 3.5.

Proposed Landscape Improvements:

The City Forester has reviewed Reed's ongoing maintenance and replacement program for trees; especially those near the campus boundaries which affect the arboreal environment of adjacent streets. The campus is found to be in compliance with City forestry standards. Ongoing landscape improvements including tree plantings continue around the campus.

Storm Water and Drainage:

Much of the campus drains naturally over and through surface soils into the Canyon which divides it. Other areas have been provided with storm water drains which divert surface water into the Canyon via EPA approved catch basins. A dam retains Reed Lake, and serves to regulate flows entering and leaving the Canyon via Crystal Springs Creek, including runoff from the campus itself. Outfalls into the Canyon have been identified on the updated *Utilities & Water Quality* map which is included in the Appendix. As improvements are made in each catchment area affecting storm runoff, so detention and water quality facilities will be upgraded as necessary to meet prevailing required standards.

Exceptions to this arrangement are the Cross Canyon Dormitories and areas south of the campus core, most of which drain into combined sanitary and storm sewers. Recognizing the burden placed on the City's water treatment facilities by combined flows, the College plans progressive disconnection of storm water drains from combined sewers, providing instead appropriate detention and disposal facilities on campus. These improvements will be implemented whenever major remodel or other construction work is undertaken on structures which contribute to combined flows. For example, as each building in the Cross Canyon Dormitory complex is remodeled or replaced, storm water flows will be diverted from the combined sewer and will be detained and processed as required by prevailing regulations before being discharged into Reed Lake. On the south part of the campus which is too low to drain into the Canyon without pumping, storm runoff will be detained and treated as required on campus before being discharged into the public sewer in Woodstock Boulevard.

Further development on the campus can be expected to increase storm runoff due to an increase in impervious surfaces. However, the ratio of impervious surface to natural and landscaped areas on the campus will remain small compared to other urbanized areas. Implementation of required detention facilities on campus will be made as necessary to limit significant increase in downstream peak flows.



Utilities and Soils:

Existing utilities at or adjacent to the site appear to have sufficient capacity to accommodate all planned improvements. Detailed evaluation of service demands and capabilities will be undertaken as and when each project is developed. In addition, the College, working with Portland General Electric, has completed an upgrade of electrical service to the campus.

Soils investigations from past construction projects on the campus suggest that no extraordinary conditions are likely to be encountered. Specific soils tests will be conducted prior to design of any substantial structure.

Street Improvements:

Street improvements required by the City Engineer were completed in 1999. With the exception of recently acquired property between the canyon and SE 28th Avenue, all public streets on which the Reed campus has frontage are now fully improved.

Checklist:

The list that follows consists largely of items presented elsewhere in the draft master plan, but here they are drawn together in the form of a checklist which could be used by Permit Center personnel in reviewing an application for conformance with the approved master plan.

It should be emphasized that none of the improvements listed here anticipates any significant increase in the student population, and that no additional parking or transportation impacts beyond those evaluated in the *Transportation Master Plan Update* are expected.

1. All campus improvements will conform to current code requirements, such as minimum setbacks, maximum building heights, etc., although some exceptions to setback requirements and landscape standards are in effect. (see section 3.5 *City of Portland Written Statement* for details.)
2. Increases in impermeable surfaces on the campus will not exceed 5% of campus area within the ten year life of the master plan. Current and proposed site coverage are well within the permitted 50% limit, and landscaped area will remain well in excess of the required 25% minimum.
3. No significant expansion of the contiguous campus grounds is anticipated. Increments consistent with the acquisition of adjoining residential parcels, such as those near SE Knight, are anticipated.
4. Substantial increases in numbers of on-campus parking spaces are not planned. However, reconfigurations and minor expansions of lots may occur. The number of parking spaces will be maintained within 10% of the number spaces identified in the *Transportation Master Plan*, Table 14(Appendix).
5. Improvements to existing playing fields are anticipated, but will not change their use from playing fields. The tennis courts may be relocated.
6. Projects included in the master plan for which conditional use approval was previously granted include:
 - completion of remodeling and reconstruction of the Cross Canyon Dormitories, using the existing sanitary and storm water systems;

- addition of a third building to the pair of residence halls, Sullivan and Naito, which were constructed in 1997;
 - remodel and expansion of the Theatre on Botsford Drive;
 - remodeling of a college-owned residence to house an on-campus child care facility to support the college community. (change of use permit needed)
 - construction of a new science building on a site to be identified east of the library and near the other science buildings. The building will be no higher than the chemistry building and will have limited visibility from Woodstock Blvd.;
 - Each of these projects may include water quality facilities sited nearby. The location, design and appearance of such facilities will be influenced by water quality regulations in effect at the time of construction.
7. Stream improvement has been undertaken in collaboration with the Department of Fish and Wildlife, and with the Audubon Society. This is expected to continue intermittently. Efforts continue to remove invasive non-native vegetation and to plant native species in the canyon area. Efforts also continue to enhance the environment for improved water quality and animal habitat.
 8. Existing spaces vacated by removal of activities to new accommodation will be remodeled as opportunities arise. Also, some other spaces will be renovated to satisfy changing demands and meet current building codes. In some cases, these remodels will include modest expansions beyond the existing building envelope.



2.7 Subsequent Updating of the Master Plan

This master plan is essentially dynamic in nature: it is designed to accommodate change, depending more on a strategy for deciding upon and effecting improvements than on finite plans which dictate where specific buildings should be located. An ongoing effort is therefore necessary to ensure that decisions affecting the future of the campus are made on the basis of an up-to-date understanding of current circumstances and the probable consequences of anticipated changes. An adopted process is therefore necessary to give continuity and coherence to decisions concerning the allocation and reallocation of space, the maintenance of buildings and of undeveloped areas of the campus.

It is recommended that the Buildings and Grounds Committee of the Board of Trustees, which has overall responsibility for the campus fabric, should initiate a review no later than five years after adoption of this master plan. That review need not result in updating the master plan, but should examine assumptions upon which the plan is based, as well as updating the list of anticipated projects. At the same time, it would be prudent to measure the effect of the transportation management plan, including a check on utilization rates in each parking lot.

The Vice-President and Treasurer and the Dean of the Faculty, being repositories for awareness of unmet needs, should be jointly responsible for alerting the Buildings and Grounds Committee of any need to initiate an update of the master plan before five years have elapsed. An update will be required by the City if any new project is proposed which was not addressed in sufficient detail in the current master plan, or if certain conditions of approval are not met.

Two standing committees have been established under the purview of the Buildings and Grounds Committee. These are the Space Allocations Committee and the Canyon Committee. Space allocation responsibilities are to ensure appropriate allocation of available space between the various elements of the college community, to respond to changing circumstances by arranging reallocation and remodeling of space as necessary. The Canyon Committee responsibilities include preparation and implementation of a canyon management plan, coordination with the Canyon Day committee, and response to all issues and concerns which arise in relation to the Canyon.

It is anticipated that from time to time it will be necessary to assemble *ad hoc* committees to undertake special studies. An example is the special committee which was assembled in 2003 for the purpose of developing a plan and approach to new campus housing.

This master plan also serves as the City's adopted master plan for conditional uses in a residential area. Formal adoption of the previous plan was filed by the City in August 2006.

CITY OF PORTLAND CONDITIONAL USE MASTER PLAN

This section of the Campus Facilities Master Plan document has been arranged to provide a direct response to each of the issues raised by City staff at the Pre-Application conference and in other communications. The basis for this material is the Campus Facilities Master Plan as presented in Section II, where assumptions and intentions of the plan were presented in non-technical terms for use by College decision-makers.

The following outline of responses for the updated Master Plan is structured around the relevant code sections.

3.1 Planning Context

The campus, totaling about 120 acres, is surrounded on three sides by residential neighborhoods and is bounded to the west by SE 28th Avenue, the Rhododendron Gardens and the Eastmoreland golf course. The campus is zoned for low density multifamily residential use. College facilities are allowed as conditional uses, requiring a level of public scrutiny for any development on the campus. An environmental overlay zone was added in 1991, affecting Reed Lake, Crystal Springs Creek, and their surroundings. The boundaries of that zone were amended in 1997, and all codified aspects of the zone were addressed in the Approved Master plan of July 1999.

An important purpose of this master plan is to present to the Portland Bureau of Planning and adjacent neighborhood associations as complete an overview as possible of development activity which is anticipated to occur on campus during the next ten years. In 1990, and again in 1997, 1999, 2001 and 2006 a conditional use master plan was approved by the City, following a prescribed process of public review and evaluation by city staff. Since that time, a number of projects which are consistent with these plans have been approved and implemented. Not all approved projects have yet been implemented, and these are included in this master plan for completeness.

Issues of particular interest to the City are those that are likely to affect public utilities and services. These include traffic circulation and parking, transit, public safety, sewage and storm drainage, and anything which might affect the quality of life of those who live or work nearby. Since no significant increase in the size of the student body is planned, little change in these issues can be expected. New buildings will certainly be built on campus, but these will, for the most part, improve or supplement existing facilities and will serve existing populations.



The following is a summary of facts and figures related to implementation of this master plan:

Average student headcount:	1387	Proposed:	1380
Current student headcount:	1492	Anticipated:	1483
<i>...of whom up to 835 are resident on campus</i>			

Current Faculty headcount	135	Proposed:	150
Current Staff headcount	317	Proposed:	350

Sensitivity analysis revealed that the study intersections could continue to operate successfully under 2016 forecast conditions using a hypothetical headcount of 1935; approximately 30% greater than expected.

Current am peak hour trips:	200	Maximum Analyzed:	260
Current pm peak hour trips:	295	Maximum Analyzed:	385

Total available off-street parking spaces:	897
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Required secure bicycle spaces:	116
Current secure bicycle spaces:	161

3.2 Specific Approvals Requested

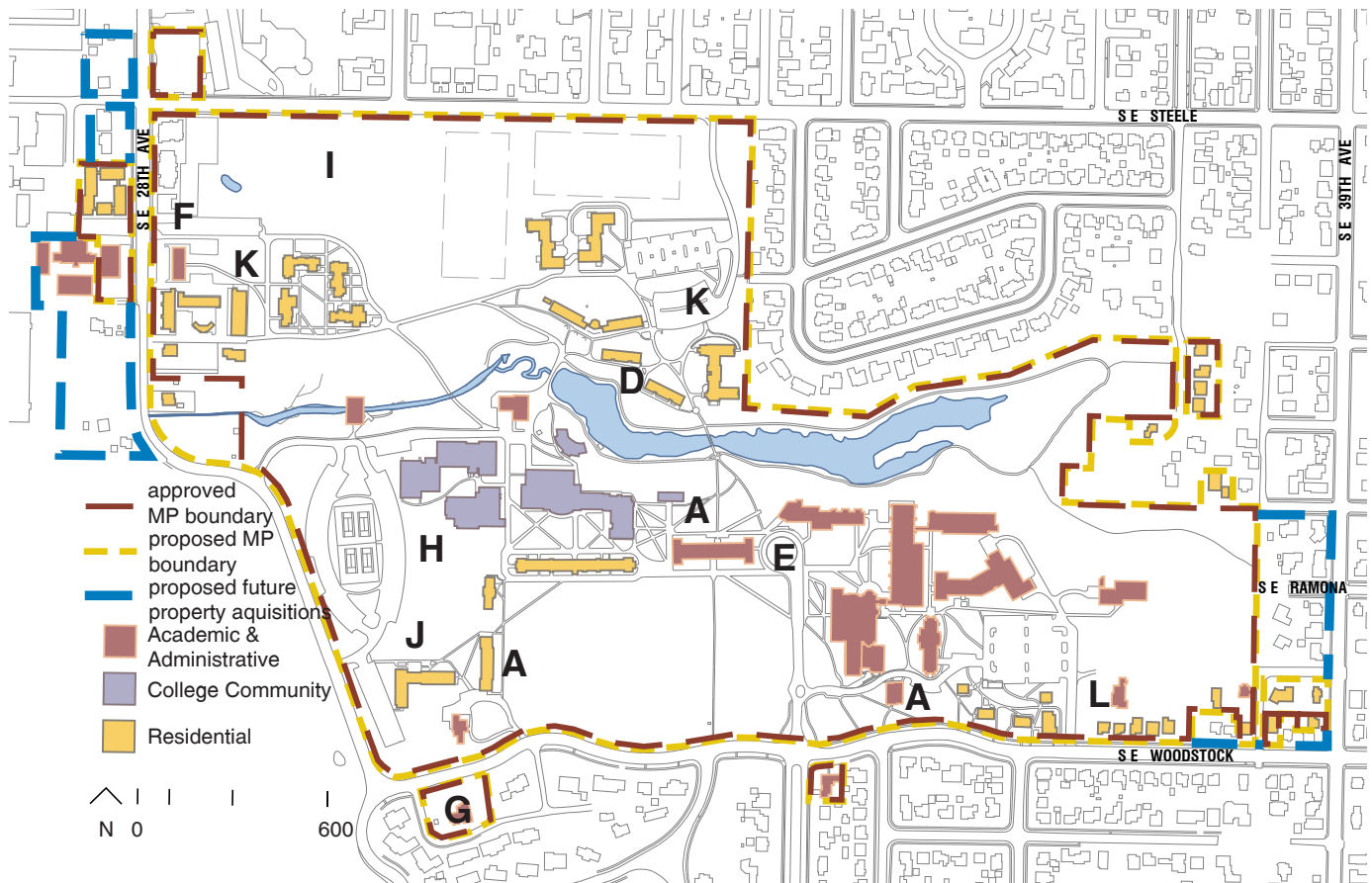
This application is for approval of an updated Conditional Use Master Plan for the Reed College Campus, which includes campus boundary changes and inclusion of the Parker House for college uses, the specifics of which are described in subsequent pages. For the sake of completeness, facilities that were approved in the 2001 and 2006 campus master plan updates are included again here.

Improvements anticipated within the next ten years include:

- Academic and Administrative Building (A)
- Building remodeling to accommodate changing needs (B)
- Campus Landscape Heritage (C)
- Cross Canyon Dormitory replacement (D)
- Eliot Plaza Improvements (E)
- Health & Counseling Center replacement (F)
- Parker House improvements (G)
- Parking improvements for vehicles and bicycles (various locations)
- Performing Arts Center (H)
- Recreational Facilities improvements (I)
- Remodel or replacement of Foster, Scholz and remodel of MacNaughton and Prexy (J)
- Student housing (K)
- Dorothy Johansen House remodel (L)

A brief description of each follows.

Projects Submitted for Conditional Use Approval



- A** Academic and Administrative Building
- B** Building remodeling to accomodate changing needs (various)
- C** Campus Landscape Heritage (campus-wide)
- D** Cross Canyon Dormitory replacement
- E** Eliot Plaza improvements
- F** Health and Counseling Center replacement (location undetermined)
- G** Parker House improvements
- H** Performing Arts Center
- I** Recreation Facilities improvements
- J** Remodel or replacement of Foster, Scholz and remodel MacNaughton and Prexy
- K** Student Housing
- L** Dorothy Johansen House remodel

Parking improvements for vehicles and bicycles (various locations)



3.2.1 *Academic and Administrative Building (A)*

Specific space needs have not been identified, but it is probable that within the ten-year life of the campus master plan, demand for more academic space will emerge through a combination of displacement from existing buildings, need for more sophisticated facilities, and growth in faculty numbers. Similar factors can be expected to increase demand for administrative space. In locating the site for a new building for academic and administrative uses, several considerations should be born in mind: it should be proximate to the established academic and administrative core of the campus, yet should not further an eastward shift in the center of activity; the site should not compromise important landscape features of the campus; demand for parking in the east lot should not be increased. One site that meets these criteria is that of the Health and Counseling Center, which would have to be re-accommodated elsewhere on campus.

Certain administrative uses could be co-located in Prexy and MacNaughton, suitably remodeled. These might be associated with student services and other mutually supportive activities. They would also be near the Parker House. It has yet to be determined which offices and departments might be relocated to these buildings. Relocation of Music and student housing that presently occupy these buildings would necessarily precede any such change in use.

3.2.2 *Building Remodeling to Accommodate Changing Needs (B)*

Changes and expansions of college buildings are anticipated during the ten-year period of this master plan, although most cannot be defined at this stage. Recognizing this necessity, Condition OO attached to approval of the 2001 Campus Master Plan allows such projects to be permitted without land use review provided that 1) the project is not within 100 feet of non-college owned residential property, not within an environmental zone, nor requires an Adjustment; 2) maintains parking spaces within the approved range; 3) is not subject to land use reviews other than those covered by the Master Plan, nor exceeds established thresholds; 4) does not create new land uses or programs; 5) does not violate other conditions; 6) an addendum describing the project is submitted with final permit drawings. Most remodels are expected to fall within these criteria, and to be dealt with accordingly. Changes and adaptations that are anticipated now and do not fit those criteria are described for each project (A) through (O) in the paragraphs of this Section.

3.2.3 *Campus Landscape Heritage (C)*

The natural and landscaped features of the Reed campus are subject to continuous maintenance, following sustainable practices that have been in place for many years. Improvements in these practices are introduced from time to time, and changes to the landscape are made, occasioned by removal of invasive plant species, replacement of diseased trees, accommodation of development and other events. The natural heritage at Reed is greatly valued as a fundamental characteristic of the campus, and so merits as much consideration as any other part of it. An Environmental Protection Zone is overlaid on the lake, streams and their margins, and an Environmental Conservation Zone covers the rest of the canyon. These confer mandatory protections on natural features and limit development. The college's landscape master plan inventories resources and coordinates improvements across the entire campus and will extend to the property around the creek near SE 28th Avenue.

