KATE SNYDER (MAYOR)
PIOUS ALI (A/L)
APRIL FOURNIER (A/L)
ROBERTO RODRÍGUEZ (A/L)

ANNA TREVORROW (1)
VICTORIA L. PELLETIER (2)
REGINA L. PHILLIPS (3)
ANDREW ZARRO (4)
MARK N. DION (5

CITY COUNCIL WORKSHOP

City Clerk Review (Executive Session) and Roux Institute (Public Session)

January 9, 2023 at 5:00 PM in Council Chambers

REMOTE PARTICIPATION:

The City Council will conduct this meeting from Council Chambers, located on the second floor of City Hall. The public may attend the meeting in person, however space in Council Chambers is limited. The public is therefore strongly encouraged to participate remotely via Zoom pursuant to the Remote Meeting Policy adopted by the Portland City Council. Allow your computer to install the free Zoom app to get the best meeting experience. If you are not able to attend live either in person or via Zoom, a recording will be available in the Agenda Center following the meeting.

Please click the link below to join the webinar:
https://portlandmaine-gov.zoom.us/j/85113144517?pwd=REYyU0ZHdGkyMmJJWUFteW1YdjhTQT09

Or Telephone:
Dial(for higher quality, dial a number based on your current location):
US: +1 929 205 6099 or +1 301 715 8592 or +1 305 224 1968
Webinar ID: 851 1314 4517
Passcode: 662860

EXECUTIVE SESSION (5PM):

The City Council will hold an executive session pursuant to 1 M.R.S. section 405(6)(A) in order to conduct a check-in with the City Clerk, Ashley Rand.

PUBLIC AGENDA (TO FOLLOW EXECUTIVE SESSION):

Discussion: Roux Institute / IDEALS proposed map and text amendments

Presentation by the Planning and Urban Development Department

Council Q&A

ADJOURNMENT:

1

PLANNING BOARD REPORT
TO CITY COUNCIL
PORTLAND, MAINE

1 Bean Pot Circle
ZN-001934-2022
Applicants: The Roux Institute at Northeastern University (Roux Institute) and the Initiative for Digital Engineering and Life Sciences (IDEALS)

Submitted to:	Mayor Snyder & the City Council	From:	Portland Planning Board
Council Hearing Date:	Jan. 18, 2023 (first read), Feb. 6, 2023 (public hearing)	**Date:**	January 6, 2023

I. INTRODUCTION

Figure 1: Artist rendering of Campus. View from I-295 NB.

Below is a summary of proposed zoning map and text amendments for 1 Bean Pot Circle (the site of the former B&M cannery), the review process, and the Planning Board's recommendations for adoption for each component of the proposed changes. The attached staff report to the Planning Board (Attachment A) contains additional detail and analysis of the application that informed the Planning Board's review. The amendments were initiated in an application by the Initiative for Digital Engineering and Life Sciences (IDEALS) on behalf of The Roux Institute at Northeastern University, to amend Article 8 of the Land Use Code, adopt a new IOZ for the property, and change the underlying zoning of the site from I-M and R-3 to B-5. The requested actions would facilitate the future development of a mixed-use campus for The Roux Institute, including academic buildings, office, lab, and incubator space, retail, hotel, and housing as well as publicly accessible open space.

Following an in-depth review that began in June of last year and included four workshops, the Planning Board voted on November 22 to favorably recommend to the City Council adoption of the following:

- Amending the text of Article 8 of the Land Use Code to add The Roux Institute at Northeastern University to the list of eligible institutions **(Vote: 6-0, Barker absent)**
- Amending the zoning map to add the Roux Institute at Northeastern University Institutional Overlay Zone (IOZ) to an area encompassed by 1 Bean Pot Circle **(Vote: 6-0, Barker absent)**
- Amending the text of Article 8 of the Land Use Code to establish a Regulatory Framework that identifies zoning requirements that apply to future development by the Roux Institute at Northeastern University within the IOZ boundaries **(Vote: 5-1, Silk opposed, Barker absent**)
- Amending the zoning map to rezone the parcels identified in Attachment B from I-M Industrial Moderate Impact and R-3 Residential to B-5 Urban Commercial **(Vote: 6-0, Barker absent)**

The applicant also prepared the required Institutional Development Plan, which was unanimously approved (**Vote: 6-0, Barker absent**) by the Planning Board at the hearing on November 22, 2022 (Attachment C), which does not require Council approval, but is an informative piece of the regulatory framework for the project.

PLANNING BOARD DELIBERATION

The Planning Board held four workshops and one public hearing to review the proposed application. In its review of the application, the Planning Board found the proposed zoning map and text amendments to be consistent with the City's Comprehensive Plan, *Portland's Plan 2030*, and to recommend to the City Council adoption of the zoning map and text amendments. Over the course of the review, the Board deliberated on a number of topics, eventually concluding that utilizing the IOZ for the Roux Institute's long term development plans was an appropriate, proactive tool to ensure a consistent, predictable, and clear growth management process for the Roux Institute at 1 Bean Pot Circle that would require on-going community engagement, outreach and participation to ensure a clear and transparent planning process for the years to come. The Board acknowledged that without the IOZ, future development would occur in a piecemeal manner without the benefit of a comprehensive well-considered, long-range plan that encourages a resilient, mixed-use campus, ongoing community engagement, and identifying potential impacts and mitigation measures to be considered under future proposals.

Traffic and transportation was one of the most discussed aspects of the amendments, and the Board generally welcomed the thoroughness of the IDP and Regulatory Framework, including the Roux Institute's responsiveness to community and Board concerns. However, Board Member Silk expressed that the traffic analysis and mitigation measures outlined were not entirely adequate and did not provide enough details to assess potential traffic impacts. Ultimately, Board Member Silk expressed support for the IOZ and the proposed amendments but voted not to recommend the Regulatory Framework due to his remaining traffic concerns. The five other present members of the Board expressed support for the Regulatory Framework. The Board broadly considered that the Regulatory Framework presented a balanced and well planned approach on key issues, taken together with the commitments and potential mitigation measures outlined in the Institutional Development Plan and the requirement for future Transportation Demand Management Plan (TDM) and Traffic Movement Permits (TMP) requirements at the time of future site plan application reviews.

Building and site design, including dimensional standards, was another central topic of deliberation. Based on feedback over the course of the review, the applicant included dimensional requirements informed by the long term program envisioned for the site, but also by a number of other goals and site considerations. These include transition zones to ensure that site layout, building form and scale are mindful of the project's surrounding context. The height overlay map focuses taller buildings toward the interior of the site while providing buffers along the waterfront and the I-295 corridor.

In response to concerns raised over the course of the review, the applicant, in coordination with Planning staff, modified their final Regulatory Framework to include specific provisions to sculpt the massing of future buildings by including minimum and maximum street wall heights; stepback requirements; length requirements to require buildings with a length of greater than 250 feet to include a continuous publicly accessible corridor; maximum floorplate requirements for portions of buildings above 75 feet; and building separation provisions for portions of buildings above 50 feet. The Regulatory Framework also includes reference to a series of design standards. The dimensional standards and design standards would apply to all buildings associated with the Roux Institute within the IOZ. With the added provisions around building

dimensional standards and design standards, coupled with the applicant's commitment to provide a publicly accessible open space on the site, the Board welcomed the detailed approach while acknowledging that the height and design of each building will require further consideration at the site plan review stage when building designs are more detailed.

In regard to uses, there were concerns raised between the neighborhood and IDEALS regarding the use and scale of a potential hotel. In response, the applicant included a restriction within the Regulatory Framework that would restrict hotel development to no more than one hotel, with no more than 130 rooms, and no taller than eight stories within the IOZ boundary.

The Planning Board noted that opportunities for new job-generating mix of uses, housing development, and open space will greatly benefit from updated zoning regulations that implement appropriate use, bulk and height limits for new buildings within this area. Redevelopment of the site under the updated zoning regulations will spur environmental and ecological improvements, the creation of significant amounts of waterfront open space, and establish connections to the existing Back Cove trail, providing a critical link to the city's multi-modal network. Moreover, rezoning the site from I-M and R-3 to B-5 will create opportunities for substantial new residential development, where residential is not currently permitted, which further supports goals identified in *Portland's Plan 2030* (and further discussed in Section V below), including the principle of complete neighborhoods, where all residents regardless of age, ability, or income have access to the basic necessities of daily life - housing, jobs, open space, other amenities and services within a walkable, bikeable distance. The site is also identified in *Portland's Plan 2030,* as a priority area to be evaluated for future change and growth in the Future Land Use chapter.

II. INSTITUTIONAL OVERLAY ZONE BACKGROUND

Recommended by the Planning Board and adopted by the City Council (Order 221-16/17) in 2017, the Institutional Overlay Zone (IOZ) is a mechanism available to larger medical and educational institutions to develop zoning regulations that "facilitate a consistent, predictable, and clear growth management process."

The IOZ review process includes the development of an IOZ boundary, an Institutional Development Plan (Institutional Master Plan) and a Regulatory Framework (Supplemental Zoning Regulations). The Institutional Development Plan (IDP) and Regulatory Framework cover a wide range of topics in the short-, medium-, and long-term, including:

- Institutional Context
- Anticipated Growth
- Transportation and Access
- Environment
- Infrastructure
- Design
- Neighborhood Engagement.