3.2.4 *Cross Canyon Dormitory replacement (D)*

As models of socially successful housing on campus, the Cross Canyon Dorms (Griffin, McKinley, Woodbridge and Chittick) are widely admired. However, the structures are nearing the ends of their lives, and progressive replacement is planned. Since the City enacted an environmental overlay zone on the Canyon, there are limits on where new buildings may be sited. They may not be located any closer to the lake than the existing buildings. There are also limits on the disposal of storm water and anything else that could affect the environment adversely.

3.2.5 *Eliot Plaza Improvements (E)*

Eliot Circle is built as a vehicle turn-around, but has become a hub for those circulating on foot. Many have suggested that it be redesigned accordingly. As an extension of this project, the portion of the main driveway from Woodstock Boulevard north of the turn to the east parking lot would be devoted to bicycles and those on foot, although access for emergency vehicles and handicapped access would be maintained. This will require relocation of certain activities that require frequent truck access via the main driveway. Occasional uses, such as delivery of exhibits to the Cooley Art Gallery, would be permitted.

3.2.6 *Bicycle improvements*

Preferred bicycle routing is influenced by origins and destinations of riders, but also by the location of bicycle storage. This will be located to encourage use of routes that conflict least with foot traffic. Within the life of the master plan, it is anticipated that discontinuities in both the pedestrian and bicycle routes through campus will be identified and rectified.

3.2.7 *Health & Counseling Center replacement (F)*

In order to restore spaces in Eliot Hall and elsewhere to teaching, the administrative functions that now occupy them are to be removed to a new administrative building. One site that satisfies the location needs of these administrative offices is the site of the existing Health and Counseling Center, north of Eliot Hall. A new site must therefore be found for Health and Counseling, possibly combining it with other student services in MacNaughton or the Commons or moving it to a former medical office on 28th Avenue.

3.2.8 *Parker House Improvements (G)*

The 12,000 square foot Parker House had been on the market for over two years prior to the Reed purchase. A large house of this period complements the architecture of the college. Prexy, a former college President's house across the street on the campus is an obvious point of reference.

The Parker House was built as a grand residential home in 1929 by Mrs. Mary E. Parker. Her husband, Cyrus Jury (C. J.) Parker, and T.H. Banfield founded Parker & Banfield, under which they owned Iron Fireman Manufacturing and Portland Wire & Iron Works. After his death in a plane crash, Mary Parker became president of Portland Wire and Iron Works, and vice-president/treasurer of Parker Banfield Holding Co. The house was designed by notable Portland architect Morris H. Whitehouse, who designed the University Club, Lincoln High School, and the U.S. Courthouse at 620 S.W. Main. Whitehouse led an architectural workshop for four years with notable Portland architect, A.E. Doyle, who designed Reed College's original campus plan and first buildings, including Eliot Hall, Old Dorm Block, and the library.



The home is featured in "Classic Houses of Portland, Oregon, 1850-1950" by William J. Hawkins, III and William F. Willingham, and is eligible for the National Register of Historic Places. The home was designed to accommodate a large family, a household staff of at least two, and large events held in a spacious dining room with seating for 16. Outside, the grand staircase leading off Woodstock Blvd. is an original feature of the home and welcomes guests to this home and to the neighborhood. Inside, the home includes a grand circular staircase atop a large foyer, an elegant space for visitors to gather when entering the house. The home includes several large spaces for group gatherings, including a large living room, dining room, intimate library, and large bar in the basement. Originally, servants served the occupants through a back staircase to laundry facilities, the kitchen, and maids quarters. Bedrooms are thoughtfully arranged to include rooms with either separate or adjoining baths to accommodate visitors.

Mrs. Parker and Morris Whitehouse are part of Portland's history. Parker, and each of the other two owners since, used the house as a gathering place for family, friends and community. Many neighbors in the Eastmoreland neighborhood have shared stories about the house, having known the various owners over the decades.

As part of its use of the house, the college would like to share the history of Eastmoreland and the college through the Parker House. Reed will collect stories, photos and memorabilia from neighbors and those who have ties to the house, to display and share with the Eastmoreland community. The college will work with the neighborhood to find appropriate ways to share the history of the neighborhood through various potential programs. Suggestions received to date include the following: developing a program for the neighborhood's schools; making the house available for the neighborhood's schools to use for special fundraising events appropriate to this venue; arranging to open the house for neighbor tours. All community use will fall within the college's use limitations, as outlined in this section.

The college plans to use the house in the manner of a grand residence, although currently there is no plan for anyone to maintain a permanent residence there. Great care has been taken in renovation of the house to preserve its residential character, both inside and on the exterior. The qualities of the immediate surroundings have thus been reinforced in their period residential appearance. Intended uses for the Parker House include the following:

- Formal breakfasts, luncheons, dinners, and small social gatherings for on- and off-campus constituencies;
- Special meetings for on- and off-campus constituencies;
- Housing for overnight guests of the college;
- Infrequent gatherings drawn from the entire college community;

Many of these events have previously been held in the Presidents house at various locations in Eastmoreland neighborhood, on campus and elsewhere. The college would benefit by bringing these activities closer to the center of operations, and the neighborhood would benefit because close proximity to the main campus will enable visitors to park in the west lot and walk across Woodstock Boulevard to the Parker House, while attendees based on campus will leave their vehicles there and walk.

The college has had many meetings – both formal and informal – with neighbors to discuss planned uses of the Parker House. Among these was an open house at which neighbors were invited to tour the house. Reed has also participated in several meetings with the Eastmoreland Neighborhood Association (ENA) representatives in attempts to arrive at agreement on use of the house. The college has presented draft descriptions of the types and frequency of anticipated events, and the ways in which traffic and noise would be managed. Representatives of the ENA and the college met with a mediator from Southeast Uplift to discuss the issue, and are participating in further discussions. Following the recommendations of the Hearings Officer in August, 2006, more meetings have been held with Neighborhood representatives and revisions to the College’s proposed uses of the house have been made to address specific concerns.

Reed College has made various proposals to the Neighborhood Association limiting uses of the Parker House in ways that would address concerns expressed by neighbors. The most recent iteration of proposed self-imposed limits is as follows:

Overnight stays limited to:

- Guests of Reed College for college-related activities
- Maximum of 4 overnight guests per night

Meetings and social events limited to:

- No more than 500 guests in the house per month.
- No more than 3 meetings and social events per day
- No more than 40 guests in the house per day
- Guest access Monday – Friday, 7:30 a.m. – 10:00 p.m.

Saturdays 9:00 a.m. – 10:00 p.m., except for board of trustees Saturdays, which start at 8:00 a.m. (3x/year) Staff may enter the building 1 hour prior to the guest access start time and 1 hour after the guest access end time.

- No more than 6 Sundays per year. Sunday events will not start before 9:00 a.m. and will end by 10:00 p.m. Staff may enter the building 1 hour prior to the guest access start time and 1 hour after the guest access end time.

Exceptions:

- Up to 2 indoor/outdoor social events per year, with up to 200 people. No other meetings to take place on these days. The number of attendees will be included in the monthly attendance figure, which is not to exceed 500 as stated above. The hours shall fall within the hours of operation as listed above. The college will give neighbors on Moreland Lane, and Woodstock between 28th & 32nd streets, a minimum of 14 days advance written notice of these events.
- Up to 10 indoor/outdoor social events per year, with up to 75 people. No other meetings shall take place on these days. The number of attendees will be included in the monthly attendance figure, which is not to exceed 500 as stated above. The hours shall fall within the hours of operation as listed above. The college will give neighbors on Moreland Lane, and Woodstock between 28th & 32nd streets, a minimum of 14 days advance written notice of these events.



Operation & Maintenance Conditions:

- **Parking and Access.** Reed will advise people not to park on Moreland Lane. All Reed faculty, staff, students and trustees attending events at the Parker House (other than service personnel), as well as invitees to events at the Parker House, will be directed to use campus parking areas and to walk to the Parker House from the main campus per the following methods: invitations used by Reed College will include maps and directions as to the appropriate parking areas and arrangements for visiting the Parker House; for events with more than 10 guests coming from off-campus, a Reed staff member will stand in front of the house and direct people; and temporary signs will be placed in front of the Parker House directing guests to use campus parking areas. The college will provide shuttle or valet parking service between the Parker House and the west parking lot for any event at the Parker House where it will be useful and needed. For example, activities with elderly attendees or people with mobility limitations may warrant shuttle service. College event planners will include these considerations as a regular part of the scheduling process for the specific needs related to any particular event. Invitees will be directed to use the crosswalk at the intersection of SE Woodstock and SE 28th Street. Reed College has added a sidewalk from the west parking lot to Woodstock to accommodate this pedestrian traffic. The main entrance to the Parker House will be approached from the exterior staircase off of Woodstock, not from Moreland Lane. The signage at the entrance to the West Parking Lot will be changed to indicate it is the parking lot for the Parker House.
- **Deliveries.** All deliveries and outside service providers to the Parker House must occur between 7:00 a.m. and 6:00 p.m. Monday through Saturday, except in cases when emergency services are required. Deliveries will be received in the driveway of the Parker House. No delivery parking associated with events held at the Parker House is allowed on Moreland Lane. All food and beverage deliveries will be received at the main campus and food and refreshments for dinners and other events will be brought to the kitchen at the Parker House by college vehicles. Food will receive final preparation in the Parker House with cookware stocked at the Parker House.
- **Trash and recycling.** All trash and recycling will be removed by college staff from the Parker House after each event, within the Parker House hours of operation.
- **Landscaping.** Privacy landscaping exists on the west and east boundaries of the house, shielding neighbors from views and sound. A privacy hedge has been planted in front of the front patio, on the south side of the house, to shield neighbors from views and sound, while still providing an aesthetically pleasing view of the front yard. The grounds of the Parker House will be maintained to a quality level comparable to or exceeding properties located in the vicinity of the Parker House. The yard will be well maintained and all yard debris will be removed from the site. No storage of yard maintenance equipment, yard debris, or firewood will take place on the Parker House grounds.
- **General Maintenance.** College Staff will fully maintain the Parker House and its grounds to a level comparable to or exceeding homes in the vicinity of the Parker House.

- **Security.** Reed's community safety officers will monitor activity at the Parker House as part of the regular security activities for Reed College that occur 24 hours per day, seven days per week. Reed's community safety officers will be available 24 hours per day, seven days per week and contact instructions will be given to residents on Moreland Lane and on Woodstock between 28th and 32nd. The community safety officers will keep a log of all calls made to the Community Safety Office with respect to the Parker House.
- **Lighting.** Lighting at the Parker House shall approximate conditions at a residential house and will not be commercial in nature. The front porch light of the Parker House will remain on at night and exterior lamp posts will be turned on during outdoor or evening events. Exterior lighting must be oriented so that no glare that exceeds the standard at 33.262.080 is received by adjacent residential properties.
- **Noise.** All events and activities at the Parker House shall comply with the noise limits for residential uses in residential zones as required by Title 18.
- **Conflict in Parking Demands prohibited.** No event with more than 10 guests coming from off of campus may be scheduled for the Parker House at a time when a 350-person or more event is occurring in Kaul Auditorium that would result in conflicting parking demands.
- **Community Use of the Parker House.** Any community non-profit organization [which must meet the use category of a community service use as defined by PCC 33.920.420] that utilizes the Parker House as a meeting venue must comply with all of the conditions of approval for use of the Parker House, and any community non-profit organization meeting held at the Parker House counts towards the above described limits on a maximum size and frequency of meetings. Meetings and events held at the Parker House that are not college-related must be hosted by a community non-profit organization. The use of, or rental of, the Parker House for non-college related events such as private parties, weddings, receptions, and similar is prohibited.
- **Record Keeping.** Reed will maintain a log of all events scheduled at the Parker House in order to demonstrate compliance with hours, attendance, and frequency of events. The college will furnish this to the city quarterly.
- **Monitoring and Grievances.** The college will designate a representative to respond to any questions or concerns about use of the Parker House. Neighbors will be able to call this representative in the event of issues and concerns, or to call community safety in the event of an immediate concern or emergency. The college will make reasonable efforts to settle immediate concerns, to the satisfaction of the neighbor and the college, in a timely manner.

The college and board of the Eastmoreland Neighborhood Association will each appoint up to three members of a joint standing committee. The committee will have two co-chairs, one from the college, and one from the neighborhood. The committee will meet periodically to discuss specific issues that arise over use of the Parker House, and attempt to settle any disputes to the satisfaction of the Eastmoreland Neighborhood Association, neighbors and the college. The committee may issue reports and recommendations as appropriate to the college, the association, and the City of Portland. This committee will review the annual use of the Parker House and make suggestions as to use modifications.



Problems or concerns fall into three categories, based on the necessary solution: 1. Immediate problems or concerns (e.g. a fallen tree branch); 2. Chronic problems or concerns ; or 3. Long term problems or concerns (eg: the agreed upon operation times don't work for one of the parties).

In the event of an immediate problem or concern, neighbors may call Reed's appointed liaison or the community safety office, who will work to rectify the situation immediately. The incident will be reported to the Parker House joint committee.

The Parker House joint committee will review reported problems and concerns, and determine: if the problem or concern has been resolved; if the problem or concern is chronic; or if the problem or concern is long term. If the problem or concern has not been resolved, the Parker House joint committee will work to find a solution acceptable to the neighbors and the college.

If the committee cannot come to agreement on an issue, a mediator will be brought in to help resolve the problem or concern. (*End of proposed terms of agreement*).

3.2.9 *Parking Improvements and Transportation Management*

Usage surveys of the College's parking lots reveal that aside from special events, they are rarely used at more than 77% of capacity. This fact, coupled with the high value that is placed on trees and landscaped spaces on the campus, and limited potential development sites, suggest that no increase in the number of parking spaces on the expanded campus is needed to meet everyday demands. There may, however, be a case for relocating parking spaces – adjacent to new student housing, for example. Some of the parking that was acquired with the Eastmoreland Hospital property continues to be used to serve offices leased to others; the remainder is being reallocated as the northwest corner of the campus undergoes improvement.

In part, the demand for parking on campus has been curbed by the college's *Transportation Demand Management Plan*, which encourages walking, bicycling, carpooling and use of public transit to access the campus. As greater numbers of students, faculty and staff use bicycles to get to Reed, so the demand for secure and weather-protected bicycle storage has increased. The tendency for many is to leave their bicycles as close as possible to their destination, which suggests a need for numerous locations for bicycle storage located close to major destinations, yet not compromising pedestrian circulation, nor the quality and appearance of buildings or open spaces. Discreet yet convenient and secure bicycle storage properly protected from the weather may be expected to attract increased bicycle use, with a consequent reduction in car parking demand. Some, who spend the whole day on campus (bicycle commuters), favor bicycle storage close to the Watzek Sports Center, where they can use showers and change before walking across campus to their workplaces.

3.2.10 *Performing Arts Center (H)*

Unlike other academic divisions, the performing arts are separated from one another, and are perceived by some to be marginalized from the mainstream of the Reed academic community. Music is divided between Prexy and performance space in the Kaul Auditorium and Eliot Hall. Theatre is divided between the building in the Canyon, and the Theatre Annex west of 28th Ave. Dance shares space with the gymnasium, but has no real home of its own. There are affinities between the performing arts that suggest all could be strengthened by grouping their facilities together, while bringing them closer to the main thoroughfares of the campus. A location that encompasses the Kaul Auditorium and the existing theatre building would enable phased development of the performing arts center. However, in the long term, all would be combined in a single facility that should be closely associated with Kaul Auditorium. Truck access to set-building space adjoining the main stage and black box spaces would be necessary. The tennis courts may need to be relocated north of the canyon to make room for the performing arts center, and parking would be reconfigured accordingly. The large number of nearby parking spaces would be an obvious advantage of this site.

3.2.11 *Recreational Facilities Improvements (I)*

Eventual relocation of all recreational facilities north of the Canyon has been debated, but many have observed that proximity of the Watzek Sports Center to the Gray Campus Center is valuable to students, faculty and staff, all of whom use its facilities. There has also been concern expressed about the evident gradual separation of academic and administrative uses from social and recreational activities. The consensus appears to favor keeping the sports center and allied facilities where they are, with the exception of the tennis courts which are not heavily used, and could well be relocated somewhere north of the Canyon. Temporary use of the cleared hospital site as a practice or pick-up game field would fill an evident need for such space on campus.

3.2.12 *Remodel or replacement of Foster, Scholz and remodel of MacNaughton and Prexy (J)*

Prexy, formerly the home of the college president, is currently occupied by Music. When the Performing Arts Center is built, Prexy will be vacated. It is anticipated that at that time, some or all student housing will be relocated from MacNaughton, and the vacated spaces in both buildings will be remodeled to receive a combination of administrative offices and student services. Significant changes to the exteriors of the buildings are not contemplated, although the configuration of parking areas, driveways and other outdoor features is probable. As some or all students resident in Foster and Scholz halls are relocated, those spaces may also be converted to administrative and student services uses, or to academic offices, or they may be removed.