In addition to the IOZ requiring considerable preliminary analysis of impacts and potential mitigation and outlining use and dimensional standards, it requires forums for public feedback beyond that required for standard zone changes and site plan applications. Increased public engagement is essential for this planning process, given that it encompasses 10+ years of potential development. Both the Institutional Development

Plan and the Regulatory Framework are required to include a summary of public comments received throughout the process and identify how those comments have shaped the development of these documents (further discussed in Section VI of this report).

At the time the IOZ mechanism was adopted, four institutions were identified as eligible for submitting an IOZ (Maine Medical Center, Mercy Hospital, The University of Southern Maine, and The University of New England), with Maine Medical Center being the first and sole IOZ adopted by the City Council on November 10, 2017 (Orders 112-115-17/18).

Figure 2: Photo of the Cannery Building from the Institutional Development Plan.

III. EXISTING CONDITIONS AND SURROUNDING AREA

The site was previously the location of the Burnham & Morrill factory that produced the iconic B&M baked beans and is improved by a number of interconnected structures, surface parking, and a pier. Parallel to the IOZ review process, the five-story 1912 Cannery Building was designated as a local landmark by the City Council on October 17, 2022 under Order 86-22/23. The Cannery Building has been incorporated into the site design of the proposed IOZ and any future exterior alterations to the building or within the boundaries shown in Figure 3 will need to be reviewed by the Historic Preservation Board. All other existing buildings on the site are proposed to be demolished.

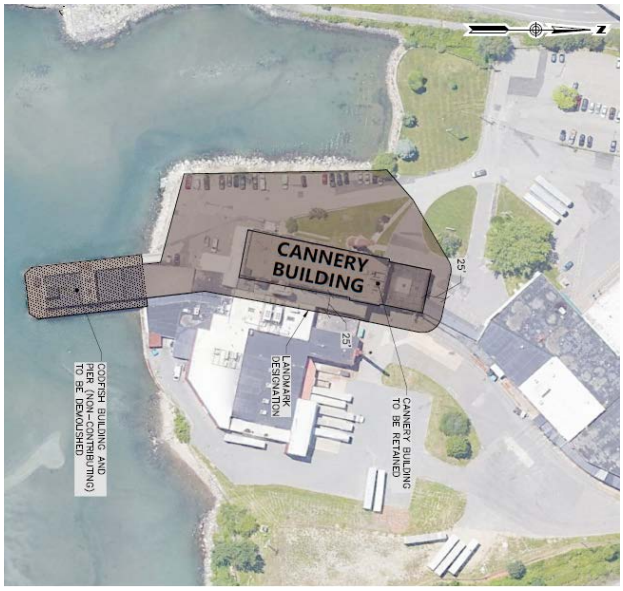


Figure 3: Designation boundaries for the Cannery Building and area immediately surrounding the Building.

The property is bounded to the west and north by Maine DOT right-of-ways and to the south and east by Casco Bay and is primarily located in an I-M (Moderate Impact Industrial) zoning district, with a small portion zoned R-3 (Residential) (Figure 6). The two current zoning designations are reflective of adjacent industrial, waterfront, and residential uses in the East Deering Neighborhood.

Automobile, bicycle, and pedestrian access to the site is provided by Sherwood Street via Veranda Street. Two METRO routes, Routes 9A/B and Route 7, have existing stops within the vicinity of the project, and an additional ten local and express routes are accessible via one transfer. The site is also close to shared use facilities on the Back Cove Trail and the western portion of Tukey's Bridge, which provides connections to the Eastern Promenade and Bayside Trails.

IV. PROPOSED AMENDMENTS

Text Amendment – IOZ Eligibility

The first proposed text amendment to Sections 8.5.1 and 8.5.2 of the Land Use Code would add The Roux Institute at Northeastern University as an eligible institution and update the referred number of institutions eligible from four to five. The amendments (Attachment D) read as follows:

8.5.1 Purpose

"The Institutional Overlay Zone (IOZ) designation provides a regulatory mechanism available to the city's ~~four~~ five major medical and higher education campuses…"

And;

8.5.2 Location and Applicability

The city's ~~four~~ five ~~primary~~ major medical and higher education institutions are eligible to apply for designation as Institutional Overlay Zones. The eligible institutions are the two major hospital institutions of Maine Medical Center and Mercy Hospital and the ~~two~~ three major academic institutions of University of Southern Maine, ~~and~~ University of New England, and The Roux Institute at Northeastern University, their successors and assigns. Designation as an IOZ is the preferred mechanism where the eligible institution's proposed development is inconsistent with the existing zoning.

Map Amendment – IOZ Rezoning

The first proposed map amendment would establish an Institutional Overlay Zone (IOZ) that is coterminous with the boundaries of 1 Bean Pot Circle. Figure 4 shows the proposed boundaries for the IOZ (shown in purple with white dashed line).

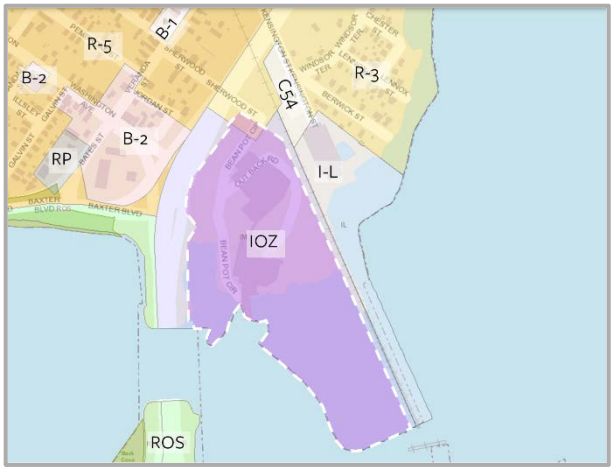


Figure 4: Proposed IOZ boundary coterminous with 1 Bean Pot Circle.

As part of the IOZ process, institutions identify all parcels to be included within the IOZ. In the submitted Institutional Development Plan (Attachment C), the Applicant has stated that all operations of The Roux Institute will transition from 100 Fore Street (where the Institute is currently based) to 1 Bean Pot Circle. If adopted, the IOZ would supersede the underlying zoning for property within the IOZ to which the Roux Institute holds right, title, and interest. For properties not subject to Roux Institute's right, title, and interest, the underlying zoning would continue to control.

Together with the proposed B-5 zone and IOZ Height Overlay, the Roux Institute would be able to concentrate institutional development along with supporting uses on the 1 Bean Pot Circle property. The proposed height and density would allow Roux to expand vertically on the site as opposed to horizontally into the surrounding neighborhoods.

Text Amendment – IOZ Regulatory Framework

The second proposed text amendment creates Section 8.5.7 of the Land Use Code and would serve as the location for the Regulatory Framework (Attachment E) for the Roux Institute IOZ. The Regulatory Framework

is a zoning document incorporated into the Land Use Code that implements the vision and goals of the eligible institution's Institutional Development Plan through use and dimensional requirements, identifying points for future review, when amendments to the IDP and Regulatory Framework will be required, design guidelines, and campus/transportation demand management (TDM) plan monitoring. The Regulatory Framework will constitute a key element in review of future site plan or related development applications for the site. The use and dimensional standards of the base zone apply to the entire site except where the Regulatory Framework indicates otherwise.

Contents of the Regulatory Framework include:

- Three additional use allowances (*Laboratory and Research Facilities, Low-impact Industrial (>10,000 SF), and High-tech Manufacturing*)
- A Height Map (Figure 5) that assigns differing maximum permitted heights to principal structures based on the location of the site
- Limitation on height (8 stories of hotel rooms in a structure that could be up to 10 stories) and number of rooms (130) for the proposed hotel
- Design guidelines that break up larger horizontal massing in buildings, makes buildings more pedestrian friendly through maximum street wall heights, requires building stepbacks to promote more architecturally interesting building tops, and restricts building floor plate sizes for portions of buildings above 75 feet
- Requirements to ensure smooth building and site design transitions between certain uses/areas of the site
- A framework for a Sustainability and Resiliency Charter that will be finalized prior to the first site plan submission that will include goals and requirements for more sustainable and resilient development practices for the eligible institution
- Review requirements related to the TDM plan, Traffic Movement Permits (TMPs), Parking, Mitigation, site plans, and Historic Preservation
- Strategies for neighborhood engagement including the establishment of a Community Advisory Group, identifying a designated community contact, continuation of neighborhood forums and maintenance of the Roux Institute Campus website
- Review thresholds for major and minor amendments to the IDP and Regulatory Framework, and which land use entities will review each type of amendment