3.2.13 *Student Housing (K)*

With completion of Naito and Sullivan Halls, Bragdon Hall, the new language house in the Woodstock group, and the new housing north of the second footbridge, the total number of student beds on campus rose to approximately 835. Prior to construction of the new northwest housing, demand for on-campus housing had consistently exceeded availability by about 100 beds. As older student housing is remodeled or replaced, numbers of beds can be expected to diminish. Thus, in order to remain consistent with the college policy of maintaining sufficient housing for students, a demand for 100 to 150 additional beds can be anticipated in the course of the next decade.

Many have commented on the quality of accommodation in Foster, Scholz and MacNaughton halls, with an evident consensus that housing in all three should be replaced within twenty years – possibly remodeling the buildings for other uses or removed as described in the preceding paragraph. Both 2004 student housing studies concluded that accommodation in these three buildings was essentially obsolete. Their removal would create a need for 158 new beds elsewhere on campus in addition to the 100 to 150 new beds cited above. The *Campus Facilities Master Plan* approved by the City of Portland in 2001 recognized the addition of up to 300 new beds on campus, exclusive of replacement beds.

3.2.14 *Dorothy Johansen House remodel (L)*

An addition to the existing Dorothy Johansen House has been requested in order to expand the office capacity of the existing building. The existing parking shelter and greenhouse will be removed and the new addition will be constructed within this footprint. Pedestrian circulation and landscape improvements will also be implemented.

3.2.15 *Amendment of a Condition of Approval of the 2006 Master Plan*

A condition of approval of the 2006 was a maximum student population of 1,325. This number refers to 'full paying equivalent' students and bears little relation to the numbers of students using the campus. In an effort to rectify confusion over FPE, FTE, and other numbers used in the 2006 and earlier master plans, all figures in the 2008 master plan have been converted to headcount. In order to establish a useful threshold population, a headcount number of 1930 has been used in transportation sensitivity analysis. As the most relevant metric to the surrounding neighborhoods is the number of people coming and going from the campus and their effect upon traffic in the area, this threshold would appear to be the most relevant number to use. Thus it is requested that the limit of '1,325 students' on the 2006 conditions of approval be revised to read '1930 headcount'.

Relief is also sought from conditions N and O of master plan approval LUR 01-00369 CUMS AD which limited the number of parking spaces on campus to a minimum of 655 and a maximum of 742. Since that time, the campus has been enlarged by addition of the former Eastmoreland Hospital and other properties, and the number of students resident on campus has been increased. Details of the changes can be found in the Transportation Master Plan Update in the appendix.

3.2.16 Other Anticipated Actions

Most footpaths on the Reed campus are six feet or more in width. Those which are narrower typically serve minor buildings and are therefore used by relatively few people. These include access to the Anna Mann house, the Woodstock language houses, and some of the pathways associated with the Cross Canyon housing. There are two other narrow footpaths: one linking the Health and Counseling Center to the footbridge path, the other along the west side of Eliot Hall. Neither is a heavily trafficked route. As major improvements are made in the vicinity of each narrow footpath, each will be widened to at least six feet. It should be emphasized that all heavily used pathways on campus are at least six feet wide, and that no bottlenecks exist in the circulation system because of narrower paths. Completion of the second footbridge across the canyon will increase circulation options for pedestrians and bicycle riders, further reducing the likelihood of congestion.

Reed College proposes one specific action as a part of this master plan to be formally considered by the City through its Conditional Use process.

- That condition 'G' of the August 2006 approval be revised to permit a total of 897 parking spaces on campus. Much of the increase will be for new on-campus housing in the northwest part of the campus, taking advantage of parking spaces formerly associated with medical offices. This will provide more options for those who drive to campus and is intended to reduce the tendency for some to park in nearby streets. Continued application of the *Transportation Demand Management Plan* will counter any tendency for any growth in the total numbers of vehicles parking on campus.



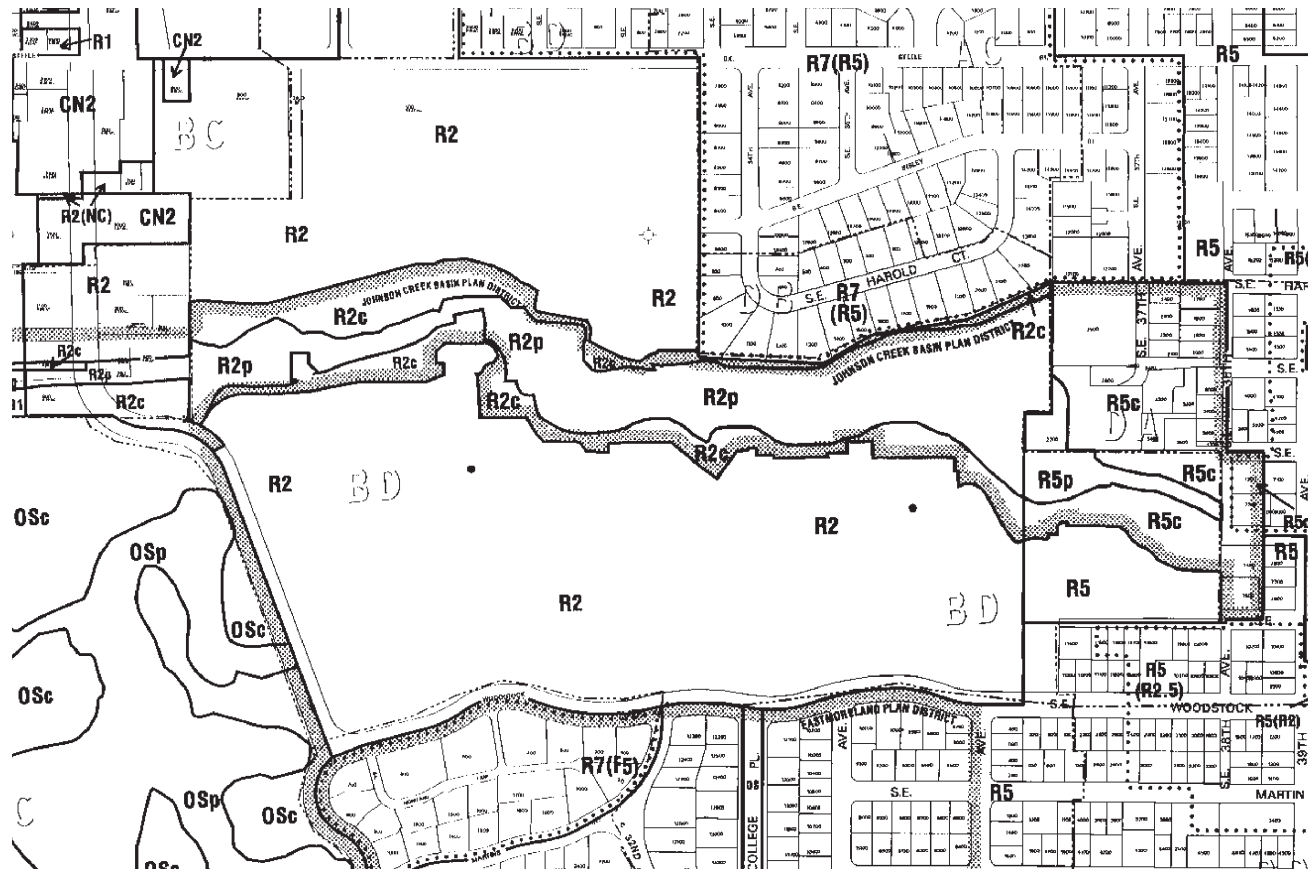
3.3 Improvements within the Environmental Zone

Any replacement or new housing constructed on the north side of Reed Lake would dispose of storm water into the lake via an approved filter bed similar in construction and appearance to that constructed for Bragdon Hall. These and any other improvements made within the environmental zone would adhere strictly to relevant environmental regulations in force at the time of construction.

Phased construction of the new performing arts center may involve remodel and expansion of the existing theatre building that is located within the R2p zone of the West Canyon. Any expansion would be small in comparison to the now-removed swimming pool, barbeque and ticket booth to the northwest of the Theatre. The site of removals is being restored with native plantings to improve natural habitat and natural runoff characteristics of the West Canyon. Any Theatre expansion would be equivalent to only a small fraction of this restored area, assuring a net reduction in impervious area, and a net increase in natural habitat. Any disturbance to soils and vegetation in the vicinity of Theatre construction will be restored to the College's usual high standards.

The College recently acquired a small acreage of farmland between the canyon and SE 28th Avenue. The plan currently under consideration is to restore this area to native habitat as an extension of the protected canyon while retaining the house for College use. Under this plan, invasive plants would be removed and replanting with appropriate species would occur. The new area would be fully integrated into the canyon and would benefit from the ongoing model conservation program that has been undertaken by the college for many years.

3.4 Campus Location Plan and Boundary



The Portland Zoning Map shows that the campus is zoned R2 and R5 for low-density, multi-family residential development. Colleges are permitted as a conditional use within these zones. All improvements therefore require a conditional use permit before a building permit can be issued. R2p signifies an environmental protection zone, and R2c signifies an environmental conservation zone: a buffer around R2p.

The Reed College campus encompasses approximately 120 acres in the Eastmoreland Neighborhood bordering the Reed Neighborhood. The main campus is bounded by S.E. Woodstock Boulevard to the south, S.E. 28th Avenue to the west, S.E. Steele Street to the north and single-family housing, which lies west of S.E. 39th Avenue, to the east. Also included are a number of houses north of Woodstock Boulevard, south of Knight Street and west of S. E. 39th Avenue, a group of homes east of S. E. 37th Avenue and north of Reedway Street, the Willard House and the Parker House, both on the south side of S.E. Woodstock Boulevard, the College's Theater Annex property and the Birchwood Apartments on the east side of S.E. 28th Avenue, and a vacant paved lot on the northeast corner of the intersection between S.E. 28th Avenue and S.E. Steele Street. The campus main entrance is at 3203 SE Woodstock Boulevard. The campus property is owned by the Reed Institute, commonly known as Reed College. Proposed expansion of the current campus boundary is shown on page 3-3.



3.5 City of Portland Written Statement

The revised Portland Zoning Code, Section 33 of the Code of the City of Portland, came into effect on January 1, 1991. Minor revisions to various parts of it have been made periodically since then. Chapter 33.820 of the revised code addresses conditional use Master Plans, and Chapter 33.815 imposes some further, specific requirements for conditional uses.

The basis for control of conditional uses is summarized in Chapter 33.820.50 as a set of three Approval Criteria as follows:

“Requests for conditional use Master Plans will be approved if the review body finds that the applicant has shown that all of the following approval criteria have been met:

- A. The Master Plan contains the components required by 33.820.070;*
- B. The proposed uses and possible future uses in the Master Plan comply with the applicable conditional use criteria; and*
- C. The proposed uses and possible future uses will be able to comply with the applicable requirements of this Title, except where adjustments are being approved as part of the Master Plan.”*

This Master Plan satisfies all these criteria and seeks conditional use approval for the Master Plan as a whole and for proposed uses and possible future uses in an R2 and an R5 zone. The format of this section first presents, in italics, summaries or direct quotes from the applicable code sections, and second, the Master Plan’s responses.

-Chapter 33.820

33.820.020 What is Covered by a Master Plan

A. Present Uses

The Master Plan for which Conditional Use Approval is sought includes the entire area within the main campus together with the Willard House and the Parker House, both on the south side of S.E. Woodstock Boulevard, the Theatre Annex property (exclusive of areas zoned for industrial use) and the Birchwood Apartments on the east side of S.E. 28th Avenue, and a vacant lot on the northeast corner of the intersection between S.E. 28th Avenue and S.E. Steele Street. The entire Master Plan area is currently under the control of Reed College. The Master Plan is therefore consistent with this provision.

B. Proposed and Potential Uses

Proposed uses and possible future uses are listed in Sections 2.3, 2.6, 3.2 and below in our response to Code Section 33.820.070 D2. The Master Plan Update is therefore consistent with this provision.

C. Boundaries

The Master Plan encompasses only land that is presently controlled by Reed College and no significant expansion of the current campus boundary is planned. The Master Plan Update is consistent with this provision.

33.820.050 Approval Criteria

Requests for conditional use master plans will be approved if the review body finds that the applicant has shown that all of the following approval criteria are met:

A. The Master Plan Update contains the components required by 33.820.070.

The required components are each addressed below thereby satisfying this criterion.

B. The proposed uses and possible future uses in the master plan comply with the applicable conditional use approval criteria; and

The proposed and possible future uses described in this Master Plan Update comply with the applicable conditional use approval criteria as detailed below, thereby satisfying this criterion.

C. The proposed uses and possible future uses will be able to comply with the applicable requirements of this Title, except where adjustments are being approved as part of the master plan.

The proposed and possible future uses will be able to comply with the requirements of this Title, thereby satisfying this criterion. A continuation of the adjustments approved in 2001 in respect of maximum setbacks from a transit street under 33.535 and relief from landscape standards are sought. (See below)

33.820.060 Duration of the Master Plan

The master plan must include proposed uses and possible future uses that might be proposed for at least 3 years and up to 10 years. An approved master plan remains in effect until development allowed by the plan has been completed or the plan is amended or superseded.

The Master Plan Update for the campus is based on projected needs for the next ten years. No significant increase in the size of the student body is planned so the proposed and possible future uses will be a continuation of the current uses. The proposed duration of this Master Plan Update is therefore consistent with this provision.



33.820.070 Components of the Master Plan

A. Boundaries of the Use

The Master Plan Update identifies the existing and future boundary as the property currently controlled by the College. The Master Plan for which Conditional Use Approval is sought includes the entire area within the main campus together with four houses near the corner of SE 39th Avenue and Woodstock Boulevard, several houses between the campus and SE 39th Avenue, and between Woodstock Boulevard and an unimproved segment of SE Knight Street west of 38th Avenue, the Willard House and the Parker House, both on the south side of S.E. Woodstock Boulevard, the Theatre Annex property (exclusive of areas zoned for industrial use) and the Birchwood Apartments on the east side of S.E. 28th Avenue, and a vacant paved lot on the northeast corner of the intersection between S.E. 28th Avenue and S.E. Steele Street. The boundary encompasses the entire area where change is anticipated. The Master Plan Update is therefore consistent with this provision. Any non-contiguous property elsewhere which is owned by the College is not part of the campus and is excluded from consideration as part of this Master Plan. State ID numbers for all properties within the current and proposed master plan boundary are listed in the appendix.

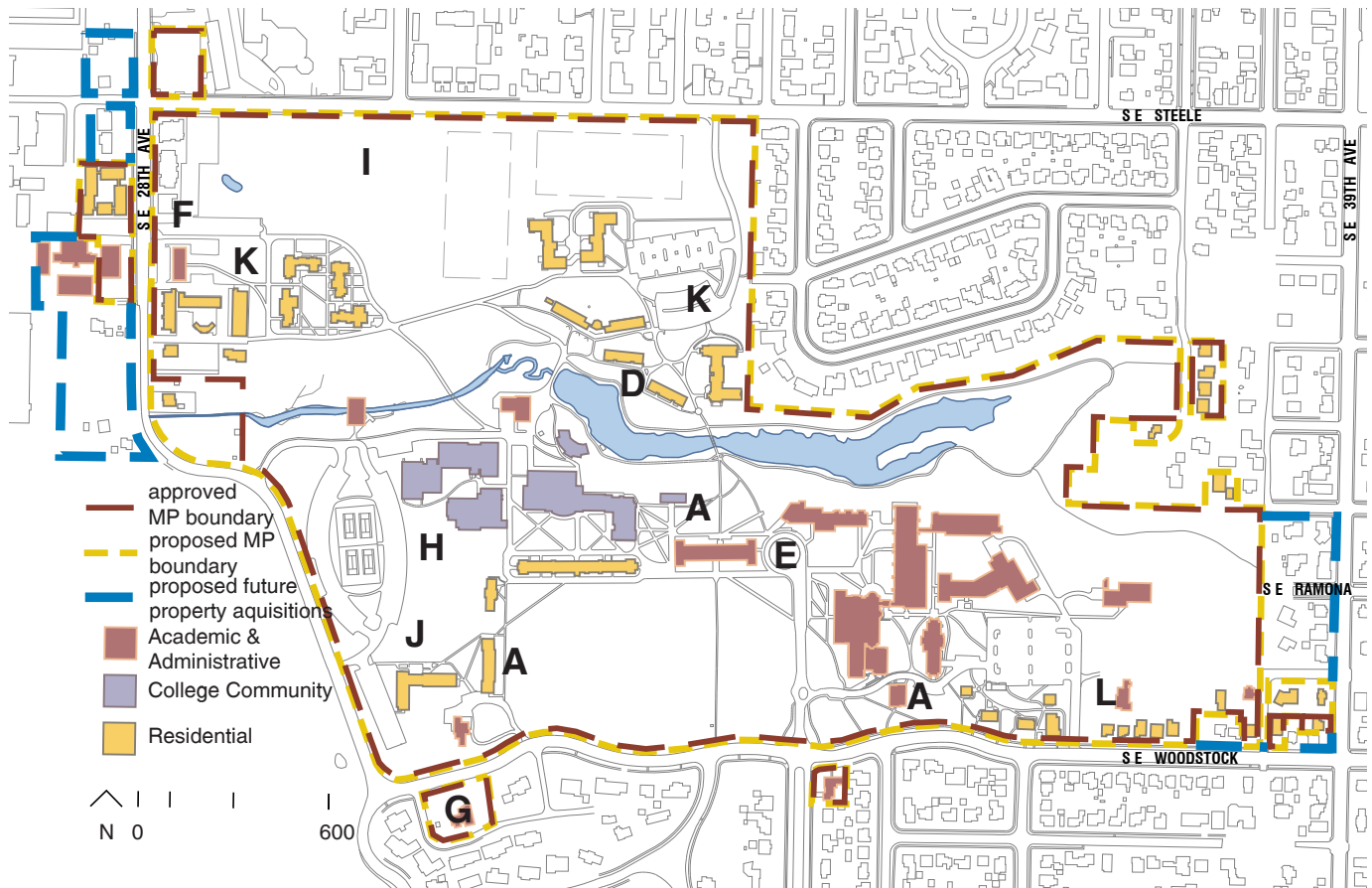
B. General Statement

1. A description in general terms of the use's expansion plans for the duration of the Master Plan

Section II of this Master Plan Update, together with section 3.2 above provide a full statement of the College's projected requirements and the intent of the College's Master Plan. Briefly, the physical upgrading and expansion of the existing facility does not depart from the established use patterns and all proposed uses comply with the conditional and permitted accessory uses. The planning effort has incorporated community involvement to ensure sensitivity to neighborhood concerns. This community involvement is ongoing.

Reed College plans to maintain student headcount well below the 1930 used for sensitivity analysis in the accompanying Transportation Master Plan Update. General improvements include: the construction of new social and academic facilities, the construction of new residential dormitories, the improvement of existing surface parking lots and a continued improvement of the existing system of open spaces and landscaping on the campus. It should be noted that any improvements to parking will be within the parameters described in Section 2.4.

Expansion of the campus is planned entirely within the boundary described above in *A. Boundaries of the Use*. Some rehabilitation and expansion of existing structures is anticipated, and the Design Guidelines propose that all additions respect the character and scale of the existing structures. The campus plan indicates the anticipated location of improvements.



- A** Academic and Administrative Building
- B** Building remodeling to accomodate changing needs (various)
- C** Campus Landscape Heritage (campus-wide)
- D** Cross Canyon Dormitory replacement
- E** Eliot Plaza improvements
- F** Health and Counseling Center replacement (location undetermined)
- G** Parker House improvements
- H** Performing Arts Center
- I** Recreation Facilities improvements
- J** Remodel or replacement of Foster, Scholz and remodel MacNaughton and Prexy
- K** Student Housing
- L** Dorothy Johansen House remodel

Parking improvements for vehicles and bicycles (various locations)



2. *An explanation of how the proposed uses and possible future uses comply with the conditional use approval criteria.*

See the responses to Section 33.820.050 above and Section 33.815 - *Institutional Uses in R Zones* below. This Master Plan Update proposes only changes that are permitted as a conditional use. All proposed and possible future uses will be a continuation of the current uses and shall be in conformance with applicable development regulations. All conditions described in Section 3.7 *Summary of Previous Land Use Case* have also been met or will have been met by the specified dates, thereby satisfying the conditional use approval criteria.

3. *An explanation of how the use will limit impacts on any adjacent residentially zoned areas. The impacts of the removal of housing units must also be addressed.*

For many decades, Reed College has functioned as a compatible member of the local community, being mindful of minimizing undesirable impacts on the adjacent residentially zoned areas. Nothing in the improvements proposed in this master plan update would change this behavior. Therefore, the aggregate effect of proposed improvements should be minimal. The effects of the current level or any increase in traffic are addressed in the Transportation Master Plan Update outlined in Section 2.5 and included in full in Appendix B.

C. Uses and Functions

A general description of present and proposed uses is presented in Sections 2.3, 2.6 and 3.2 of this document. An inventory of existing uses and functions is included in the Appendix. Hours of operation are detailed in the Transportation Master Plan Update that is included in the Appendix.

No significant increase in the size of the student body is planned so the proposed and possible future uses will be a continuation of current college uses. The physical upgrading and expansion of existing facilities also does not depart from the established campus-wide use patterns and all proposed uses comply with the conditional and permitted accessory uses. There are also no proposals for significant changes to the current hours of operation for the campus as a whole. Therefore, the aggregate effect of proposed improvements should be minimal.

D. Site Plan

1. *All existing improvements that will remain after development of the proposed use;*

The plans included in Section 2 of this document show existing facilities that will remain essentially unchanged, and those that are to be amended and expanded during the life of this Master Plan Update and beyond.

2. *All improvements planned in conjunction with the proposed use;*

Proposed improvements are described in Section 3.2 above.

3. *Conceptual plans for possible future uses; and*

Conceptual plans have yet to be prepared for proposed improvements.

4. *Pedestrian, bicycle, and transit facilities including pedestrian and bicycle circulation between:*

- a. *Major buildings, activity areas, and transit stops within the master plan boundaries and adjacent streets and adjacent transit stops; and*
- b. *Adjacent developments and the proposed development.*

Circulation and access facilities are described in Section 2.3 of this document. Section 2.4 details the number and location of parking spaces and bicycle storage facilities. Circulation and transit improvements made by the college on adjacent streets are shown in Section 2.5.

Open space, landscaping, lighting, signage, parking and circulation improvements will be made as appropriate in association with each of the projects described in Section 3.2. Improvements will be consistent with the provisions of this Master Plan Update and with City requirements. Each of these projects may include water quality facilities sited nearby. They have yet to be designed, so no specific response to criteria is possible at this time. The location, design and appearance of such facilities will be influenced by water quality regulations in effect at the time of construction. The relationship of improvements relative each building is shown in Section 2.6. Significant improvements include drainage and landscaping associated with the proposed new administration building, performing arts center, and residence halls.

E. Development Standards

No additional or substitute development standards are proposed as part of the Master Plan. Applicable development standards will be adhered to. For clarification, it should be emphasized that the design guidelines given in section 2 are for guidance only and in no way conflict with development standards stipulated in the City of Portland Code or the Uniform Building Code. The College exercises close control of possible damage to landscape and water quality during construction as described in Section 3.9.

F. Phasing of Development

A tentative program of improvements is given in Section 2.6. In setting priorities for campus facilities improvements, the College's Board of Trustees consider the relative importance of different demands in achieving the educational mission of the College. The priorities that they establish must then be reconciled with the potential for each project to get funding. For these reasons, priorities tend to change with the economy, so firm predictions about which improvements will be implemented in which year are not possible. Currently, the Campus Master Plan Committee has specified the most pressing College need to be construction of the Performing Arts Center and additional student housing.

G. Transportation and Parking

Projections of transportation and parking impacts are presented in detail in the Transportation Master Plan Update included in Appendix B. Since the College population is projected to remain at its current level, no significant changes in transportation or parking are anticipated.

H. Street Vacations

Reed College is currently working with the City to vacate SE Knight Street west of S. E. 38th Avenue. In order to avoid delaying the Master Plan Update approval, the more lengthy street vacation process is being pursued independently of this Master Plan Update. The affected properties on SE Knight Street are owned by the College.



I. Adjustments

Continuation of the adjustment granted with the 2001 master plan approval is requested to allow development more than 25 feet back from Woodstock Blvd., which is designated as a transit street. (See response to 33.805 below).

J. Other Discretionary Reviews

Continuation of relief from landscape standards that are incompatible with the established landscape character of the campus granted in 2006 is sought. (See response to 33.110 et seq.).

K. Review Procedures

Any substantial impacts on the neighborhoods from the improvements specifically proposed by this Master Plan Update as 'proposed uses' have been addressed and documented in this report and its attachments. We therefore request that conditional approval be granted for each project referenced in the response to 33.820.070 D above (described in Section 3.2), including the proposed treatment and discharge of storm water.

33.820.080 Implementation

A. Conforming to the Plan:

All of the projects listed on the preceding pages will be in conformance with the Master Plan Update and should not, therefore, be required to go through another conditional use permitting process. It is recognized that projects will be subject to building permit review and other scrutinies as stipulated by the City Code.

B. Not Conforming to the Plan:

Should the college wish to proceed with a significant improvement that was not anticipated in this Master Plan Update or if potential impacts are not addressed, then an amendment to the plan will be sought, as specified in Title 33.820.090.

-Chapter 33.815

33.815.060 Development Standards for Conditional Uses

The development standards for conditional uses include the base zone, any applicable overlay zones or plan districts and any relevant regulations in the 200s series of chapters.

Development standards applicable to the additions and improvements proposed in this Master Plan Update are addressed below under the 100 and 200 series of chapter responses. To the extent that specific proposed projects have been diagrammatically represented, these standards have been adhered to. Subsequent building permit reviews will provide the City with an opportunity to verify that all applicable development standards have been met.

33.815.080 Approval Criteria in General

Applicable approval criteria are those included in 33.815.105, Institutional and Other Uses in R Zones , which are addressed below.

33.815.105 Institutional and Other Uses in R Zones

A. Proportion of Household Living Uses:

The overall residential appearance and function of the residential area will not be significantly lessened due to the increased proportion of uses not in the Household Living category, given the existing proportions of areas devoted to residential streets, the college campus, Rhododendron Gardens and golf course. Also to be considered are commercial and industrial uses to the northwest of the campus that add to the established diversity of uses in the area.

The intensity and scale of the proposed college improvements will not jeopardize the character of existing Household Living uses and other uses in the vicinity.

Consideration includes the proposal by itself and in combination with other uses in the area not in the Household Living Category and is specifically based on:

- 1. The number, size, and location of other uses not in the Household Living category in the residential area;*

The campus is located in a residential neighborhood of the Eastmoreland community. The nearest commercial area is along 28th Avenue. Public and private open spaces, commercial enterprises and churches comprise the remaining nonresidential uses in the area. Proposed improvements will not significantly alter the proportion of nonresidential uses and should not significantly lessen the residential character of the neighborhood.

- 2. The intensity and scale of the proposed use and of existing Household Living and other uses.*

The land surrounding the site is held in private ownership and no proposals for significant change in ownership are known. Where appropriate, landscape buffering along the edges of the improvement sites will be included in detailed designs. This will be designed in conformance with applicable development regulations and will be installed concurrently with development or as otherwise agreed with City staff.



B. Physical Compatibility

1. The proposal will preserve any City-designated scenic resources;

The City has designated Reed College as scenic site SS32-04. The Scenic Resource zone is intended to:

- Protect Portland's significant scenic resources as identified in the Scenic Resources Protection Plan;
- Enhance the appearance of Portland to make it a better place to live and work;
- Create attractive entrance ways to Portland and its districts;
- Improve Portland's economic vitality by enhancing the City's attractiveness to its citizens and to visitors;
- Implement the scenic resource policies and objectives of Portland's Comprehensive Plan.

The purposes of the Scenic Resource zone are achieved by establishing height limits within view corridors to protect significant views and by establishing additional landscaping and screening standards to preserve and enhance identified scenic resources.

The older buildings and landscaped grounds are identified in the "Scenic Views, Sites and Drives Inventory - Portland Bureau of Planning, 1989" as the main attractions of the site. Section 2.1 of this Master Plan, Assumptions and Guiding Principles, identifies guidelines intended to preserve the integrity of the campus architecture and landscape.

2. The proposal will be compatible with adjacent residential developments based on characteristics such as site size, building scale and style, setbacks and landscaping;

The size, scale, style and setbacks of proposed improvements are compatible with the current campus and adjacent residential developments, as described by design guidelines in section 2.

or

3. The proposal will mitigate differences in appearance or scale through such means as setbacks, screening, landscaping, and other design features.

The setbacks, screening and landscaping of all the proposed improvements will be of the quality of the existing campus development and consistent with all relevant development regulations except where adjustments are sought. Any difference in appearance or scale from existing buildings on or adjacent to the campus will be mitigated by these measures.

C. Livability

The proposal will not have significant adverse impacts on the livability of nearby residential zoned lands due to:

1. Noise, glare from lights, late-night operations, odors and litter;

None of the proposed uses will pose significance noise, glare, late night operation, odor or litter impacts. Stipulations of the Master Plan Update address such issues directly. Projects with the closest proximity to the adjoining residential properties will be designed to take advantage of existing mature landscaping to screen them effectively, thus assuring the privacy of neighbors from college activities. The entire campus is included in the College's maintenance area, so litter will not be a problem. These issues are addressed in the specific context of the Parker House in section 3.1.8.

2. Privacy and safety issues

None of the proposed uses will significantly diminish privacy or safety in the community. The College parking lots will handle all on-site parking needs therefore protecting the privacy and safety of the local residents in that regard. These issues are addressed in the specific context of the Parker House in section 3.1.8.

The preceding two paragraphs in their entirety are applicable to the Parker House. Parking will be accommodated in campus parking areas across Woodstock Boulevard. Service vehicles providing catering, maintenance, trash collection etc will park within the perimeter of the Parker House. Traffic generation and other impacts on SE Moreland Lane will be no greater than would be expected of a building the size of the Parker House in residential use.

D. Public Services

1. The proposed use is in conformance with the street designations of the Transportation Element of the Comprehensive Plan;

Uses proposed in the Master Plan Update are consistent with the street designations of the Transportation Element of the Comprehensive Plan. Specific responses to policies are detailed in the Transportation Master Plan Update included in the Appendix.

2. The transportation system is capable of supporting the proposed use in addition to the existing uses in the area. Evaluation factors include street capacity, level of service, and other performance measures; access to arterials; connectivity; transit availability; on-street parking impacts; access restrictions; neighborhood impacts; impacts on pedestrian, bicycle, and transit circulation; safety for all modes; and adequate transportation demand management strategies.

The evaluation factors listed above are all detailed in the Transportation Master Plan Update included in the Appendix. They conclude that the transportation system is capable of supporting additional activity due to proposed improvements on the campus during the next ten years.

3. Public services for water supply, police and fire protection are capable of serving the proposed use, and proposed sanitary waste disposal and storm water disposal systems are acceptable to the Bureau of Environmental Services.

Uses proposed in the Master Plan Update are all extensions or improvements of uses already established at the site and are fully provided by public services. City bureaus have been contacted concerning proposed improvements, and no significant changes are planned. Written comments that have been received are included in the Appendix. The storm water and sanitary management plan described in Sections 2.6 and 3.9 outline the improvements and specifics of the system will be submitted to the City for technical evaluation as required with details of each building project. Implementation will be incremental.

E. Area Plans

1. The proposal is consistent with any area plans adopted by the City Council as part of the Comprehensive Plan, such as neighborhood or community plans.

Reed College is located in the Eastmoreland Neighborhood and is in close proximity to the Reed Neighborhood. A planning effort for the East Portland Community Plan was begun in 1996, and discontinued due to lack of public funding. Neither neighborhood has developed a specific neighborhood plan, or is expecting to do so in the near future. Consequently, there are no additional neighborhood plan requirements.



-Zoning Requirements

The campus is zoned R2 for low-density, multi-dwelling residential development, except for areas east of the 36th Street alignment and south of Woodstock Blvd which are zoned R5 and parts of the former hospital property and parts of the Theatre Annex and Birchwood Apartments that are zoned CN2. Colleges are permitted as a conditional use within these zones. The City requires an approved master plan which describes campus boundaries, anticipated improvements and expansions, if any. With such a master plan on file, conditional use applications will in most cases be considered for approval without the need for an additional public hearing. A conditional use permit is required for any improvement which may significantly change population, parking or traffic associated with the campus; and for any new building or change to an existing building which materially affects its outside surface. Other improvements which the City's Bureau of Planning determines to be of public interest outside the campus may also require special review. A building permit cannot be issued until a conditional use permit has been obtained.

Any conditional use application for a proposed improvement which is similar to one described in an approved master plan can be approved by Bureau of Planning staff without a public hearing. This process takes only a few weeks. If staff determine that impacts beyond those described in the master plan are probable, or if the proposed improvement departs significantly from the master plan, then a public hearing process will be required. This typically takes three months; longer if the decision of the hearings officer is appealed. This is the same process through which the 1997, 1999, 2001 and 2006 Master Plan Updates went in order to achieve approval.

The College is thus required to have an approved master plan on file with the City, and it is in the interests of the College to include any project which is likely to be realized within the foreseeable future in order to avoid lengthy approval processes. Projects planned for the distant future which might have substantial impacts on traffic or other issues of public concern should only be included if the likelihood of their realization is great. Otherwise mitigation of those impacts may obscure needs of more immediate concern.

Parts of the campus are also covered by R2p, R2c, R5p and R5c zoning, Environmental Protection and Conservation, and the Johnson Creek Basin Plan District. Environmental zoning was overlaid after approval of the 1991 Master Plan. Corrections to the boundaries of those areas were made in 1997, as requested in the Master Plan Update which was approved in June of that year. (See map in Section 3.3).

Regulated Uses

Residential zones included in the City of Portland Code are intended to preserve land for housing. The zones implement the Comprehensive Plan policies and designations for residential use. They allow for some non-household living uses but not to such an extent as to compromise the overall image and character of the residential neighborhood.

Colleges are allowed in both multi-dwelling residential zones and single dwelling residential zones as a conditional use. Colleges are defined in Chapter 33.920 as institutions certified by the State Board of Higher Education or by a recognized accrediting agency and tend to be in campus-like settings or on multiple blocks. Permissible accessory uses for colleges include: offices, student housing, food service, laboratories, health and sports facilities, theaters, meeting areas, parking, maintenance facilities, and support commercial uses.