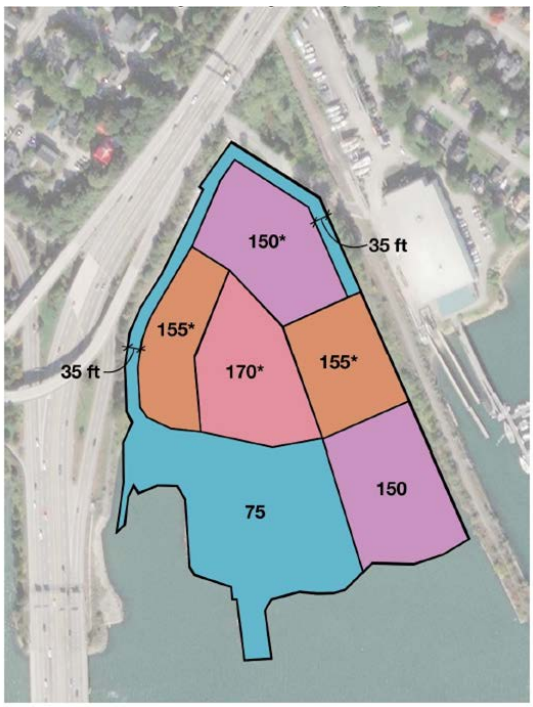
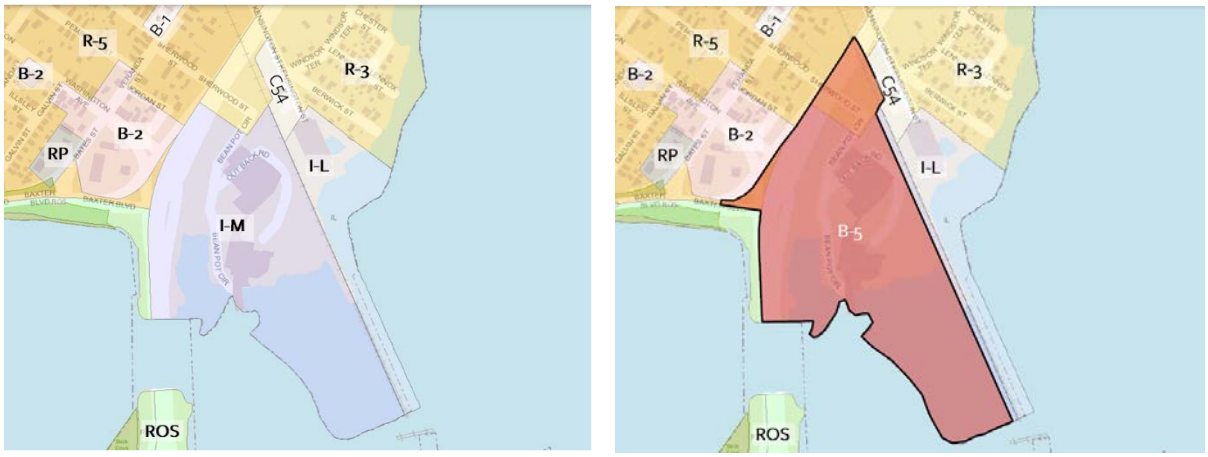


Figure 5: Height Overlay Map from the Regulatory Framework.

Map Amendment – I-M and R-3 to B-5

The second proposed map amendment would amend the zoning from I-M Industrial Moderate Impact and R-3 Residential to B-5 Urban Commercial in the areas shown in Figure 6. The purpose of this rezoning is to better align the base zoning for the site with the proposed uses, bulk, and massing of the proposed IOZ and operate as the intended function of a zoning supplement.



Existing Zoning Proposed B-5 Rezoning

Figure 6: Maps of existing and the area of the proposed B-5 rezoning.

The purpose of the B-5 zone is:

> *"To provide for areas of the peninsula near the downtown where a mixture of uses, including marine, industrial, commercial, and residential uses are encouraged. The B-5 and B-5b is typically characterized by larger underdeveloped lots with potential for denser, clustered, urban mixed-use development and more efficient use of existing land and building. It is anticipated that the dense, mixed-uses of the B-5 will rely on a shared infrastructure system, including service alleys, parking lots, public transportation facilities, stormwater management, and driveways"*

The Roux Campus as proposed is consistent with this purpose statement by:

- The B-5 zone being applied to various peninsula and near-peninsula areas of the city with industrial pasts that are transitioning to mixed-use.
- Being proximate to Downtown Portland, located a little over a mile from the B-3 zone
- Proposing a mixture of marine, industrial, commercial, and residential uses
- Being a larger underutilized former industrial lot that is proposed to be redeveloped for denser clustered, urban mixed-use development, and
- Reconfiguring the site to provide shared parking facilities & utilities, proposing to increase the building square footage, and diversifying the number of uses on-site from the previous operator

When comparing the B-5 with the I-M zone, the most notable distinctions include use provisions and dimensional standards. The I-M zone is geared toward traditional low to moderate impact industrial uses, which frequently rely upon convenient automobile & truck access to regional transportation infrastructure, benefit from regulations which account for the need to store materials and equipment outdoors dealt with through appropriate performance measures, and necessitate buffers between residential and/or other sensitive uses.

Conversely, the B-5 zone is among the more permissive mixed-use zones, anticipating scenarios such as that of the proposed development, in which large, underutilized properties are redeveloped to support both job generating uses and residential uses. As might be expected, this zone broadly permits residential, office, retail, restaurant, low-impact industrial uses <10,000 square feet, and other service-based uses. In addition, the zone permits a range of institutional uses, as well as some light industrial and transportation related uses, reflective of the types of redevelopment envisioned and alluded to within the zone's purpose statement.

Similar to use standards, both zones differ in their regulation of dimensional requirements, as seen below in Table 1:

Table 1: Dimensional Standards by Zone

Dimensional Standard	I-M	B-5
Street Frontage	60 Ft.	
Front Setback	1 Ft. for each Ft. of building height	
Rear Setback	1 ft. for each ft. of building height up to 25 ft., except 35 ft. when abutting residential zone	
Side Setback	1 ft. for each ft. of building height up to 25 ft., except 35 ft. when abutting residential zone	
Structure Height	75 Ft	65 Ft
Impervious Surface Ratio	75%	
Pavement Setback	10 Ft.	

Both zones are fairly permissive in terms of dimensional standards, however the I-M zone exhibits restrictions intended to buffer industrial uses from abutters, while also requiring minimum frontage, and limiting the amount of impervious surface. The B-5 anticipates a dense urban form, and aside from limits on building heights, does not generally restrict uses or development dimensionally. In this instance, the I-M does permit taller buildings, up to 75 feet, while the base B-5 permits max building heights up to 65 feet, and up to 90 feet with affordable housing density bonuses. Through the IOZ Regulatory Framework, the eligible institution would be permitted taller heights for this property as shown on the height overlay map (Figure 5).

Upon review of this proposed B-5 zoning map amendment application, additional areas were identified by the Planning Board to also be rezoned to B-5. The properties or portions of properties are owned either by the City of Portland (Part of Sherwood Street) or by the State of Maine for automobile and rail right-of-ways. Inclusion of these additional areas allows for a cleanup of the zoning map and removes use restrictions for the area around the existing rail right-of-way to have future use as a multi-modal transportation facility with ancillary uses, such as retail or restaurants.

The site's zoning has remained unchanged since Portland's industrial businesses relied on rail service and shipping. In 2015, rail service was stopped and in 2021 B&G Foods seized operations in Portland and shifted production to the Midwest. The I-M zoning currently only allows industrial and some commercial and institutional uses. Given the restriction on uses, opportunities for new development are hampered and so there is little incentive to reduce impervious areas, provide public access to the waterfront, and create coherent, well connected open spaces and trail networks; the change to the base zone, in conjunction with the IOZ, are intended to help facilitate the next incarnation of the site.

V. COMPREHENSIVE PLAN CONSISTENCY

Amendments to zoning require a determination of consistency with its current comprehensive plan, *Portland's Plan 2030*. In the case of this application, there are many elements of the proposed zone changes that align with goals of *Portland's Plan*. Highlights of applicable sections that the Planning Board considered when making their decision are included below. As part of their application, the applicant also highlighted a variety of elements from *Portland's Plan 2030,* in the Institutional Development Plan (Attachment C) on how the proposed zoning amendments will facilitate achievement of *Portland's Plan* through future development.

A number of objectives outlined in *Portland's Plan 2030* support the requested amendments. Those sections include the Plan's stated desire to expand access to the waterfront, developing opportunities to retain and prepare residents to compete in a knowledge-based economy, supporting smart growth of institutions in the community, supporting a reduction in impervious surfaces, and expanding the use of Transportation Demand Management (TDM) strategies to improve usage and access to public transit and non-motorized transportation modes (e.g., walking, biking).

Figure 7: Portland's Plan 2030 Vision Statement

The area for the proposed zoning amendments is located near an identified Priority Node (Washington Avenue & Veranda Street) to evaluate for future growth and higher densities, as well as the priority corridor of Washington Avenue & Tukey's Bridge for future evaluation of strengthening connections between northern portions of the City with the peninsula and providing a sufficient multi-modal capacity to meet the needs of commuters. This node also anticipated that this is an area where it was anticipated that the site may not have been in long-term industrial use due to its geographic context.

The proposed amendments would facilitate the development of the site as a pedestrian-centric campus with neighborhood services, housing, and supports the development of STEM-based skills for graduate students and professional learners is consistent with the goals and intent of City's Vision Statement and Portland's Plan 2030. A selection of comprehensive plan goals relevant to the zoning amendments are identified below, with the long term buildout of the site, and the preservation of portions of the site holding the potential to meet even more of the objectives of the plan:

<u>Environment</u>

"Encourage commercial entities to reduce fossil fuel use through expanded benchmarking, incentives."

"Coordinate future land use policy changes with long-range regional transportation planning, including planning for transit, pedestrian, and bicycle improvements, to reduce local regional vehicle miles traveled."

"Continue to develop land use policies which support complete neighborhoods."

"Encourage landowners and developers to incorporate sustainable design, materials, and practices in rehabilitation of historic resources and new construction."

Waterfront

"Expand waterfront access for the public where possible and appropriate."

Economy

"Prepare our current and future residents to compete in an increasingly knowledge-based economy."

"Invest in educational institutions and training as a means of attracting, developing, and retaining an educated workforce."

"Evaluate zoning and the condition of existing infrastructure in priority areas – downtown, in identified neighborhood nodes and along transit corridors – to ensure that employment and housing growth can be supported."

"Promote the orderly expansion of institutional uses, such as educational, cultural, and hospital campuses, which are central to workforce development, employment, and the health of the local and regional economies."

"Ensure that the growth of Portland's educational, medical, and cultural institutions is integrated into Portland's urban fabric through the use of high-quality design, management of impacts, community partnerships, and innovative planning."

Figure 8: Long-Term Development Plan detailing proposed site layout, internal circulation patterns, and potential transportation improvements.

"Sustain and strengthen relationships between local organizations and our anchor institutions to capitalize on their unique value to the well-being and future success of Portland and the region."

Housing

"Evaluate whether current zoning allows for new development consistent with historic patterns of form, density, and/or use, as well as whether it allows for priority growth areas."

"Encourage energy efficiency in new construction and rehabilitation of our housing stock."

"Encourage housing that is resilient in the face of climate change, severe weather events, and storm surges, especially in vulnerable low-lying areas."

"Pursue new opportunities for increased energy efficiency, increased densities, mixed incomes, and greater connectivity to surrounding neighborhoods."

Recreation & Open Space

"Encourage physical and visual access to Portland's waterfront – Casco Bay, Back Cove, and the Stroudwater, Presumpscot, and Fore Rivers – as a "blueway" network and an extension of public space for local and regional recreation and transportation needs."

"Prioritize open space acquisition and programming toward creating linkages where there are gaps in the network, particularly between Stroudwater and the Fore River, Evergreen Cemetery and the Presumpscot River, Portland Transportation Center and Bayside, Martin's Point and the Back Cove, and the Western Waterfront and the Fore River."

Figure 9: Artist interpretation of the waterfront depicting a shared-use pathway and connections between The Roux Institute building and waterfront activities.

Transportation

"Expand Transportation Demand Management (TDM) initiatives for large development sites and institutions, building upon the recent implementation of TDM plans for individual employers and sites."

"Enhance regional trail connections."

VI. NEIGHBORHOOD MEETINGS & PUBLIC INPUT

Two neighborhood meetings are required for IOZ applications, with the first meeting taking place prior to application submission on November 18, 2021, and the second meeting taking place after application submission on April 6, 2022. Summaries of these meetings can be found in Attachment F.

The Applicant also held an additional four meetings, known as Roux Roundtable meetings, to conduct additional community outreach in the development of the IOZ. Summaries of these meetings can be found in Attachment G.

A total of 96 written public comments were submitted to the Planning Board between June and November of 2022. 63 pieces of public testimony were provided at the June 14, August 9, October 11, and October 25 Planning Board workshops, and November 22 Hearing. Copies of these public comments can be found in PC1-PC5.

Figure 10: Photo from September 6, 2022 Open House on the Roux Campus.

The majority of comments expressed support for the work of the Roux Institute and the location of the Institute at 1 Bean Pot Circle. Support was also shown for the preservation of the Cannery Building and opportunities for additional open space opportunities and transportation connections that connected the site to the rest of the City and completed segments of existing and proposed networks. Concerns were raised related to the scale of the proposed development, whether the inclusion of some non-institutional uses truly served an ancillary function to the Institute, and the significance of potential transportation impacts even with mitigation measures.

The Applicant incorporated elements of many of these comments through the reduction of the height and scale of the proposed campus, setting limitations for the proposed hotel, submitting a comprehensive transportation memorandum for the purposes of the IOZ that identified potential impacts and mitigation strategies, and included additional opportunities for future multi-modal connections to meet the proposed reductions in single-occupancy vehicle trips to and from the site. Feedback from members of the public was incorporated by:

- Placing limitations on the scale and height of the proposed hotel,
- Identifying when and how meaningful public open space will be provided on-site,
- Setting goals and implementing strategies that will promote a higher percentage of non-motorized trips (i.e., pedestrian, bicycle) to, from, and on the site to reduce negative transportation impacts, and
- Reducing the scale and height of the proposed development and shifting the taller permitted heights towards the center of the site to reduce visual/shadow impacts.

If the IOZ is approved for the site, the Applicant will be required to continue to provide neighborhood engagement through:

- Quarterly neighborhood forums to discuss neighborhood concerns and upcoming development plans
- Quarterly Community Advisory Group meetings with community leaders to guide future development and serve as a mechanism to disseminate information
- A community liaison and social media platforms to address community concerns and provide campus updates.

Through the IOZ process and the proposed strategies for future development, the Applicant has identified a significant number of tools and mechanisms to have community engagement inform the development of this IOZ and integrate community engagement through the expansion of the Roux Institute, which aligns with the purpose of the IOZ and aligns with the goals of the Comprehensive Plan.

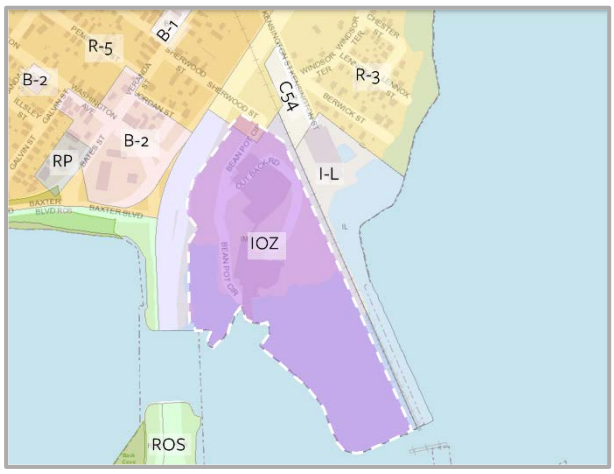
VII. PLANNING BOARD RECOMMENDATION

The Planning Board considered the proposed four zoning amendments at a hearing on November 22, 2022. After deliberation, and on the basis of staff reports, public testimony, and review of applicable policies, the Planning Board voted to find that the following zoning map and text amendments are consistent with the Comprehensive Plan and recommended adoption to the City Council:

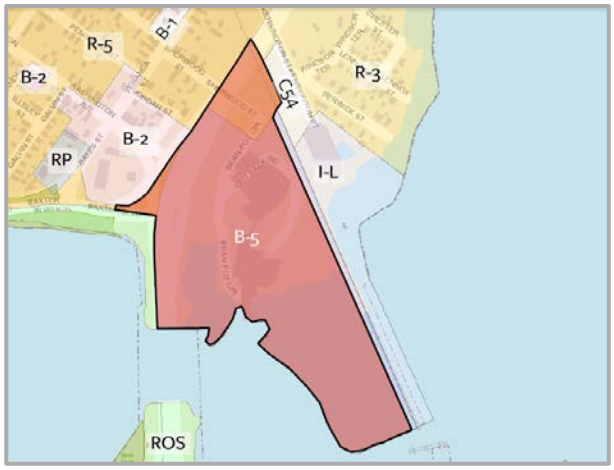
1. The proposed zoning text amendment to identify The Roux Institute at Northeastern University as an eligible institution to submit an IOZ application as shown in Attachment D.

2. The proposed zoning text amendment to create a new regulatory framework as included in Attachment E.

3. The proposed zoning map amendment to include the Roux Institute IOZ boundary for the area of land identified as 1 Bean Pot Circle as shown to the right:



4. The proposed B-5 zoning map amendment for the area of land as shown to the right:



VIII. ATTACHMENTS

Attachments

A. November 22, 2022 Planning Board Staff Report
B. Proposed IOZ & B-5 Map Amendments
C. Institutional Development Plan (Approved by Planning Board on November 22, 2022)
D. Proposed Text Amendment – IOZ Eligibility

E. Regulatory Framework
F. Summary of Required Neighborhood Meetings
G. Summary of Roux Roundtable Meetings

Public Comment

PC 1 – June 14, 2022 Public Workshop Comments
PC 2 – August 9, 2022 Public Workshop Comments
PC 3 – October 11, 2022 Public Workshop Comments
PC 4 – October 25, 2022 Public Workshop Comments
PC 5 – November 22, 2022 Public Workshop Comments

To: Chair Stanley and Members of the Portland Planning Board
From: Zach Powell, Senior Planner
Date: November 18, 2022
Re: Institutional Overlay Zone, Zoning Map and Text Amendment: Roux Institute/IDEALS
Applicant: IDEALS/Roux Institute
Project ID: ZN-001934-2022
Meeting Date: November 22, 2022

I. INTRODUCTION

Figure 1: Artist rendering of Campus. View from I-295 NB

The Initiative for Digital Engineering and Life Sciences (IDEALS) has submitted a zoning map and text amendment application on behalf of The Roux Institute at Northeastern University to amend the existing Institutional Overlay Zone (IOZ) regulations to permit The Roux Institute at Northeastern University to pursue an IOZ as an identified major City institution, change the underlying zoning of the site from I-M to B-5, and adopt a new IOZ for this property. The requested actions would facilitate the future development of a mixed-use campus for The Roux Institute, including academic buildings, office, lab, and incubator space, retail, hotel, and housing as well as publicly accessible open space.