Parking

Both existing and projected parking needs are analyzed in the Transportation Master Plan Update. Off-street parking is required at the minimum rate of one space per 600 sq. ft. of floor space. The College intends to continue to provide parking spaces in excess of one space per 600 sq. ft. Provisions are made in the attached Transportation Master Plan for special carpool parking and other transportation management issues. Code requirements would therefore be satisfied.

Landscape

The relationship between buildings, open spaces, trees and other natural features is discussed and illustrated in section 2.3 of the Master Plan. Street trees and screening of parking areas will be provided to meet or exceed the minimum code requirements established in the City of Portland Code Section 33.248 Landscaping and Screening. Protection of natural resources during construction is addressed in Section 3.9.

The chart on the following page summarizes the general land use regulations, conditional use development standards, parking and loading requirements and signage standards applicable to the Reed College campus site. Refer to Section 3.3 for the zoning map. No departures from permissible uses are proposed.



- Chapter 33.110 Single-Dwelling Zones

The eastern extremities of the campus are zoned R5, Residential 5,000. Other than the Art Building and some homes belonging to Reed, little is located here. Currently, there is no conflict with any of the development standards provided in Table 110-3 (height, setbacks and coverage). In Table 110-5, Institutional Development Standards, buffering from abutting residential zones is required to an L3 standard, and buffering across a street from a residential zone to L1 standard.

Action: Renewed relief is sought from this provision, since natural meadowland extends across most of the R5 land up to the boundary. Introduction of a screen of high shrubs around the boundary to satisfy L3 would be inconsistent with the prevailing landscape, or adherence to L1 standards around much of the campus periphery would, in this case, do nothing to achieve the stated purpose of the code, as defined in 33.248.010.

-Chapter 33.120 Multi-Dwelling Zones

Because the underlying zoning for most of the campus is R2, development standards are governed by section 33.120.275 Development Standards for Institutions. [*Note:* Language quoted verbatim from the Code is given in italics to distinguish it from the master plan narrative.]

33.120.275 Development Standards for Institutions

C. The standards.

1. *The development standards are stated in Table 120-5. If not addressed in this section, the regular base zone development standards apply.*
2. *Setbacks on a transit street or in a Pedestrian District. If the minimum setback conflicts with the maximum setback, the maximum setback supersedes the minimum.*
3. *Exterior storage. Exterior storage of materials or equipment is prohibited.*
4. *Outdoor activity facilities. Outdoor activity facilities, such as swimming pools, basketball courts, tennis courts, or baseball diamonds must be set back 50feet from abutting R-zoned properties. Playground facilities N.A.*
5. *Electrical substations. N.A.*
6. *Grassy areas. Grassy play areas, golf courses, cemeteries, and natural areas are not subject to the high hedge buffering standard and are exempt from the setback standard of Paragraph C.2, above.*

**Table 120-5
Institutional Development Standards [1]**

Minimum Site Area for New Uses	10,000 sq. ft.
Maximum Floor Area Ratio [2]	2 to 1
Maximum Height [3]	75 ft.
Minimum Building Setbacks [2]	1 ft. back for every 2 ft. of bldg. height, but in no case less than 10 ft.
Maximum Building Setback Transit Street or Pedestrian District	10 ft
Maximum Building Coverage [2]	70% of site area
Minimum Landscaped Area [2,4]	20% of site area
Buffering from Abutting Residential Zone [5]	10 ft. to L3 standard
Buffering Across a Street from a Residential Zone [5]	10 ft. to L1 standard
Setbacks for All Detached Accessory Structures Except Fences	10 ft.
Parking and Loading	See Chapter 33.266, Parking And Loading
Signs	See Title 32, Signs and Related Regulations

- [1] The standards of this table are minimums or maximums as indicated. Compliance with the conditional use approval criteria might preclude development to the maximum intensity permitted by these standards.
- [2] For campus-type developments, the entire campus is treated as one site. Setbacks are only measured from the perimeter of the site. The setbacks in this table only supersede the setbacks required in Table 120-3. The normal regulations for projections into setbacks and for detached accessory structures still apply.
- [3] Towers and spires with a footprint of 200 square feet or less may exceed the height limit, but still must comply with the setback standard.
- [4] Any required landscaping, such as for required setbacks or parking lots, applies towards the landscaped area standard.
- [5] Surface parking lots are subject to the parking lot setback and landscaping standards stated in Chapter 33.266, Parking And Loading.

The Reed campus as existing and as proposed satisfies all of these standards, with two exceptions. The first is required maximum building setbacks from Woodstock Boulevard, SE Steele Street, which are classified as a Major City Transit Streets. (See plan under 'Adjustment Criteria' below)

This Conditional Use Master Plan seeks continued relief (as provided with approval of the 2001 CUMP Update and renewed with the 2006 Update) from this maximum setback requirement for all existing and future structures for the following reasons:

1. The majority of College buildings was completed and in use before the maximum setback requirement was introduced. Additions and adjuncts to those buildings are necessarily close to them, and in many cases, attached to them, in order to be able to fulfill their intended functions effectively.
2. The College has sought other means to reduce reliance on the automobile and encourage pedestrians and transit riders. The campus master plan is built around the precept of primacy of foot traffic over other modes within the campus. The college has an effective transit-use promotion program that includes subsidies for transit passes. The College has invested substantial sums in improving access to bus stops, and in amenities for waiting passengers.



Action: Measures taken by the College meet the purpose of the setback maximum in circumstances that make a 25' maximum setback from the street impractical. As the intention of the provision is met, the College seeks blanket relief from that requirement for current and future additions. This was previously approved under LUR 01-00369 CU MS AD and confirmed under LU 06-110903 CU MS AD.

The second exception is buffering from abutting residential zones is required to an L3 standard, and across a street from a residential zone to L1 standard. Some relief is afforded by standard C6, quoted above, but L3 landscaping would be required along the east boundary of north campus, by the north driveway, and along the campus boundary that flanks the north side of the lake. In each case, existing landscaping fulfills the intent of the purpose stated in 33.248.010, and the requirements for L1 and L3 are generally, though not precisely met.

Action: Continued relief is sought from specific adherence to code descriptions of landscaping to be provided around the campus boundaries, on the grounds that existing landscaping substantially satisfies the declared purpose of the requirement, and does so in a manner consistent with the prevailing landscape character.

-Chapter 33.130 Commercial Zones

College property on both sides of SE 28th Avenue near Steele Street is zoned CN2, for neighborhood commercial uses. The code describes the purpose of CN2 as follows:

The Neighborhood Commercial 2 (CN2) zone is intended for small commercial sites and areas in or near less dense or developing residential neighborhoods. The emphasis of the zone is on uses which will provide services for the nearby residential areas, and on other uses which are small scale and have little impact. Uses are limited in intensity to promote their local orientation and to limit adverse impacts on nearby residential areas. Development is expected to be predominantly auto accommodating, except where the site is adjacent to a transit street or in a Pedestrian District. The development standards reflect that the site will generally be surrounded by more spread out residential development.

Table 130-1 indicates that college uses are allowed as of right in this zone. General development standards are listed in Table 130-3 as follows:

Table 130-3 Development Standards	
Standard	CN2
Maximum FAR	.75 to 1
Maximum Height	30 ft.
Lot Line Abutting an OS, RX, C, E, or I Zone Lot	0
Lot Line Abutting other R Zoned Lot	0 to 14 ft.
Maximum Building Setbacks	None
Street Lot Line Transit Street or Pedestrian District	10 ft.
Building Coverage	Maximum of 65% of site area
Minimum Landscaped Area	15% of site area
Landscaping Abutting an R Zoned Lot	5 ft. of L3
Ground Floor Window Standards Apply	Yes
Pedestrian Requirements	Yes
Parking Required	Yes

These standards are met by the Reed property in question.



-Chapter 33.140 Employment and Industrial Zones

The only property related to the Reed College campus in this category is a warehouse used by the College north and west of the campus off SE 28th Ave. Although controlled by the College, this property is used for storage purposes consistent with its IG1 zoning, and is not strictly part of the campus. In 2001 the campus boundary was amended to exclude this property entirely.

-Chapter 33.248 Landscaping and Screening

In general, the quality of landscape on the Reed Campus satisfies the Purpose (33.248.010), and surpasses the minimum standards required by the Code. However, recent changes in landscaping standards for parking lots will leave some existing lots out of conformance. It should, however, be understood that all Reed lots were in conformance previously. (33.266)

-Chapter 33.258 Nonconforming Situations

Nonconforming situations at Reed College concern the landscape standards referenced above, in responses to code sections 33.110; 33.120; 33.140; and 33.248. In each case, nonconformance is the result of code requirements changing after establishment of landscaping to complying standards.

Action: Continuation of the exception granted in 2006 is requested to each case cited above for the reasons stated for each.

-Chapter 33.258.070 - Nonconforming Site Development Standards

2b. Standards which must be met.

Development not complying with the development standards listed below must be brought into conformance or receive an adjustment.

- (1) Landscaped setbacks for surface parking and exterior improvement areas;*
- (2) Pedestrian circulation systems, as set out in the pedestrian standards that apply to the site;*
- (3) Bicycle parking by upgrading existing racks and providing additional spaces in order to comply with 33.266.220, Bicycle Parking. Sites that do not have accessory surface parking or are inside the Central City Core Area or Lloyd District, as shown on Map 510-8, are not required to meet this standard for long-term bicycle parking, but are required to meet this standard for short-term bicycle parking;*
- (4) Interior parking lot landscaping. See Subsection 33.730.130.D, Expiration of adjustments approved prior to March 16, 2001;*
- (5) Landscaping in existing building setbacks;*
- (6) Minimum landscaped area (where land is not used for structures, parking, or exterior improvements);*
- (7) Screening; and*
- (8) Paving of surface parking and exterior storage and display areas.*

Landscape requirements for all proposed improvements will meet or exceed minimum code requirements, although specified landscaping treatments cited in 33.110, 33.120, 33.140 and 33.248 will not be met. Continuation of relief granted in 2001 from conformance to these standards is requested on the grounds that the existing landscape treatments are more compatible with the rest of the campus and its immediate surroundings. Detailed landscape designs will be included in each project proposal for new construction and will be installed concurrently with development.

-Chapter 33.266 Parking & Loading

Reed College has created an environment on its campus that is inviting to pedestrians and transit users, and has provided pedestrian access that is protected from automobile traffic, thus fulfilling the purpose stated in 33.266.130.A. Campus parking areas were laid out and landscaped in accordance with prevailing developments requirements at the time of construction. They are generally well paved, landscaped, striped, drained, appropriately dimensioned and lit at night. However, current regulations require that 10% of parking and loading areas must be landscaped to include at least one tree for every 120 SF of required landscaped area, one shrub for every 30 SF of required landscape area and ground cover over all remaining required landscape areas. In many cases, existing parking lots and loading areas at Reed do not meet these requirements, although landscaping standards are generally high.

Action: Continuation of relief granted in 2001 is sought from the requirement to bring existing lots and loading areas up to current code regulated landscape standards. The combined main campus and residential parking areas have a total of 717 parking spaces on campus, including 622 in the three main lots and 95 serving the residential uses on both sides of SE 28th Avenue. Most of the parking spaces are for general use by students, faculty, staff, and visitors. These include 26 designed ADA spaces as well as 11 carpool, and some short-term and reserved spaces. The total 717 spaces is within the range allowed under the 2001 Master Plan, which determined that the college should provide between 655 and 742 spaces. (See plan in Section 2.4)



-Chapter 33.430 - Environmental Zones

Other than construction of a footbridge near the Facilities Services building, which received detailed approval in the summer of 2007, no development is planned within the protection or conservation overlay zones on the campus beyond remodel and expansion of the Theatre building, as it was approved in the 2001 plan, and replacement of the cross-canyon dormitories, conditionally approved with the 2001 master plan but not yet implemented. Conceptual approval of all three projects is requested with this application. Each will be submitted for Environmental Review in advance of construction. No change in the boundaries of environmental zones is proposed. Restoration of native plantings and habitat continues in West Canyon following removal of the swimming pool, barbecue and ticket booth, so that after completion of work on the Theatre, there will be a net decrease in impervious area and a net increase in natural habitat in the West Canyon, following construction of the footbridge.

-Chapter 33.535 - Johnson Creek Basin Plan District

Parts of the Reed College campus are included within the Johnson Creek Basin Plan District. Other than completion of construction of the second footbridge, expansion and remodel of the Theatre building referenced above, and student housing improvements previously approved, no changes are proposed to the basis on which environmental approval was granted under the 2001 conditional use master plan. The affected areas within the environmental conservation zone are outside the Johnson Creek Flood Plain Subdistrict. The College's restoration work in the Canyon is consistent with the *Johnson Creek Basin Protection Plan* guidelines.

-Chapter 33.805.040 - Adjustment Criteria

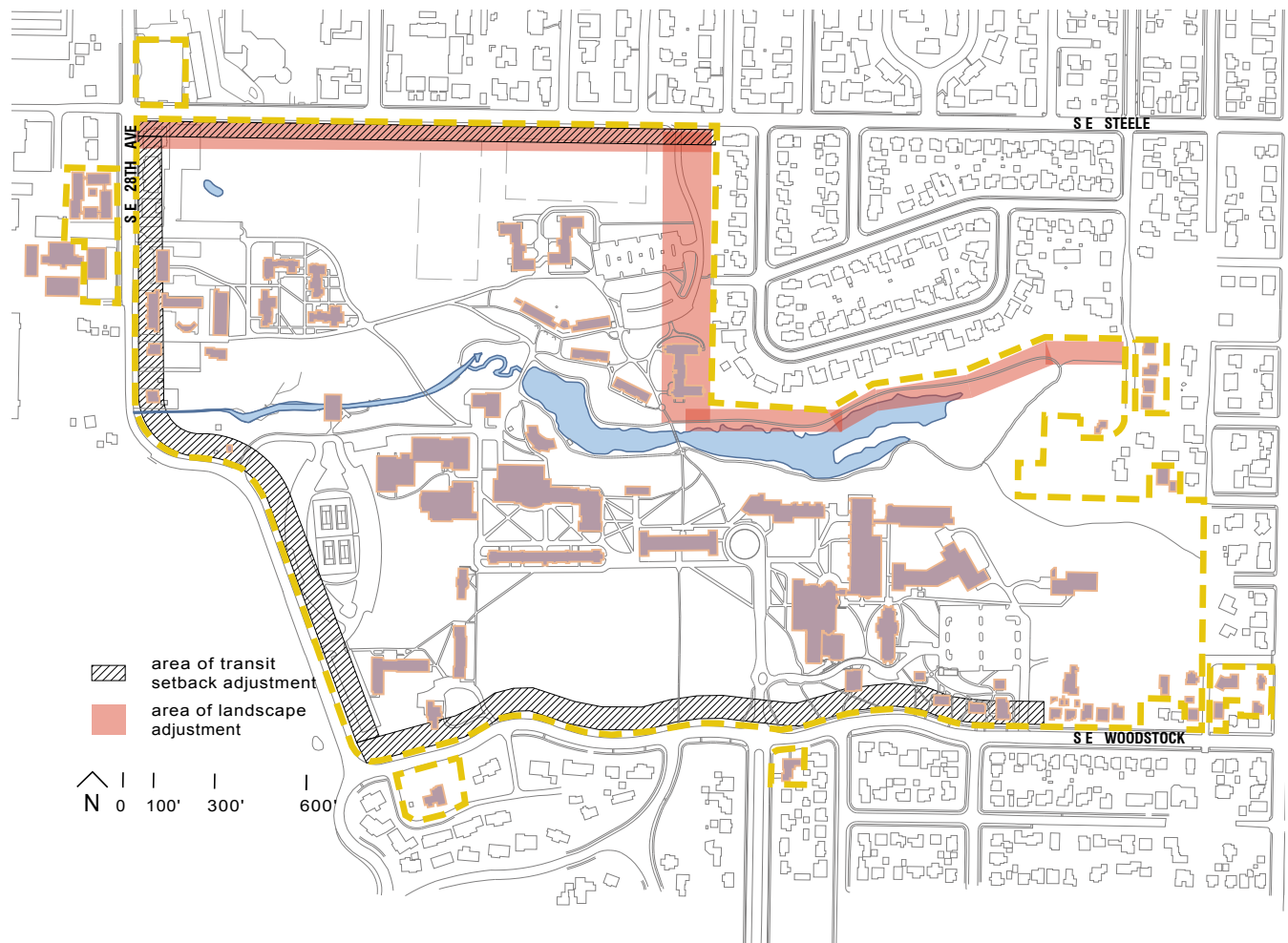
A continuation of the adjustment granted in 2001 is sought to waive the requirement that development be within 25' of a Major City Transit Streets, namely SE Woodstock Boulevard, and SE Steele Street. This is a blanket request for all campus buildings, both existing, and to be built in the future. The principal reason is that existing buildings are set back from the street by more than 25 feet, and functional relationships with currently proposed and future buildings generally require close proximity.

Relief is also from landscaping standards which were not written to address a comprehensively landscaped campus like Reed College. The landscape standards on the campus are generally higher than literal adherence to the prescribed standards would provide.