The process for designation of an IOZ requires the institution to prepare an Institutional Development Plan (IDP), which is a proactive planning document for identifying and addressing anticipated change and growth by an institution. The IDP is reviewed and approved by the Planning Board and informs the institutions Regulatory Framework.

The IOZ also requires that a Regulatory Framework be submitted, to be included in the Land Use Code, which identifies the land area to be included on the zoning map as the Institutional Overlay Zone along with associated use, dimensional and design requirements. The Planning Board reviews and recommends to City Council the Regulatory Framework and IOZ boundary. An overview of this process is included on Page 2.

Review of the IOZ has spanned across four Planning Board Workshops, serving as an opportunity to provide a comprehensive overview of the project (June 14, 2022), and discussions on phasing, design, and height (August 9, 2022), transportation (October 11, 2022), and infrastructure and community engagement (October 25, 2022).

The Planning and Urban Development Department mailed 153 notices advertising this meeting to property owners within 500 feet of the site. A legal advertisement ran in the November 11, 2022 edition of the *Portland Press Herald*.

Institutional Overlay Zone (IOZ) Review Process

An IOZ includes three components:

IOZ Map Amendment

The map amendment for the IOZ boundary.

Institutional Development Plan

An IDP (Institutional Development Plan) serves as a master plan for an institution in the short-, mid-, and long-term documenting current and anticipated conditions.

Regulatory Framework

To implement the vision of the IDP, the Regulatory Framework supplements the existing base zoning through dimensional and design requirements, as well as specify the process for monitoring reports & amendments to the IDP & Regulatory Framework.

IOZ applications are reviewed by the Planning Board, then the City Council.

IOZ & Regulatory Framework R*

IDP D

Planning Board

Spring 2022 - Fall 2022

Workshop #1: June 14, 2022

Workshop #2: August 9, 2022

Workshop #3: October 11, 2022

Workshop #4: October 25, 2022

Hearing: November 22, 2022

IOZ & Regulatory Framework D

City Council

Winter 2023

R Recommendation

D Decision

*Related reviews include a text amendment identifying The Roux Institute at Northeastern University as an eligible institution to submit an IOZ application, as well as the proposed map amendment to rezone the base zoning to B-5 (Urban Commercial)

II. UPDATES FROM OCTOBER 25, 2022 WORKSHOP

Building from the discussion at the October 25, 2022 workshop, City Staff sent the Applicant an assessment (Attachment 1) of the completeness of the IDP and Regulatory Framework based on the required content listed in Sec. 8.5.4.C. and Sec. 8.5.5.D. of the City's Land Use Code. The Applicant revised both of these documents to address remaining content deficiencies and submitted updated versions of the IDP (Attachment A) and Regulatory Framework (Attachment B).

Figure 2: Artist interpretation from the IDP of the proposed waterfront shared-use path and potential uses.

From the takeaways at the October 25, 2022 meeting, the Applicant will be presenting on:

- The projected sustainability impact of the project;
- A rationale/methodology for the proposed heights in relationship to the site constraints and institutional needs;
- Framework for review and approval of open space provisions, including access to open space, and
- Integrating materials from the Transportation Memorandum (Attachment C) into the IDP and Regulatory Framework to respond to comments from the Planning Board, members of the public, and City Staff.

The following sections of this report review the compliance of the zoning map and text amendments for compliance with the City's Land Use Code and Comprehensive Plan. The structure of the report is as follows:

- Section 3: Review of Institutional Development Plan
- Section 4: Review of Regulatory Framework & IOZ Map Amendment
- Section 5: Review of Zoning Text Amendment
- Section 6: Review of B-5 Map Amendment
- Section 7: Comprehensive Plan Consistency
- Section 8: Neighborhood Meetings & Public Comment
- Section 9: Requisite Council Action
- Section 10: Proposed Motions
- Section 11: Attachments

III. REVIEW OF INSTITUTIONAL DEVELOPMENT PLAN

Table 1 provides a summary view of the IDP content review, with the 'Requirements' column, simplified and consolidated to include one or more sub-requirements of the IOZ ordinance. For a complete list of IOZ content requirements, please see Section 8.5.4.C in the Land Use Code.

Table 1: Required Content of the IDP (8.5.4.C)

Requirements	Provided	Notes
Mission Statement	Yes	The IDP clearly identifies the mission statement and vision of the University, and how future development furthers these aims.
Baseline Institutional Data	Yes	Baseline Institutional Data related to current programming, enrollment, and facilities has been provided.
Institutional Characteristics	Yes	Baseline data related to the subject property and the surrounding neighborhood, as well as a list of relevant municipal plans, projects, and studies have been provided.
Summary of Public Involvement	Yes	The Applicant has provided the meeting minutes for the two required neighborhood meetings, as well as the meeting minutes for the supplemental public engagement through the Roux Roundtable Meetings.
Identify Institutional Needs	Yes	The Applicant has identified the projected physical improvements and facilities needed to support the objectives and projected campus growth in the short-, mid-, and long-term.
Transportation & Access	Yes	A detailed transportation memorandum has been developed to support the Transportation & Access section of the IDP. The document outlines the proposed shift to increasing non-motorized trips to the site, identify potential mitigation strategies throughout all phases, and develop a schedule for these potential improvements. Parking ratios align with current Land Use Code requirements for the site, which will be informed through the review of parking studies and development of a TDM plan. Projected mode shares will inform campus development to limit the amount of parking on site to respond to access constraints of the site and align with the campus goals of providing a greener, more walkable and bikeable campus.
Environmental Impacts	Yes	A framework for the campus charter has been provided and will continue to be developed to meet the goals of the campus and the institution for sustainability and resiliency. An analysis of existing conditions have found that no existing habitats exist in close proximity to the site and appropriate measures for mitigation to meet State and National standards have been included in the IDP and Regulatory Framework.
Infrastructure	Yes	The previous energy usage and current capacity have been provided for the site. Phasing plans have identified potential on-site safety and utility improvements that will meet future public safety needs.

Design	Yes	The building and site design has evolved to mitigate negative visual and shadow impacts on the surrounding East Deering Neighborhood, enforce smooth transitions to and from the site, and thoughtfully incorporate existing site elements into the campus design.
Neighborhood Engagement	Yes	A framework has been included to ensure consistent communication between residents and local stakeholders on future development and construction management.

A. Institutional Development Plan Review Standards

The IDP is subject to 13 separate review standards, each of which are intended to ensure first that the IDP contains sufficient information to provide a reasonable, well-calculated depiction of what campus growth will look like in the subsequent 20-year period, providing a strong foundation and basis for the Regulatory Framework. The second principal element of the IDP is to accurately project impacts before development occurs, so as to facilitate timely and strategic improvements to minimize or mitigate those impacts.

1. ***Address all content requirements, unless explicitly modified by the planning authority or planning board.***

   Staff Comment: As demonstrated in Table 1 and Attachment 1, the Application has addressed all content requirements.

2. ***Reflect the issues/topics identified in the required public process.***

   Staff Comment: In the two required neighborhood meetings, a significant number of comments were submitted on the following topics, which reflected the majority of written comment and testimony at Planning Board workshops:

   - Traffic Impacts;
   - Hotel & Campus Programming;
   - Building & Site Design;
   - Campus Integration, and
   - Property Management & Acquisition.

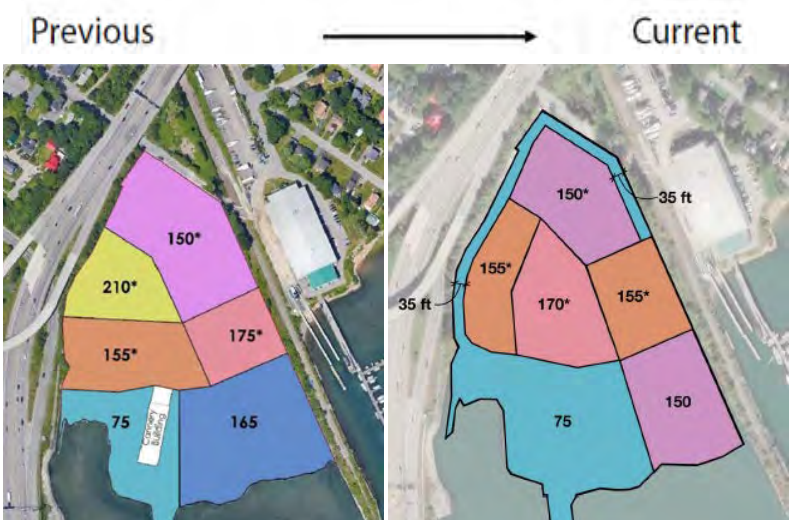


Figure 3: Image showing the original and currently proposed height maps for the IOZ.

The Applicant has reflected these topic areas in the development of the application through:

- **Traffic Impacts:** The submission of a transportation memorandum with a robust analysis for the IOZ review that assesses the potential impacts of the project throughout all proposed phases, developed site and building design standards to promote a walkable campus, and support the development of a residential parking program to mitigate negative transportation impacts on the surrounding neighborhood. The memorandum will serve as a starting point to inform more location-specific analyses in the future development of the TDM plan, site plan reviews, and TMP reviews.

- **Hotel & Campus Programming:** In response to concerns about the scale of non-institutional uses on the campus, the Applicant reduced the overall square footage dedicated to these uses, developed dimensional restrictions on the scale of the proposed hotel, and has thoughtfully combined supportive uses for the campus to support the development of a complete neighborhood campus that reduces single occupancy vehicle trips to and from the site.

- **Building & Site Design:** Comments on the scale and location of the proposed buildings led the Applicant to decrease the maximum permitted heights and shift the taller buildings to the center of the site, which reduced the shadow and visual impacts on the surrounding neighborhood and respect existing features such as the Cannery Building and the waterfront. Additional dimensional requirements such as setbacks building length, and floor plate provisions were also added to ensure the massing of buildings is broken down.

Figure 4: Map showing multiple modes and forms of access to and from the site.

- **Campus Integration:** While the site is separated from the East Deering Neighborhood by Maine DOT right-of-ways and the waterfront, the proposed use led to some concerns about how the site will integrate with the neighborhood and with the identity of the City of Portland. To respond to these concerns, design standards have been included to more thoughtfully address transitions on- and off-site, reinforcement of the accessibility of the Waterfront with multi-modal access that is open to the public, and continuing to maintain open dialogue throughout all phases of

development by establishing connections with community advocacy groups and developing a community advisory group/forums.

- **Property Management & Acquisition:** Comments arose relating to the involvement of IDEALS as part of the IOZ process, as well as if The Roux Institute at Northeastern University anticipated expanding the campus to any off-site locations. Supporting documentation (e.g., Articles of Incorporation, Memorandum of Understanding) and updates to the Regulatory Framework & IDP have more clearly delineated IDEALS' role in facilitation of the development and ultimate transfer of the land to The Roux Institute. Questions regarding off-site locations have been addressed in the IDP by clarifying that all operations will relocate to 1 Bean Pot Circle from the current leased space at 100 Fore Street. The applicant has stated that there is no intention to expand the campus to any off-site locations. Any expansion outside of the proposed IOZ boundary would require the applicant to seek an amendment to the IDP.

3. ***Demonstrate consistency with the city's comprehensive plan and the purpose of this ordinance.***

Staff Comment: Section 7 of this memorandum identifies the consistency for all proposed map and text amendments with the Comprehensive Plan goals. As demonstrated in that list of applicable strategies, the submitted IDP supports and furthers a significant number of the goals of *Portland's Plan 2030*.

The proposed base rezoning and IOZ content meet the purpose of the ordinance by proactively planning for the future of the site and supporting the development of a mixed-use, multi-modal site.

Figure 5: Graphic visualizing the structure of Portland's Plan 2030.

4. ***Demonstrate how the property ownership, proposed growth, and requested regulatory framework relate to the institution's mission.***

Staff Comment: 1 Bean Pot Circle is currently owned by IDEALS, which is the non-profit tasked with supporting the development of The Roux Institute at the site. Ownership of the site by IDEALS has enabled The Roux Institute to transition to a larger site that will fulfill the anticipated growth in the short-, mid-, and long-term by providing opportunities for connection with STEM businesses, housing for students, faculty, and guests, and larger academic/incubator spaces for the facility as compared to the current leased campus space at 100 Fore Street.

The regulatory framework also allows The Roux Institute to achieve the visions for the site by:

- Expanding the B-5 permitted uses to better align with the proposed uses of the Institute and partner facilities,

- Allowing increased heights/densities, which has facilitated improved buffers, additional publicly accessibly open space, and reduced visual shadow impacts as well as taking into consideration future sea level rise and flood zones,
- Enforcing the sustainability and resiliency goals of the campus through the development of a sustainability charter, and
- Proactively plan for a more multi-modal campus by planning shared-use paths networks, identify potential mitigation measures to improve non-motorized mode share, and promote iterative growth in the future reviews of TMPs, the TDM plan, parking studies, and site plan applications.

5. ***Demonstrate that traffic and parking impacts have been anticipated and that the proposed parking provision is justified as based on an assessment of options for reducing traffic and parking demands.***

Staff Comment: The Applicant has provided additional information on how trip generation and mode share for the site is calculated, mode splits by use, and anticipated mitigation measures for anticipated declines in LOS. Identification of potential shared-use path connections has also been included as a starting point in identifying solutions to meet lower-motorized mode share for future site plan and Traffic Movement Permit (TMP) reviews.

The phasing of the project allows for the fine-tuning of analyses and multimodal mitigation measures over time to meet the mode share targets via monitoring.

Thresholds for multi-modal improvements will align with TMP and TDM review requirements. Parking ratios for the site aim to utilize existing exemptions in the Land Use Code that require parking studies and the development of a TDM plan, which will help support the vision for a more walkable, bikeable campus and iterative development.

Figure 6: Mid-Term Development Plan from the IDP showing points of access and circulation patterns.

6. *Outline an approach to open space, natural, and historic resources that supports preservation and enhancement*

   Staff Comment: The IDP includes design guidelines that stress the importance of wayfinding, shared use paths connections to the Bean Building and Waterfront, and ensuring barrier free access to all members of the public. Overall, the inclusion of these principles will lead to more successful outcomes for open space & enjoyment of natural & historic resources. The Cannery Building was designated as a local historic landmark on October 17, 2022 under Order 86-22/23.

7. *Demonstrate that potential cumulative environmental impacts have been anticipated and can be minimized or satisfactorily mitigated.*

   Staff Comment: The IDP has confirmed that there are no environmentally sensitive areas on the site or habitats for endangered species. The Applicant will be developing a sustainability charter which will guide future development patterns and materials to promote a more resilient and sustainable campus. Additionally, the ethos for the campus being a more walkable and bikeable, complete neighborhood is anticipated to reduce overall single-occupancy vehicle (SOV) trips to the site, decrease the impervious surface area on the site, and restore the existing shoreline, which will lead to positive environmental impacts. Thresholds for future improvements will align with State and Federal standards and mitigation will correspondingly be required to meet those standards.

8. *Demonstrate that utility impacts have been anticipated and can be minimized or satisfactorily mitigated.*

   Staff Comment: The Applicant has stated that the current utility connections provide a sufficient starting capacity for the short-term development of the site and that development in the mid- and long-term will include routine service improvements that will mitigate negative impacts to the site and the surrounding area.

9. *Reflect a comprehensive design approach that ensures appropriate transitions with the existing or future scale and character of the neighboring urban fabric.*

   Staff Comment: Language related to circulation and building design have also taken steps to improve connections between buildings and the public realm, recognized differing needs for pedestrian-oriented design based on the proximity to automobile access on the perimeter of the site, and how functions of the site will differ based on the anticipated site users (e.g., public vs. semi-public, waterfront vs. Roux Institute facilities). Recognized public access and invitation to the waterfront have assisted in strengthening connections to the rest of the City.

10. *Promote compatibility with existing or future uses in adjacent neighborhoods, maintain housing, and support local amenities.*

    Staff Comment*:* With the separation from adjacent neighborhoods by DOT right-of-ways and the waterfront, the site has unique considerations in providing compatible uses. As compared to other IOZs, there is physical separation that reduces the impact of the more institutional uses being located near

residential zones. The proposed project is compatible with existing and future uses in adjacent neighborhoods. To the west, beyond Interstate 295 is a B-2 Community Business zone, which allows a mix of uses including residential, commercial uses such as retail, offices, hotels, bars, restaurants, and low-impact industrial. To the north is an I-L Industrial Low-Impact zone, which immediately abuts an R-3 Residential zone. I-L zones allow commercial and service uses such as recreation and amusement centers and repair services, institutional uses such as places of assembly, and industrial uses including low-impact industrial, office, manufacturing facilities, warehousing, and lumber yards.

IDEALS has indicated that they'd like to foster a close relationship with the neighborhood and are strengthening physical connections with the surrounding neighborhoods, through extension of the Back Cove Trail, potential improvements to Sherwood Street, and the availability for connections for rail or rail trail along the existing rail right-of-way. The site will be open to the public and will feature new public open space, including areas along the waterfront. Additionally, a Stakeholder Advisory Group will be established that features a number of transportation advocacy stakeholders to inform future development.

Figure 7: Diagram depicting connections between proposed campus uses.