A. Granting the adjustment will equally or better meet the purpose of the regulation to be modified; and

The proposal meets criterion A because Reed College has improved transit stop access and waiting facilities, and promotes transit use through fare subsidies and other measures. Footpaths lead directly to historically established building entrances

Campus Transit and Landscape Adjustments



In 2001, an adjustment was granted to the requirement for development that fronts a transit street to be within 25' of the right-of-way. The affected area is hatched. Landscape standards stipulate boundary plantings that are at variance with campus landscape in parts of the shaded boundary areas. Relief from those standards is sought .

that are remote from the Transit Street, and largely unrelated to the portions of buildings closest to Woodstock Blvd. Landscape standards on the campus are generally higher than required by development regulations and are part of a comprehensive treatment of the campus.

B. If in a residential zone, the proposal will not significantly detract from the livability or appearance of the residential area, or if in an OS, C, E, or I zone, the proposal will be consistent with the classifications of the adjacent streets and the desired character of the area; and

The transit setback proposal meets criterion B because building setbacks from SE Woodstock Blvd., together with established campus landscaping contribute in a substantial and positive way to the livability and appearance of the residential area close to the campus. By retaining setbacks in excess of 25', these qualities will be



protected. Landscaping along the edges of campus are part of a comprehensive landscape master plan, and together with generous setbacks of development, add a park-like quality that contributes positively to the character of the neighborhood.

C. If more than one adjustment is being requested, the cumulative effect of the adjustments results in a project which is still consistent with the overall purpose of the zone; and

The proposal meets criterion C because by granting the requested transit setback and landscape standard adjustments, the existing, valued character of the area will be protected.

D. City-designated scenic resources and historic resources are preserved; and
The proposal meets criterion D because City-designated scenic resources and historic resources would not be affected.

E. Any impacts resulting from the adjustment are mitigated to the extent practical; and
The proposal meets criterion E because transit access is enhanced and auto-dependency is minimized through the College's transit access improvements cited above, and the College transportation management plan. Also, the landscape of the campus remains undiminished by lifting standard landscape requirements.

F. If in an environmental zone, the proposal has as few significant detrimental environmental impacts on the resource and resource values as is practicable; or
The proposal meets criterion F because the adjustments have no significant effect on environmental zones on the campus.

G. Application of the regulation in question would preclude all reasonable economic use of the site; and
The proposal meets criterion G because the adjustments would not preclude reasonable economic use.

H. Granting the adjustment is the minimum necessary to allow the use of the site;
This criterion does not apply because use of the site is established and ongoing.

I. Any impacts resulting from the adjustment are mitigated to the extent practical.
The proposal meets this criterion in the manner described above.

Confirmation of the previously granted transit setback adjustment is to:
Increase the front setback: from SE Woodstock Blvd., and SE Steele Streets which are designated transit streets.

Code requirement: Table 33.120-5 states that 25 feet is the maximum permitted setback.

Proposed Adjustment: That there be no maximum setback requirement from designated transit street on the Reed College campus for existing or future buildings.

Also, it was previously found that Reed College campus was in compliance with City landscape standards. There may be some technical non-compliance, depending on interpretation. The purpose of its inclusion in this section is to demonstrate that high landscape standards are being maintained at Reed College.

-The Transportation Element of the Comprehensive Plan

Goal 6 - Transportation

Provide for and protect the public's interest and investment in the public right-of-way and transportation system by encouraging the development of a balanced, affordable and efficient transportation system consistent with the Arterial Streets Classifications and Policies by:

- *Providing adequate accessibility to all planned land uses;*
- *Providing for the safe and efficient movement of people and goods while preserving, enhancing, or reclaiming neighborhood livability;*
- *Minimizing the impact of interregional and longer distance intra-regional trips on city neighborhoods, commercial areas, and the city street system by maximizing the use of regional trafficways and transitways for such trips;*
- *Reducing reliance upon the automobile and per capita vehicle miles traveled;*
- *Guiding the use of the city street system to control air pollution, traffic, and livability problems;*
- *Maintaining the infrastructure in a good condition.*

Sections 2.3, 2.5 and the *Transportation Master Plan Update and Addendum* included in the Appendix provide detailed descriptions and illustrations of the proposed campus improvements that address the goal of the Transportation Element of the Comprehensive Plan.

6.6 Urban Form

Street and pedestrian connections should be provided to transit routes and within and between residential, commercial, and employment areas and other activity centers.

The Reed College Campus Facilities Master Plan Update provides for progressive improvement of the existing pedestrian network as illustrated in Section 2.3. The College's increasing emphasis on transit, bicycle and pedestrian circulation, which are components of this Master Plan, place it in direct conformance with this policy.

6.10 Barrier-Free Design

Transportation facilities should be accessible to all people. All improvements to the transportation system (traffic, transit, bicycle and pedestrian) in the public right-of-way shall comply with the Americans with Disabilities Act of 1990.

All improvements to the campus circulation and access system which are included in the Master Plan Update are to be consistent in their design with the provisions of the Americans with Disabilities Act. The Reed College Master Plan Update is therefore supportive of this policy.

6.11 Pedestrian Transportation

Plan and complete a pedestrian network that increases the opportunities for walking to shopping and services, institutional and recreational destinations, employment, and transit.

The Reed College Master Plan establishes walking and bicycling as the favored modes of travel to and through the campus as described and illustrated in Section 2.3. The Plan increases pedestrian opportunities by providing accessible on-campus facilities, thereby reducing the need to travel off campus. The Reed College Campus



Facilities Master Plan Update is therefore supportive of this policy. Existing pathways on campus which are less than six feet wide, such as those associated with the as yet unimproved Cross Canyon housing, will be widened or rebuilt to at least six feet when adjacent improvements are implemented

6.12 Bicycle Transportation

Make the bicycle an integral part of daily life in Portland, particularly for trips of less than five miles, by implementing a bicycle network, providing end-of-trip facilities, improving bicycle/transit integration, encouraging bicycle use, and making bicycling safer.

Reed College has direct connections to the regional bicycle network via SE Steele, 28th Ave, and Woodstock Boulevard, which are designated as city bicycle routes. The Reed College Master Plan Update provides for progressive improvement of the existing bicycle network as illustrated in Section 2.3, and actively supports this policy via the TMP. Further support for this policy is evident in the generous provision of bicycle storage facilities on the campus; well in excess of minimum requirements.

6.13 Transportation Demand Management

Require the use of transportation demand management techniques such as carpooling, ridesharing, flexible working hours, telecommuting, parking management, and employer-subsidized transit passes to mitigate the impact of development-generated traffic in land use reviews. Require a percentage of employee parking spaces to be set aside for preferential carpool/vanpool parking.

Reed College has been effective in encouraging a shift away from drive-alone trips for many years. The *Transportation Master Plan Update and Addendum*, which includes a Transportation Demand Management Plan, has been prepared and is included in the Appendix. This Plan prescribes strategies to reduce further per capita vehicle miles traveled. It restates the College commitment to many provisions implemented in 1997 and before, and reaffirmed in the 2001 master plan. The Reed College Facilities Master Plan Update is therefore directly supportive of this policy.

6.14 Parking Management

To achieve environmental and transportation policy objectives, the parking supply shall be managed to take into account both transportation capacity and parking demand.

The *Transportation Master Plan Update*, which includes an update of the 2001 Transportation Demand Management Plan, addresses the management of parking with the objectives cited in this policy. The Reed College Campus Facilities Master Plan is therefore supportive of this policy.

6.17 Institutional Parking

Encourage institutions to regulate parking facilities to first provide short-term parking for users, and secondly, to use demand management to minimize the amount of employee parking required.

The demand for short-term parking at Reed is limited, so the emphasis in parking management is in providing generous drop-off and pick-up locations and in providing an adequate supply of parking near the campus periphery, so that pedestrian use predominates within the campus core. Specifics of parking management are directly addressed in the *Transportation Master Plan Update* included in the Appendix. The Reed College Facilities Master Plan Update therefore implements this policy.

-The Transportation Planning Rule

The Transportation Planning Rule (660-12, 12045 3b-d, 4a, 4f, and 5b), prepared by ODOT and LCDC, encourages reduced use of the automobile and requires cities and counties to plan for the use of other modes of transportation including public transit and bicycle and pedestrian routes...the rule requires a 20% reduction of vehicle miles traveled per capita in the next 30 years.

The written statement and preliminary plan must address the following:

- 1. Show pedestrian (sidewalks and pedestrian paths on private land and within the right-of-way) and bicycle circulation system.*

Reed College has for many years encouraged students to live on campus, and is currently increasing on-campus housing so that approximately two thirds of the student population walks between housing and workplace on the campus. A comprehensible network of footpaths on the campus is lit at night. Bicycle circulation is encouraged on all wide pathways and on campus roadways. Provisions for bicycle storage substantially exceed code requirements. Pedestrian and bicycle circulation systems on campus are described and illustrated in Sections 2.3, 2.4, and 2.5 of the Master Plan documents.

Sections 2.3, 2.4, 2.5 and the *Transportation Master Plan Update* describe and illustrate the progressive improvement of the College's existing pedestrian and bicycle circulation network. The Reed College Facility Master Plan Update is therefore supportive of this rule.

- 2. Show how pedestrian system connects to the closest transit (bus lines or MAX).*

Tri-Met has a bus route #10 which runs on S.E. Steele Street and bus route #19 which runs on Woodstock Boulevard. The campus pedestrian circulation diagram in Section 2.3 illustrates the direct connections between the pedestrian routes and the bus stops on Steele Street and on Woodstock Boulevard. Sections 2.4, 2.5 and the *Transportation Master Plan Update* describe the planned improvements to the existing campus pedestrian network. Completion of the sidewalk, pathway and transit stop facilities on Steele Street a few years ago have improved connections to the closest transit. The Reed College Facilities Master Plan Update is therefore supportive of this policy.



3. *Show how project will provide pedestrian and bicycle access to future major streets planned for area if applicable.*

This requirement is not applicable because there are no new major streets planned for the area.

4. *Show how the bicycle circulation system connects with or extends existing or proposed bicycle routes in the area.*

Sections 2.3, 2.4, 2.5 and the *Transportation Master Plan Update* illustrate and describe the proposed bicycle circulation for the campus and the surrounding area. The planned improvements for the campus are intended to reinforce the existing connection to the City Bicycle Path at the northern boundary of the campus on Steele Street.

College pathways also feed bike routes on Woodstock and 28th. The Reed College Facility Master Plan Update is therefore supportive of this rule.

5. *Residential and multi-family projects should show how your pedestrian and bicycle circulation system leads to schools, parks, commercial services and employment centers within 1/2 mile of the site.*

Reed College is a residential campus with its own active and passive recreational park space. Pedestrian and bicycle circulation systems on campus connect to nearby convenience commercial and other facilities via fully improved public streets.

-Eastmoreland Neighborhood Plan

Reed College is located in the Eastmoreland Neighborhood and is in close proximity to the Reed Neighborhood. A planning effort for the East Portland Community Plan was begun in 1996, and discontinued due to lack of public funding. Neither neighborhood has developed a specific neighborhood plan, or is expected to do so in the near future. Consequently, there are no additional development regulations applicable to the campus.

3.6 Summary of Previous Land Use Cases

A summary of previous land use cases, resulting actions and compliance with previous conditions follows:

- PC File 3505C, Addition of the Commons Building, approved, August 12, 1959
- PC File 3569C, Science building complex, "Approval of long range plan provided all proposed buildings are located substantially as shown on drawings" November 25, 1959
- PC File 3828C, Infirmary expansion, approved, July 14, 1960
- CU 94-61, Dorms, approved as submitted with the condition that a primary access route be provided from SE Steele St to the north. September 12, 1961
- CU 69-62, Addition to the library, approved with a waiver of height restriction, not to exceed 40 feet. November 30, 1962
- CU 1-63, Master Plan, "Approved with conditions:
 1. That all yard and coverage limitation of the code for buildings are met.
 2. That all off-street parking required is provided, with such parking provided at the locations shown on the plan.
 3. That all setback and screening requirements for off-street parking areas are met.
 4. That the primary access route from SE Steele be provided by September 1, 1963, and that the SE Insley entrance be blocked at that time.
 5. That no building exceeding the code height limit is constructed without further review and approval by the Planning Commission." February 13, 1973
- CU 1-66, Nuclear reactor, "Approval provided the specifications and regulations of the Atomic Energy Commission with respect to such installations are meticulously observed while it is being installed and during the operational phase." January 25, 1966
- CU 97-68, One dormitory, "Approval with no waiver of maximum height requirements." November 26, 1968
- CU 30-71, Theater, approved, May 11, 1971
- CU 36-78, Master Plan seeking conditional use for construction of the Vollum Center, "approved subject to the following conditions:
 - A. The approval of this long term development plan is general as described in the findings hereto and shall extend for no longer than seven years from the date of its filing.
 - B. The parking lot east of the Library will be screened immediately upon completion on the west, south and east boundaries of the parking lot.
 - C. A maximum of 600 off-street parking spaces shall be permitted on the site. However, this condition may be relaxed through application for further hearing should it cause serious neighborhood impact.
 - D. The applicant shall continue to work with Tri-Met to develop a transit incentive program including installation of any bus shelters, sidewalks, etc. to facilitate the program.
 - E. Zoning Code yard, screening and height restrictions shall remain enforced.
 - F. Storm water disposal shall meet Bureau of Buildings plumbing requirements.
 - G. This approval is to be grounded generally in accordance with the exhibits Nos. 1,4 and 5 submitted to the Hearings Officer. No Building Permit shall be issued for the college center building, the arts building, the performing arts building or the parking lot relocation without the prior review and approval of



the Planning Director or Chief Planner of the Land Use Section of design and site plans and detailed landscaping plans." May 24, 1978

- CU 117-87, 4,500 SF third story addition to the Vollum Center and a 1,200 SF third story addition to a maintenance building. Approved subject to submission of a master plan by 2/8/88.
- CU 129-87, Administrative approval of two 14'x 40' single story modular buildings for temporary office use. Approval subject to submission of a master plan by 2/8/88 and removal of the buildings from the campus by 5/15/88.
- CU 141-87, Unified Sciences extension to the Hauser Library, approved "Subject to the following conditions:
 - A. Submit a full long range Master Plan within two years from the date of approval of this Conditional Use permit. The plan must be a full Master Plan which includes, but is not limited to the following:
 - 1. A detailed storm and sanitary system plan including analysis of downstream impacts of storm-water runoff from the entire site;
 - 2. A transportation component including: a) An inventory of current traffic and parking conditions, both on campus and in the vicinity around it; b) Projected traffic impacts and parking needs during the life of the Master Plan; c) A response to ASCP Southeast District Policy 7, on the appropriate measures planned to minimize the number of auto trips among faculty, staff, students and visitors to the campus (e.g., campus parking fees, transit pass subsidies, carpool matching etc.) d) Mitigation of neighborhood parking impacts during special college events, such as Northwest Chamber Orchestra Series, graduation exercises etc.
 - 3. Landscape plan including street trees;
 - 4. Pedestrian and bicycle circulation element; and
 - 5. Campus signage plan.
 - B. One bicycle parking space be installed for every 10 motor vehicle parking spaces at the site prior to issuance of an Occupancy Permit for the library addition.
 - C. A Building Permit or Occupancy Permit must be obtained from the Bureau of Buildings at the Permit Center on the first floor of the Portland Building, 1120 SW 5th Ave, Portland, OR 97204, 796-7310, before carrying out this project, in order to assure that all conditions imposed here and all requirements of the pertinent Building Codes are met." December 2, 1987
- CU 23-88, Temporary parking lot south of the tennis courts with a variance to reduce interior landscaping from the required 15 SF per space to none. Approved subject to submission of a master plan by 12/1 /89, that a street waiver for SE 28th be executed, and that the proposed parking lot be removed by 11/30/89.
- CU 46-89, Administrative approval to remodel the chemistry building. A condition of the approval was that neighborhood parking impacts be mitigated.
- CU 76-89, Administrative approval to construct a new vehicular access to the existing east parking lot from the existing main entrance, and remove a driveway from this lot to SE Woodstock Blvd.
- CU 41-90 Conditional Use Master Plan Approval granted on September 4, 1990, subject to fulfillment of fifteen conditions:
 - A North and east parking lots to be landscaped in accordance with Section 33.82 of the Zoning Code
 - B. The plan will be updated by public hearing process when the Performing Arts Center is formally proposed.

- C. Those locations proposed for student housing which front along Steele Street, or on the southeast portion of the campus, will trigger the need for a new Conditional Use permit.
- D. The applicant will plant street trees as required by the City Forester.
- E. The applicant will explain the frequency of special events, how many cars they attract, and where they park in the final version of the master plan document.
- F. The applicant will revise the master plan document to contain all information included in the letter of May 23, 1990 to Laurie Wall from Paddy Tillett (Exhibit 1b)
- G. The applicant shall complete the *Site History* portion of the document by identifying those cases described in the 'History' section of this Report.
- H. The applicant shall comply with Sections 33.30.290, Specific Conditional Use Criteria for Colleges, and 33.82.030, Parking Lot Design Requirements, of the Zoning Code as these sections apply to any Building Permits on this site until such time as the new Zoning Code takes effect.
- I. The applicant shall provide rights of way improvements required by the City Engineer concurrently with related improvements on campus.
- J. The proposed master plan will be revised to include a transportation management program which is satisfactory to the Office of Transportation Planning.
- K. The applicant shall document the number of existing bicycle parking spaces which currently meet Code requirements.
- L. The applicant shall provide a traffic barrier, on their property, between the new north parking lot and SE Insley Street.
- M. No evergreen trees shall be planted which, on the site, which would cause reduced sunlight to the gardens of homes on SE 34th Ave.
- N. Permittees must comply with the provisions of the Municipal Code of the City of Portland and all other applicable ordinances, provisions and regulations of the City.
- O. The applicant shall submit to the Bureau of Planning ten copies of the final approved version of the master plan.

All applicable conditions have been met.

- 96-00205 CU EN
Conditional Use Master Plan Amendment with Environmental Review in order to construct residence halls and amend a previously imposed Condition of Approval for Reed College, in an R2cp zone, located at 3203 S.E. Woodstock Boulevard. All of the following improvements must be completed no later than December 1, 2000:

- A. Half street improvements along the entire S.E. 28th Avenue frontage of the campus. Improvements shall include a curb, planter strip, sidestrip asphalt paving, storm drainage facilities, street lights if needed, and sidewalk. Where significant topographic or vegetative obstructions occur, the sidewalk may meander to avoid such obstructions, or the planter strip may be eliminated. The actual design and location of improvements must be approved by the Office of Transportation.
- B. Sidewalk along S.E. Woodstock Street frontage between S.E. 28th Avenue and College's main entrance. A planter strip shall be provided to generally match the planter strip east of the main entrance. Where significant topographic or vegetative obstructions occur, the sidewalk may meander to avoid such obstructions to minimize the impact, or the planter strip may be eliminated. The



actual design and location of all improvements must be approved by the Office of Transportation.

NOTE: In order to minimize or eliminate tree removal along the street frontages indicated above, City staff will work with Reed College in developing a plan for street improvements and locating required sidewalks within a reasonable distance of the roadway in accordance with City Standards. The applicant should be aware that it is essential that the sidewalks be located within a reasonable distance of the roadway in order to provide interconnecting links to existing street and sidewalk improvements adjacent to the campus and throughout the surrounding neighborhood.

C. Plantings within and around the pond, and in all areas disturbed within the Environmental overlay zone, must be planted with species from the Portland Plant List. Areas designated for lawn are exempt from this requirement. Maintenance of native vegetation shall not employ pesticides, fungicides, or fertilizers, as required by regulations governing mitigation and restoration plantings (33.248.090).

- 97-00062 ZC CU MS Approval of a Zoning Map Amendment granted on June 7, 1997, to add Environmental 'protection' overlay zoning and remove Environmental 'conservation' zoning in the areas designated on Exhibit G-20, subject to the following three conditions:
 - A. Rebuilding of the outdoor pool in its present location is prohibited.
 - B. New structures built in the cross canyon dorm area shall not be sited closer to the lake edge than existing buildings. Plantings of native species are required around the south, east and west sides of any new buildings. These plantings should extend to the lake edge and should result in the addition or enhancement of at least one resource value.
 - C. Any new building to be located in the east meadow must not encroach into the approved environmental zone.
- Conditional Use Master Plan Approval granted on June 7, 1997, including the following projects:
- New auditorium building;
 - New Student Center/ Student Union/ Lower Commons/ Faculty club;
 - Theater Annex Remodel;
 - New Residence Halls and Dormitories for up to 140 students (for a maximum of 932 resident students);
 - New Science Building;
 - Faculty Club (to be housed in an existing building);
 - Improvements to Swimming Pool Ticket Booth, barbecue area and firewood storage;
 - Additional parking to be located in Area H;
 - Construction of new cross canyon dormitories to replace existing structures to be demolished.
- Conditional Use Master Plan Approval is subject to the following eight conditions:
- D. This approval is limited to the projects described in the applicant's Master Plan document (Exhibit A-1).
 - E. This Master Plan will be in effect for a period of 10 years, or until all projects approved are completed, whichever is less.
 - F. Final design of the new Science building must be approved through a Type II Conditional Use review.

- G. A Type III Conditional Use review is required for final approval of the performing arts Building. A detailed analysis of traffic and parking impacts will be required at the time the application is submitted.
- H. All conditions of approval in File No. LUR 96-00205 CU EN remain in effect and applicable to this Master Plan and the proposed development.
- I. Approval of student housing for up to 140 students, for a total maximum number of resident students of 932.
- J. The applicant is required to submit an updated parking analysis after the Steele Street residences are complete to confirm that the existing supply of surplus parking on campus is sufficient and that there is no spillover parking on surrounding residential streets as a result of insufficient parking on campus. This report must be submitted to the Office of Transportation (Transportation Planning and Traffic Management) and the Bureau of Planning by the end of the first academic year that the residences are fully occupied.
- K. preferential carpool parking will be provided and signed for the exclusive use of use of staff or students who carpool in the amount of no less than 20 spaces. The carpool spaces are to be distributed among the East Lot (15 spaces), North Lot (5 spaces for students), and West Lot (5 spaces).
- L. The total number of parking spaces on the campus shall not be less than 548.
- M. The applicant shall submit drawings of the ticket booth and barbecue area projects to the Bureau of Planning at the time permit drawings are submitted (if required) or prior to building construction. The drawings should clearly show that these procedures comply with the Environmental procedures noted on Exhibit A, 3-30.
- N. Three updated copies of the Master Plan document, including all charges herein required, or made by the applicant since the time of the application, will be provided to the Bureau of Planning within two weeks of the recording of the decision.
- O. Projects within the approved Reed College boundary which comply with all, of the following requirements will be deemed to be consistent with this master Plan and will be permitted without a land use review.
1. The total floor area of the project does not exceed 4,000 square feet.
 2. The project does not exceed one story or 20 feet in height.
 3. The project does not add more than one additional employee.
 4. The project is not subject to any land use reviews other than those addressed in the Master Plan.
 5. No new land uses or programs are created.
 6. There is no net increase or decrease in the number of parking spaces on campus.
 7. The project does not violate any condition of approval required by previous land use decisions.
 8. The project does not require new stormwater facilities.
 9. The project does not add impervious surface area that will result in exceeding the 5% total increase allowed by the Masrer Plan up to the year 2007.
 10. No more than three projects meeting these requirements shall be permitted in any one calander year.
 11. For each project permitted under these requirements, the College will submit an addendum to the Master Plan which describes the project and shows its location on a site plan. This addendum must be submitted with the final permit drawings.

All of these conditions have been met or are in the process of being met within the specified periods.



99-00307 CU MS ED Conditions of approval of the 1999 master plan were as follows:

A. As part of the building permit application submittal, the following development-related conditions (A - H) must be noted on each of the 4 required site plans or included as a sheet in the numbered set of plans. The sheet on which this information appears must be labeled "ZONING COMPLIANCE PAGE- Case File #LUR 99-00307 CU MS EN." All requirements must be graphically represented on the site plan, landscape, or other required plan and must be labeled "REQUIRED."

B. Any new building project that is located within 100 feet of adjacent residentially zoned, non-College-owned property will require a Type II Conditional Use review limited to the following criteria: 33.815.105 B 1-3, Physical Compatibility and 33.815.105 C 1 and 2, Livability.

C. Any future improvements identified in this Amended Master Plan requiring an adjustment will be processed via a Type II Adjustment review without a concurrent conditional use review unless the project is located within 100 feet of adjacent residentially zoned, non-College-owned property.

D. No less than 29 preferential carpool parking must be provided and signed for the exclusive use of staff or students who carpool. These spaces should be located near the core of the campus.

E. Construction of half-street improvements on SW 28th Avenue by December 1, 2000 as previously required (LUR 96-00205 CU).

F. Construction of sidewalk on SE Woodstock Boulevard by December 1, 2000 as previously required (LUR 96-00205 CU).

G. Approval of additional on-campus student housing for a cumulative total additional beds up to 300 students, for a total maximum number of resident students of 1040. This is an approval of a net total increase of 108 students above the previously approved maximum of 932. All housing projects, new or modified existing, must be reviewed through a Type II Conditional Use review.

H. The Master Plan Amendment document dated April 21, 1999 does not include all changes and conditions of approval included herein. Within three months of the final decision on the Master Plan, the College shall submit to the Bureau of Planning six copies of the approved Master Plan incorporating all changes and conditions of approval.

Environmental approval was concurrent with the CUMP. It involved approval of installation of a stormwater outfall and biofiltration swale, and to provide enhanced native vegetation subject to the following conditions:

I. Prior to any clearing or grading activities on the site, the applicant shall acquire development permits from the Office of Planning and Development Review (formerly the Bureau of Buildings) to ensure all mitigation plantings are completed in conformance with approved planting plan.

J. As part of the building permit process, erosion control plans shall be submitted to the Bureau of Environmental Services for their review and approval.

- K. Proposed improvements to SE 28th Avenue shall be subject to the stormwater quality and quantity regulations imposed in BES's 1999 Stormwater Manual.
- L. An erosion control plan in general conformance with Exhibit C-5 must be approved by the City Engineer, prior to construction. Erosion Prevention and Sediment Control must be carried out in conformance with the City's erosion control regulations in effect at the time development permits are issued for this project. Erosion control measures must be maintained until 90 percent of all disturbed ground is covered by vegetation.
- M. Prior to any ground disturbing activities on site, the approved disturbance area shall be marked in the field with bright orange construction fencing and a sedimentation fence shall be installed downslope of all vegetation removal, grading, and equipment maneuvering areas. The sedimentation fence shall be installed, inspected, and maintained by the applicant in conformance with Erosion Control requirements in effect at the time permits are issued.
- N. No recontouring or regrading of the creek banks shall occur below the ordinary water level of the spring as determined by the Bureau of Environmental Services.
- O. Herbicides used for removal of vegetation must be listed by the U.S. Environmental Protection Agency as appropriate for application in aquatic areas and use must be in accordance with directions for application.
- P. On-site storage of stockpile material, construction material, equipment, and construction debris shall be limited to the approved disturbance areas at each site, shown on Exhibit C-5.
- Q. Existing native vegetation shall not be removed outside of the approved disturbance area indicated on Exhibit C-5.
- R. The project area shall be revegetated in substantial conformance with the attached plans (Exhibit C-6), within six months following final grading for the biofiltration swale.
- S. All required mitigation planting shall be clearly marked in the field with brightly colored surveyors flagging and labels identifying the species of each tree or shrub. These labels shall remain in place until final inspection by the Office of Planning and Development Review (OPDR).
- T. During excavation of the biofiltration swale site, the applicant shall remove and destroy all exotic and invasive vegetation, as identified in the Portland Plant List Nuisance Plant list, such as Himalayan blackberry, English ivy, and morning glory from a 10 foot radius around all plantings required by the mitigation plan (Exhibit C-6). This area shall be maintained clear of non-native vegetation for a period of three years from the date of final inspection by OPDR.
- U. The applicant shall monitor and maintain restoration plantings for a period of three years to eliminate exotic invasive weeds from the project area, and to assure success of the mitigation plantings.



3.7 Public Involvement and Neighborhood Presentations

Following the public outreach effort associated with preparation of the campus master plan that was approved in August 2006, there have been various contacts with the Eastmoreland Neighborhood Association, chiefly for the purpose of reaching a mutually agreeable set of conditions upon College use of the Parker House could proceed. The most recent draft of conditions offered to the Neighborhood by Reed College is reproduced on page 3-5.

3.8 Environmental Protection Practices

Reed College has long demonstrated careful husbandry of the natural resources within its campus. The purpose of this section of the master plan is to document the more significant of those practices so that they may be used with consistency in future, and so that others may understand the priority which the College affords them.

Tree and Plant Protection

Protection of trees and plants during construction is stipulated by the specifications which form part of the construction document package for all projects at Reed College. The specification directs provision and maintenance of protective fencing, its removal at project completion, and the care, maintenance and replacement of plant materials throughout. These operations are overseen by the project arborist, and are directed by the project landscape architect. Provision is made for the protection of root systems. Regular on-site inspections are provided for to ensure proper adherence to specified procedures.

Erosion Control

Temporary erosion control installations are required for all construction on campus which could cause damage to earth slopes, vegetation or water quality. Specifications require submission of all proposed erosion control devices and measures to the project engineer in advance of ground-breaking. Sequencing of the installation of temporary construction entrances, perimeter dikes, sediment fencing and sediment traps is prescribed. The quality materials used and their proper maintenance are laid down. Special protection is required for especially vulnerable features. Dust control is required. Standards are stipulated for temporary paving, dike installation, discharge controls, sediment traps, rip-rap and bank stabilization fabric design and installation.

Habitat Maintenance and Improvement

The most valuable natural habitat on the campus is in the Canyon, and is protected and cared for by a number of interests within the College: the Canyon Committee; 'Canyon Day'; the GreenBoard; and the grounds department. All downed material in the Canyon, including trees which fall into the lake, are left in place to promote a diversity of habitats. Trails around the lake are distanced from the banks so that shade plants can preserve a good water's edge habitat.

Canyon policy is reviewed by the Canyon Committee and implemented by the grounds manager. The Canyon Committee includes members of the faculty, students and staff, and is charged with making recommendations on any activity concerning the canyon environment; the officers of the Canyon Committee are listed in the Appendix. Both natural and cultural sensitivities of the place are recognized. No vegetation is removed other than recognized non-native, invasive species such as Himalayan blackberry, English ivy and wild clematis, and diseased plant materials.



Reed College students observe Canyon Day each spring. On this day, students, faculty, staff, neighbors and friends meet in the Canyon for a concerted day's effort in implementing approved bank stabilization, fish and wildlife habitat improvements, trail maintenance, removal of trash and unwanted vegetation, planting native trees, shrubs and ground cover plants. Several hundred seedlings and a number of larger, specimen native trees are planted each year.

The GreenBoard is a student-run organization concerned with 'green' issues in general, and has been instrumental in Canyon maintenance issues in particular. GreenBoard has organized student teams to extend implementation of Canyon Day activities throughout the year.

Reed College retains a full time staff of grounds professionals, and hires part time student workers to assist with grounds maintenance. This team tends to the natural and horticultural needs of the campus, but also regularly maintains parking lots, walkways and catch basins. Fall leaves are collected and recycled at the Community Gardens in north campus.

Fish and Wildlife

The Oregon Department of Fish and Wildlife has monitored Reed's spring, lake and outflow creek for a number of years, and has provided valuable advice leading to habitat improvements, and involvement in the salmon trout enhancement program [STEP]. Small hatch boxes at the water's edge are used to raise steelhead and coho fingerlings for early release, encouraging a wilder, more nearly native strain of fish to spawn with hatchery fish.

Since 1975, four surveys of fish, birds and mammals have been conducted, to establish populations of over a hundred species in the vicinity.

Storm Drainage

Reed Lake does not receive a high percentage of water from surface run-off since the primary water sources are groundwater springs east of the campus. However, there are several points at which storm water is diverted into the Canyon from buildings and parking lots. Most street drains in neighborhoods to the east are diverted into a 48" combination storm and sanitary sewer which runs through the campus. The College has been working with BES to develop a sewer and drainage master plan which will progressively lessen the burden of storm run-off entering the sewage system.

Parking lot run-off is collected in separation catch basins which remove silts and other solids before discharge. College personnel are strongly discouraged from disposing of oils or anti-freeze in parking lots because of contamination risks. Recently constructed parking lots are designed to retain storm water for discharge at a controlled rate which will not overburden the creek. Details for such provisions for the planned expansion and reconfiguration of the west parking lot can be found in Section 3.3.

It is proposed that improvements to the west parking lot will employ a swale and holding pond to detain and filter run-off. Much of the storm water finds its way back into the soil. The remainder overflows at a controlled rate, entering the lake via a rock filtration bed.

Integrated Pest Management

Reed College grounds staff adhere to the principle of creating cultivation conditions which minimize the need for pesticide, and provide balanced watering, aeration and fertilization - which is carefully measured and applied to avoid contamination of storm run-off while maintaining health and vigor in plants. It is the policy of the College that no fertilizers or pesticides are used in the Canyon. Careful control of chemicals elsewhere on the campus has been successful in controlling contamination of the Canyon through runoff. This is borne out by the findings of occasional testing which is conducted in the Canyon as part of the educational mission of the College.