The proposed development does not eliminate any existing housing and includes the construction of up to 650 units at the completion of the long-term phase. With an expected enrollment of ± 4,500 students, the site is expected to include amenities and services (restaurants, small grocery retail, and improved connections to the waterfront and trails) that are anticipated to reduce the number of trips off-site and can connect to existing trail networks.

11. ***Anticipate future off-site improvements that would support the integration of the institution into the community and citywide infrastructure.***

Staff Comment*:* The Applicant has submitted a transportation memorandum on potential multi-modal

mitigation measures that will be required to support the integration of the institution at each phase of development. Assessment of the visual and site design transitions throughout the site have thoughtfully considered how future residents will access the site and how members of the public will be welcomed in to utilize the public open space, shared use paths, and ground-floor commercial spaces. The infrastructure section has confirmed that the site has the utility capacity to meet needs for the short-term phase, with routine improvements into the mid- and long-term phases. Finally, the Applicant has proposed the establishment of a community advisory group and regular neighborhood forums, which can help guide the decision-making process for future off-site improvements to meet the needs of the neighborhood and greater City.

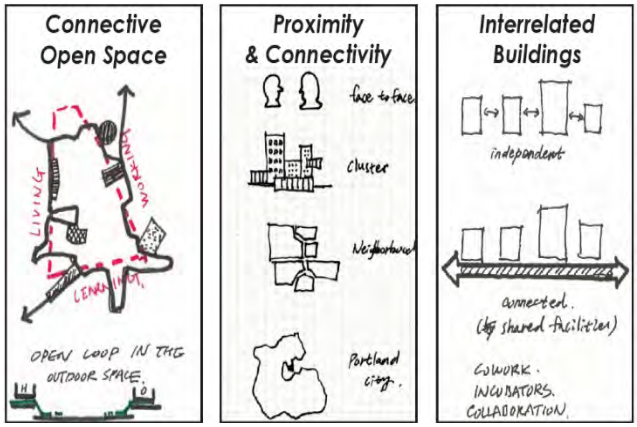


Figure 8: Concept sketches used to inform the building and site design.

12. *Conform with the standards of Article 17 for designated landmarks or for properties within designated historic districts or designated historic landscapes, if applicable. When proposed adjacent to or within 100 feet of designated landmarks, historic districts, or historic landscapes, the IDP shall be generally compatible with the major character-defining elements of the landmark or portion of the district in the immediate vicinity.*

Staff Comment: The Cannery Building was designated as a local historic landmark on October 17, 2022 under Order 86-22/23. Future phases of development will be subject to HP review within the designation area shown in Figure 9, in the case of work proposed on the Cannery Building itself. The local landmark designation includes language that limits Historic Preservation review to only the portions of the site designated as a local landmark, without 100 foot advisory review from historic preservation staff. The IDP identifies that the Cannery Building will be prominently featured on the site, with other development set back and limited in height within close proximity of the Cannery Building. Any new improvements within the designation boundaries shown in Figure 9 will need to comply with Article 17 of the Land Use Code.

Figure 9: Designation boundaries for the Cannery Building and area immediately surrounding the Building.

13. *Incorporate strategies to support clear communication and ongoing public engagement between institutions and nearby neighbors.*
Staff Comment: IDEALS has developed a variety of strategies to engage members of the community in on-going planning work. This included semi-regularly scheduled 'Roux Campus Roundtable' meetings, throughout the project development cycle. In addition, IDEALS maintains a website, www.rouxcampusportland.org, where relevant project information is regularly updated, with opportunities to take surveys, provide feedback, or contact a representative to ask questions. Additionally, IDEALS has designated a community contact who serves as direct liaison between IDEALS and members of the public. As mentioned and going forward, the Stakeholder Advisory Group will assist in providing additional opportunities for communication and transparency in future development.

IV. REVIEW OF REGULATORY FRAMEWORK & IOZ MAP AMENDMENT

Table 2 includes a summary of the required content for the regulatory framework, along with the current compliance with those submittal standards:

Table 2: Required Content of the Regulatory Framework (8.5.5.D.)

Requirements	Provided	Notes
Zoning boundary of the IOZ	Yes	The zoning boundary is clearly defined in a map on the first page.
Phasing and schedules	Yes	Details relating to amendment thresholds and specific improvements at proposed phases has been provided.
Uses	Yes	Expansion of permitted uses have been provided and takes into consideration the institutional purpose and viability of the site.
Dimensional requirements	Yes	A Height Map and height standards for the proposed hotel have been provided.
Transportation	Yes	The Transportation section has been expanded to include considerations related to the design for proposed bicycle and pedestrian networks, which will help promote pedestrian-scale design. Thresholds for access improvements have also been included to help inform phasing and mitigation. Parking ratios will be informed through the review of the future TDM plan, TMP, site plans, and parking studies.
Environment	Yes	The Regulatory Framework provides clarification on how and when open space will be provided during the first phase of construction. The references to the Sustainability Charter cement connections to the Institute's goals for sustainable and resilient development. While no environmentally-sensitive areas currently exist on the site, protections/procedures for any future environmentally-sensitive areas have been included.
Mitigation measures	Yes	The Regulatory Framework includes a broad approach on identifying mitigation measures. Goals for preserving access to the waterfront and the Cannery Building as a local landmark have been provided. Thresholds to address deficiencies related to transportation have also been included.

Design	Yes	The submitted design section provides design guidelines that more clearly translate the design principles into enforceable standards. Design requirements clarify the future envelope of buildings and connections between vehicular and non-vehicular pathways ensures that the placement promotes the walkable intent of the campus. Integration of the existing views, waterfront, and Cannery Building have also been provided to ensure a campus identity that is cohesive and respectful of the existing industrial, waterfront character. Transitions between different areas of the site have thoughtfully considered the range of uses and users of the site.
Neighborhood integration	Yes	The Regulatory Framework provides a number of strategies to ensure more transparent and open dialogue through the creation of a Stakeholder Advisory Group consisting of community stakeholders, as well as a community liaison. Additionally, the phasing section of the Regulatory Framework states that pedestrian linkages and safety will be addressed during the first site plan review, and includes requirements for a pleasant pedestrian experience during construction phases. Construction updates will be provided on a dedicated webpage and a number of forms of communication have been provided for residents to ask questions and provide feedback.
Monitoring	Yes	The Regulatory Framework has identified a schedule for monitoring and report submittal timeframe.

B. Regulatory Framework Review Standards

The Regulatory Framework is subject to 4 separate review standards, each of which are intended to ensure, consistent, and measureable zoning implementation that aligns with the goals of the Comprehensive Plan. These standards of the Regulatory Framework are anticipated to include parameters that guide the growth and change of the institution, as well as broad strategies to address potential impacts, with plans and details to be developed under site plan review.

1. Be consistent with the Comprehensive Plan and the Institutional Development Plan

Staff Comment: The submitted Regulatory Framework is consistent with the Comprehensive Plan and the assessment of how the suite of zoning text and map amendments align with the Comprehensive Plan can be found in Section 7 of this memorandum. Overall, the connections between the elements in the IDP and the guidelines in the Regulatory Framework are strong. City Staff have worked with the Applicant to improve connections between the Design Principles of the IDP and Guidelines of the Regulatory Framework, which is demonstrated in Attachment 2.

2. Provide a clear zoning framework, using graphics and tables as appropriate, to apply to future site plan reviews.

Staff Comment: Guidance from the Planning Board and City Staff have helped to evolve the Regulatory Framework into a more functional document that more clearly regulates and anticipates the unique elements and needs of the site and the surrounding area. Updates have included the addition of more graphics, revisions to align the language of the Regulatory Framework with the remainder of the Land

Use Code, and the removal of unclear/redundant language. As submitted, the Regulatory Framework will ensure clear implementation of the vision of the IDP in future site plan reviews.

3. Provide specific regulatory statements as appropriate that respond to concerns raised during the required public involvement.

Staff Comment: Based on comments received during the Roux Roundtable discussion and Planning Board public comments, both written and verbal, the Applicant has included the provision for a Stakeholder Advisory Group, allowance for snow ban parking on the site for neighboring residents, and developed design elements that will promote more thoughtful transitions in and around the site. Updates have been made by the Applicant to provide additional information on the proposed height of the hotel and associated structured parking to address concerns relating to the height and scale of the building.

Figure 10: Map from the Regulatory Framework identifying transition areas and buffers in and around the site.

4. Outline measurable goals and thresholds for improvements or other actions identified in the IDP to be advanced in subsequent site plan applications.

Staff Comment: The submitted regulatory framework has identified the goals for mode share and how future transportation topics will be addressed through future site plan, TMP, and TDM Plan reviews. Future achievement of sustainability goals for the campus will come from the development of a Sustainability and Resiliency Charter prior to the submission of the first site plan application.