3.9 Administrative Procedures- Conditions for Approval for the 2006 Master Plan

Approval of:

- A Conditional Use Master Plan Amendment and update which incorporates the following proposed improvements:
 - Additional residence halls to accommodate approximately 100-150 students, thereby increasing the proportion of students who live on campus. [Reed does not seek to increase overall enrollment above the prior approved maximum of 1,325 students].
[Note: The number of students used here was FPE, not FTE or headcount, and is not a useful measure of campus capacity. The 2008 update of this campus master plan uses instead a sensitivity analysis threshold of 1930 headcount, and it is requested that this more useful number be relied upon in place of the arbitrary number given above.]
 - Rebuild or replace the remaining 1960s-era cross-canyon dormitory buildings to improve privacy, energy efficiency, accessibility, and circulation among the buildings.
 - Expansion of food service and dining facilities as may be needed to accommodate increased on-campus residential population.
 - Additional faculty offices and related support space to accommodate anticipated growth in the number of faculty.
 - Additional classrooms as necessary to accommodate expansion of course offerings resulting from revisions in academic programming.
 - Additional administration space in or proximate to Eliot Hall to accommodate anticipated staff growth
 - New performing arts center with suitable facilities for theatre, dance, and music instruction, practice, support, storage and performance [see Condition M, below]
 - Child-care facility for infant children of faculty, staff and students
 - A faculty club and additional space for group gatherings, meetings, conference and related entertainment.
 - A new building at the main entrance of campus, to replace Greywood, to house Community Safety, campus information and other appropriate uses.
 - Re-configuration of parking to provide optimal convenience for existing and proposed facilities without compromising environmental quality on campus.
 - Athletic facilities to meet the demands of the increasing number of students residing on campus.
 - Progressive improvements to the campus pathway/circulation system, which may include a second footbridge over the canyon.
 - Expansion of the Health Center.
 - Miscellaneous additional projects [Exhibit A-1, page 2-5]
- An expansion of the Master Plan Boundary to include the following properties:

5353 SE 28th Avenue [Birchwood Apartments]
5216 SE 28th Avenue
2814, 2820 & 2900 SE Steele [former Eastmoreland Hospital site]
5460, 5510, 5520 & 5530 SE 37th Avenue
5930 SE 38th Avenue

5923 SE 39th Avenue

3655, 3665, 3677, 3703 and 3755 SE Woodstock

Four lots along SE Knight with no street addresses, State ID's: 1S1E13 DA 11800, - 11700, 11600, and 11500

- A change in use, for a period not to exceed the term of this 2006 revised Master Plan, from residential to Conditional Use, college-related interim office for not more than 12 Development Department employees the Willard House, subject to conditions
- An Adjustment to waive the maximum Transit Street Setback along SE Woodstock, SE 28th and SE Steele Street frontages
- An Adjustment to waive the 10-foot deep, L1 landscaping buffer along the north edge of the formal playing fields adjacent to the SE Steele Street frontage

subject to the following conditions:

- A. As part of the building permit application submittal, the following development-related conditions (B through L, and all prior conditions as itemized below) must be noted on each of the 4 required site plans or included as a sheet in the numbered set of plans. The sheet on which this information appears must be labeled "ZONING COMPLIANCE PAGE - Case File LU 06-110903 CUMS AD." All requirements must be graphically represented on the site plan, landscape, or other required plan and must be labeled "REQUIRED."
- B. The Master Plan Amendment document dated *updated April 19, 2006* does not include all changes and conditions of approval included herein. Within three months of the final decision on this current Master Plan (LU 06-110903 CUMS AD), Reed shall submit to the Bureau of Development Services six copies of the approved Master Plan incorporating all changes and conditions of approval. For each project permitted by right over the 10-year life of this Master Plan, Reed will submit six copies of an addendum to the Master Plan which describes the project and shows its location on a site plan. These addenda must be submitted with the final permit drawings.
- C. The duration of the amended Master Plan will extend a full 10 years from the date of the final decision of this land use review, or until the approved Master Plan is superseded by a request to further amend and update the Master Plan.
- D. Any development of projects conceptually approved in this Master Plan, but located within the c or p zones that overlay the site, and specifically the following projects identified in this update:
 - Expansion of the existing Theatre building
 - Construction or replacement or new student housing on the north side of Reed Lake, including the Cross Canyon Dormitories
 - Any stormwater treatment on campus that includes an outfall within the Environmental overlay zones
 - A new pedestrian bridge that spans across the Reed Canyon



will be subject to a Type II Environmental review, unless the project can meet all applicable standards of 33.430.140 through 33.430.170. Any future project that Reed has not identified within this current review that is located within an environmental zone will require a concurrent Type II amendment to the Master Plan.

- E. The current total campus population is 1663 with a maximum anticipated total campus population [students, faculty and staff] during the 10 year term to be no greater than 1733. Maximum student enrollment is not to exceed 1,350 without a Type III amendment to the master plan.
[Note: The number of students used here was FPE, not FTE or headcount, and is not a useful measure of campus capacity. The 2008 update of this campus master plan uses instead a sensitivity analysis threshold of 1930 headcount, and it is requested that this more useful number be relied upon in place of the arbitrary number given above.]
- F. If Reed relocates the community garden anywhere within the approved Master Plan Boundary, this use may continue without requiring an amendment to the Conditional Use Master Plan, unless other land use reviews are triggered by the relocation.
[See italic footnote to 'E' above].
- G. The number of parking spaces on campus may, during development projects, fluctuate between 655 and 742 spaces at any time, as long as the cumulative total of students do not exceed the previously approved maximum cap of 1,350
- H. Miscellaneous Additional projects identified in Exhibit A-1 of the submitted Master Plan [page 2-5] are subject to prior conditions of approval establishing review thresholds and procedures for new development on campus.
- I. Conditions of Approval: Willard House
The following operational and maintenance provisions are specifically applicable to the Willard House which Reed must abide by for as long as the Willard House is utilized as an interim college-related office use and is within Reed's ownership:
- *Deliveries.* All deliveries and outside service providers to the Willard House must occur between 7:00 a.m. and 6:00 p.m. Monday through Saturday, except in cases when emergency services are required. Deliveries will be received in the driveway. Trash and recycling will be removed by college staff and taken to on-campus receptacles.
 - *Landscaping.* The grounds of the Willard House will be maintained to a quality level comparable to properties located in the vicinity of the Willard House. The yard will be well maintained and all yard debris will be removed from the site. No storage of yard maintenance equipment, yard debris, or firewood will take place on the Willard House grounds.
 - *General Maintenance.* College Staff will fully maintain the Willard House and its grounds to a level comparable to homes in the vicinity of the Willard House.

- *Parking and Access.* Street parking will not be allowed for staff working at the Willard House. All Reed faculty, staff, and students (other than service personnel as set forth above) as well as all Reed invitees will use campus parking areas and will walk to the Willard House.
- *Security.* Reed's community safety officers will monitor activity at the Willard House as part of the regular security activities for Reed College that occur 24 hours per day, seven days per week on the campus. Reed's community safety officers will be available 24 hours per day, seven days per week and contact instructions will be given to residents in the vicinity. The community safety officers will keep a log of all calls made to them with respect to the Willard House. The front porch light of the Willard House will remain on at night.
- *Lighting.* Lighting at the Willard House shall approximate conditions at a residential house and will not be commercial in nature.
- *Interim use.* Interim use of the Willard House beyond the term of this Master Plan will require a Type II Conditional Use review, subject to the approval criteria specified below [Condition C, LUR 01-00369 CUMS AD].

- J. Within 30 days of the effective date of this Conditional Use Master Plan, the applicant shall submit an updated TDM plan to the Office of Transportation. The updated TDM plan shall also include a detailed Campus Parking Management Plan that incorporates the following strategies recommended in this decision:

Discourage Reed College Parking on Streets Reed shall institute an internal policy stating that campus staff, faculty, and students should rely on on-campus parking facilities if they choose to drive. Such a policy should focus on effective communication and on ensuring that convenient access alternatives are available (e.g., other parking areas; adequate sidewalks and bicycle facilities). Students, faculty and staff would be asked to follow an internal policy such as this voluntarily.

Encourage parking in North lot. Reed shall implement an informal zone program, assigning certain segments of the population to park in specific lots. The purpose would be to more evenly distribute demand among the East, West, and North lots. Mechanisms for enforcement would be limited in the absence of a vehicle registration/permit program. The program would require some administrative duties for Reed, but costs would be minimal with no anticipated negative impacts.

- K. The new Performing Arts Center is allowed with no further review unless the project does not meet all conditions of approval, or is within an Environmental zone, or does not meet all applicable development standards, or changes the on-site parking spaces required to be maintained, or exceeds the maximum trip generation levels analyzed in the Transportation Impact Analysis submitted for LU 06-110903 CUMS AD, or includes a new land use or program. If an Adjustment to development standards is required, or an Environmental review is required, a concurrent Type II Conditional Use will be required, with the proposal reviewed against the following criteria: 33.815.105 D, Adequacy of Public Services.



3.10 Prior Conditions of Approval that Remain in Effect:

The following Conditions of Approval from prior approved Master Plan and conditional use reviews remain in effect. The conditions are brought forward and are updated as approved by LUR 01-00369 CUMS AD, follow:

Prior Conditions that remain in effect: LUR 01-00369 CUMS AD:

- B. The list of conceptually approved projects, as listed in LUR 01-00369, can be amended and expanded via an amendment to the Master Plan, processed as a Type II review. If a new project triggers additional review thresholds as discussed in Conditions F, G, or H, below, a Type III amendment review will be required.
- C. Any new building project that is located within 100 feet of the Master Plan boundary where there is adjacent residentially zoned, non-College-owned property will require a Type II Conditional Use review limited to the following criteria: 33.815.105 B 1-3, Physical Compatibility and 33.815.105 C 1 and 2, Livability.
- D. Any future improvements identified in this Amended Master Plan requiring an adjustment will be processed via a Type II Adjustment review without a concurrent conditional use review unless the project is located within 100 feet of adjacent residentially zoned, non-College-owned property.
- E. Any project that lies within the Environmental zones that overlay the campus will be subject to a Type II Environmental review, unless the project meets all applicable standards of 33.430.140 through 33.430.170. Projects that are conceptually approved in the Master Plan that are identified as requiring a future Environmental Review as indicated above include the expansion of the existing Theatre building; construction or replacement of new student housing on the north side of Reed Lake, including the Cross Canyon Dormitories; and any stormwater treatment on campus that includes an outfall within the Environmental overlay zones. New projects that are not included in the conceptually approved list above will require an amendment to the Master Plan per Condition B, above.
- F. If Reed wishes to exceed the maximum limit established herein for total student population of 1,350, a Type III Master Plan amendment is required.
[Note: The number of students used here was FPE, not FTE or headcount, and is not a useful measure of campus capacity. The 2008 update of this campus master plan uses instead a sensitivity analysis threshold of 1930 headcount, and it is requested that this more useful number be relied upon in place of the arbitrary number given above.]
- G. If Reed wishes to add a land use or development that will exceed the maximum trip generation levels analyzed in the current updated transportation analysis, as determined by Portland transportation, a Type III Master Plan amendment is required.

H. If Reed wishes to modify the Master Plan boundary to include college-owned parcels that presently lie outside the currently approved boundary, a Type III Master Plan amendment is required.

I. Preferential carpool parking must be provided and signed for the exclusive use of staff or students who carpool. These spaces should be located near the core of the campus. The minimum required number of carpool spaces are 15 for the East Parking Lot; 5 for the West Parking Lot; and 5 for the North Parking Lot.

[J and K have been met]

L. Approval of additional on-campus student housing for a cumulative total additional beds up to 300 students, for a total maximum number of resident students of 1040, and a total maximum number of students (resident and non-resident) of 1,350. All housing projects, new or modifications to existing housing that results in additional beds, must be reviewed through a Type II Conditional Use review, and any other concurrent reviews if required by Environmental regulations, Adjustments to development standards, etc. [*Note: Additional on-campus housing approved as part of LU 06-110903 CUMS AD*].

M. A Transportation & Parking Task Force shall be formed between representatives of Reed College, Eastmoreland Neighborhood and Reed Neighborhood Associations; and if needed, Tri-Met and the City of Portland. In particular, the Task Force should identify: parking impacts on the surrounding neighborhood, effectiveness of parking management program, appropriate incentives for carpooling, pedestrian crossings issues, and parking for special events. The Task Force shall meet periodically (i.e. bi-monthly at first, maybe semi-annually after the first six months) to address pertinent issues. If needed, recommendations shall be made by the Task Force to the City of Portland Office of Transportation for their review and incorporation into the Reed College Transportation Demand Management Plan.

N. On-site parking is limited to a maximum of 742 parking spaces. [*Note: a revision to this maximum is requested in section 3.2.14 in recognition of the increase in the number of students now resident on campus*].

O. A minimum of 655 on-site parking spaces must be provided.

P. All new and upgraded pedestrian walkways on campus shall be a minimum of 6 feet wide. The walkways shall be well lit and have obstructions at a minimum of 1.5 feet away from the edge of the sidewalk.

[Q has been met]



Prior Conditions that remain in effect: LUR 99-00307 CU MS EN :

Exhibit references below are to those exhibits attached to 99-00307.

- R. Prior to any clearing or grading activities on the site, the applicant shall acquire development permits from the Office of Planning and Development Review (formerly the Bureau of Buildings) to ensure all mitigation plantings are completed in conformance with Exhibit C-6.
- S. As part of the building permit process, erosion control plans shall be submitted to the Bureau of Environmental Services for their review and approval.
- T. Has been met.
- U. An erosion control plan in general conformance with Exhibit C-5 must be approved by the City Engineer, prior to construction. Erosion Prevention and Sediment Control must be carried out in conformance with the City's erosion control regulations in effect at the time development permits are issued for this project. Erosion control measures must be maintained until 90 percent of all disturbed ground is covered by vegetation.
- V. Prior to any ground disturbing activities on site, the approved disturbance area shall be marked in the field with bright orange construction fencing and a sedimentation fence shall be installed downslope of all vegetation removal, grading, and equipment maneuvering areas shown on Exhibits C-5. The sedimentation fence shall be installed, inspected, and maintained by the applicant in conformance with Erosion Control requirements in effect at the time permits are issued.
- W. No recontouring or regrading of the creek banks shall occur below the ordinary water level of the spring as determined by the Bureau of Environmental Services.
- X. Herbicides used for removal of vegetation must be listed by the U.S. Environmental Protection Agency as appropriate for application in aquatic areas and use must be in accordance with directions for application.
- Y. On-site storage of stockpile material, construction material, equipment, and construction debris shall be limited to the approved disturbance areas at each site, shown on Exhibit C-5.
- Z. Existing native vegetation shall not be removed outside of the approved disturbance area indicated on Exhibit C-5.
- AA. The project area shall be revegetated in substantial conformance with the attached plans (Exhibit C-6), within six months following final grading for the biofiltration swale.

- BB. All required mitigation planting (see Exhibit C-6) shall be clearly marked in the field with brightly colored surveyors flagging and labels identifying the species of each tree or shrub. These labels shall remain in place until final inspection by the Office of Planning and Development Review (OPDR).
- CC. During excavation of the biofiltration swale site, the applicant shall remove and destroy all exotic and invasive vegetation, as identified in the *Portland Plant List* Nuisance Plant list, such as Himalayan blackberry, English ivy, and morning glory from a 10 foot radius around all plantings required by the mitigation plan (Exhibit C-6). This area shall be maintained clear of non-native vegetation for a period of three years from the date of final inspection by OPDR.
- DD. The applicant shall monitor and maintain restoration plantings for a period of three years to eliminate exotic invasive weeds from the project area, and to assure success of the mitigation plantings.

Prior conditions from LUR 97-00062 CU MS ZC:

- EE. Rebuilding of the outdoor pool in its former location is prohibited.
- FF. New structures built in the cross canyon dorm area shall not be sited closer to the lake edge than existing buildings. Plantings of native species are required around the south, east and west side of any new buildings. These plantings should extend to the lake edge and should result in the addition or enhancement of at least one resource value.
- GG. Any new building to be located in the east meadow area must not encroach into the approved environmental zone.
- HH. Replaced by Condition M of LU 06-110903 CUMS AD.
- II. The applicant is required to submit an updated parking analysis after the Steele Street residences are complete to confirm that the existing supply of surplus parking on campus is sufficient and that there is no spillover parking on surrounding residential streets as a result of insufficient parking on campus. This report must be submitted to the Office of Transportation (Transportation Planning and Traffic Management) and the Bureau of Planning by the end of the first academic year that the residences are fully occupied.



Prior conditions of approval from LUR 97-00062 as modified and amended by LUR 01-00369 CUMS AD review:

- JJ. A minimum of 655 on-site parking spaces must be provided. On-site parking is limited to a maximum of 742 parking spaces.
[Note: a revision to this maximum is requested in section 3.2.14 in recognition of the increase in the number of students now resident on campus].
- KK. Projects within the approved Reed College boundary which comply with all of the following requirements will be deemed to be consistent with this Master Plan and will be permitted without a land use review if the following are met:
1. The project is not located within 100 feet of non-college owned residential properties, nor is not within an Environmental zone, nor requires an Adjustment.
 2. The project does not exceed the maximum number of parking spaces allowed (742) nor remove parking below the minimum number of spaces required (655).
[Note: a revision to this maximum is requested in section 3.2.14 in recognition of the increase in the number of students now resident on campus].
 3. The project is not subject to any land use reviews other than those addressed in the Master Plan, nor does it exceed any thresholds established by conditions of approval.
 4. No new land uses are created.
 5. The project does not violate any prior condition of approval required by previous land use decisions.

Prior conditions from LUR 96-00205 CU:

- LL. Plantings within and around the pond, and in all areas disturbed within the Environmental overlay zone, must be planted with species from the Portland Plant List. Areas designated for lawn are exempt from this requirement. Maintenance of native vegetation shall not employ pesticides, fungicides, or fertilizers, as required by regulations governing mitigation and restoration plantings (33.248.090).

Prior conditions from CU 41-90:

- MM. The applicant shall provide a traffic barrier, on their property, between the new north parking lot and SE Insley Street.
- NN. No evergreen trees shall be planted, on the site, which would cause reduced sunlight to the gardens of homes on SE 34th Avenue.