V. REVIEW OF PROPOSED TEXT AMENDMENT

The City of Portland currently limits the Institutional Overlay Zone (IOZ) as a regulatory tool to four of the city's major medical and higher education institutions; those being Maine Medical Center, Northern Light Mercy Hospital, the University of Southern Maine, and the University of New England (UNE). The City's work to develop an IOZ tool began in 2016 with preliminary discussions with four of the City's major institutions. At least three of which were considering major changes to their core campuses, and, for some, the existing zoning presented challenges. For example, Maine Medical Center's contract zone, developed in 2005, did not support their long-term vision, and UNE's existing zoning, consisting of five disparate zones, presented challenges for their future planning as well. Moreover, the City recognized

that the growth and change contemplated by institutions is integral to their long-term health, and given their central economic, academic, and health care roles, also critically important to the health of the city, region, and state. The City also recognized that institutional growth and change can place pressure on surrounding neighborhoods and the city more broadly, and that proactive, long-term planning would allow the city to better anticipate municipal needs and would foster additional dialogue and relationships with surrounding neighbors. Therefore, the city developed the concept of the IOZ. At the time of adopting the IOZ, in 2017, as a new zoning tool for institutions, the City clarified that it was anticipated that the IOZ process would be extended to other institutions as needed.

In order to pursue an IOZ, a text amendment application in conjunction with the Zoning Map Amendment applications, to amend Article 8.5 of the Land Use Code. The amendment reads as follows:

8.5.1 Purpose

"The Institutional Overlay Zone (IOZ) designation provides a regulatory mechanism available to the city's ~~four~~ five major medical and higher education campuses..."

And;

8.5.2 Location and Applicability

The city's ~~four~~ five ~~primary~~ major medical and higher education institutions are eligible to apply for designation as Institutional Overlay Zones. The eligible institutions are the two major hospital institutions of Maine Medical Center and Mercy Hospital and the ~~two~~ three major academic institutions of University of Southern Maine, ~~and~~ University of New England, and The Roux Institute at Northeastern University, their successors and assigns. Designation as an IOZ is the preferred mechanism where the eligible institution's proposed development is inconsistent with the existing zoning.

The proposal to have The Roux Institute at Northeastern University added to the list of institutions eligible to pursue an IOZ is a different model for inclusion of a major institution as compared to the existing four institutions. The existing institutions are already established in their respective campuses, and may apply for an IOZ/IDP to support their future physical and programmatic expansion, whereas Roux is still in the early stages of its evolution through a leased space at 100 Fore Street. Additionally, the development of the institution involves a partnership between The Roux Institute at Northeastern University and IDEALS, the non-profit tasked with developing the Roux Campus, with the Roux Institute as primary occupant and institutional anchor of the site.

While this is a somewhat different approach, the inclusion of The Roux Institute does align with the IOZ purpose statements, as shown below in Table 3, by leveraging public-private partnerships to facilitate the proactive growth of a major educational institution that meets the goals of the Comprehensive Plan and provides more transparent, open dialogue with community members throughout the planning process.

Table 3: IOZ Purpose Statements (8.5.1.)	
IOZ Purpose Statement	**Notes**
A. Acknowledge that the city's major academic and medical institutions play a prominent role in the health and well-being of the local and regional community, and in order to sustain that role, these institutions need flexibility to change and grow.	The Applicant has identified in the IDP the impact that the Roux Institute has in Portland and the establishment of an IOZ provides a flexible structure that will facilitate the growth of the institution in the short-, mid-, and long-term phases of development.
B. Encourage proactive planning for institutional change and growth which identified and addresses likely long-term institutional needs and cumulative impacts while leveraging potential benefits at the neighborhood, city, and regional level.	While the other institutions currently eligible to submit an IOZ have a context and existing issues that influence future development phases, the proposed allowance for The Roux Institute to apply for an IOZ has provided an expanded opportunity for additional planning and thought in the development of a newer institution, that can build from the experiences of existing IOZs while chartering a more iterative course into the long-term future.
C. Ensure that institutional change and growth both complements and, as appropriate, integrates adjacent or surrounding neighborhoods through carefully planned transitions.	While the site is bounded on all sides by right-of-way or the waterfront, the development of the IDP and Regulatory Framework has been able to examine and carefully identify how the site is going to fit into the East Deering Neighborhood, the identity of the City of Portland, and how to develop feasible transitions/transportation plans given the limited number of potential access points to the site.
D. Support the formation and continuation of mutually beneficial public-private cooperation.	The development and execution of IOZs inherently support cooperation between the City, residents, and Applicants. The proposed IOZ has also been made possible due to the partnership of IDEALS and The Roux Institute. As a continuing theme throughout all of these purpose statements, building these relationships earlier on in the development of an institution will only enhance this cooperation throughout all phases of development.
E. Support an ongoing public engagement process that benefits both the institutions and nearby neighborhoods.	Including an institution like The Roux Institute in to the available IOZ process provides an even greater amount of time for public dialogue & engagement about their institutional growth. Through the IOZ structure, this helps establish a structure for communication at an earlier time and can help to lead to more proactive, responsive development in the future.
F. Reflect Comprehensive Plan and other policy objectives.	The Applicant has identified connections to the Comprehensive Plan, One Climate Future, and other

	relevant transportation plans in the surrounding area. The text amendment, along with other text and map amendments will facilitate the achievement of Comprehensive Goals that are more specifically identified in Section 7 of this memorandum.
G. Provide a consistent regulatory approach to all major institutions which allows unique regulatory requirements that balance the particular needs of institutions with the needs of the surrounding neighborhood and wider community.	While at a different stage of development as compared to other IOZ eligible institutions, the Applicant has used previous regulatory frameworks as a template for future development. Modifications from previous regulatory frameworks have been made to address comments related to transitions, height, and the scale of the proposed hotel on the campus.

VI. REVIEW OF B-5 MAP AMENDMENT

In addition to the development of the IDP & Regulatory Framework for the IOZ, the applicant has requested that the subject property be rezoned from Moderate Impact Industrial (I-M) and Residential (R-3) to Urban Commercial (B-5) mixed-use zone. The approval on an IOZ allows modifications to the base zoning related to uses and dimensional requirements, while also addressing any campus-specific considerations, such as mitigation measures.

While the Application could have been submitted without the requested change to the base zoning, the requested rezoning to B-5 is beneficial and aligns with the Land Use Code by:

- Selecting a base zoning classification that provides a strong foundation for the campus and minimizes the deviation of the IOZ from the base zone, which reinforces its use as a zoning supplement (Overlay) as opposed to a base zone, and
- Provides better alignment in the event that only a portion of the proposed IOZ development program is constructed and future development cannot utilize IOZ allowances and must comply with all B-5 requirements.

The following sections walk through the purpose of the B-5 zone and how it compares to the primary existing zoning for the site (I-M). Alignment with the goals of the Comprehensive Plan is discussed in Section 7 of this memorandum.

A. B-5 PURPOSE STATEMENT

The purpose of the B-5 zone is:

"To provide for areas of the peninsula near the downtown where a mixture of uses, including marine, industrial, commercial, and residential uses are encouraged. The B-5 and B-5b is typically characterized by larger underdeveloped lots with potential for denser, clustered, urban mixed-use development and more efficient use of existing land and building. It is anticipated that the dense, mixed-uses of the B-5 will rely on a shared infrastructure system, including service alleys, parking lots, public transportation facilities, stormwater management, and driveways"

The Roux Campus as proposed is consistent with this purpose statement by:

- The B-5 zones is applied to various peninsula and near-peninsula areas of the city with industrial pasts that are transitioning to mixed-use.
- Proximate to Downtown Portland being located a little over a mile from the B-3 zone;
- Proposes a mixture of marine, industrial, commercial, and residential uses;
- Is a larger underutilized former industrial lot that is proposed to be redeveloped for denser, clustered, urban mixed-use development, and
- Reconfigures the site to provide shared parking facilities & utilities, proposes to increase the building square footage, and diversifies the number of uses on-site from the previous operator.

B. COMPARISON OF I-M & B-5 ZONES

When comparing the B-5 with the I-M zone, the most notable distinctions include use provisions and dimensional standards. Key differences are provided in the tables below.

Table 4: List of Permitted and Conditional Uses

Uses	I-M	B-5
Single-Family Residential		P
Two-Family Dwellings		P
Multi-Family Dwellings		P
Handicapped Family Units		P
Combined Living and Working Spaces		P
Lodging Houses		P
Clinics		P
Cultural Facilities		P
Schools		P
Emergency Shelters	C	C
Government Uses		P
Places of Assembly (All)		P
Pre-School Facilities	P	P
Post-Secondary Schools		P
Intermediate Care Facilities	P	
Auto Service Stations		P
Bars		P
Exhibition, Meeting, Convention Hall		P
General Offices (All)	P	P
General Services (All)		P
Hostels		P
Hotels		P
Recreation and Amusement Centers	P	P
Restaurants		P
Retail (All)		P
Theaters and Performance Halls		P
Communication Studios		P
Intermodal Transportation Facilities	P	P
Low Impact Industrial (<10,000 SF)	P	P

Low Impact Industrial (>10,000 SF)	P	C
Laboratory & Research Facilities	P	
Lumberyard	P	
Marijuana Cultivation (<7,000 SF)	P	
Marijuana Manufacturing Facility	P	
Marijuana Testing Facility	P	
Printing & Publishing	P	P
Recycling and Solid Waste Disposal	P	
Repair Services	P	P
Construction & Engineering Services	P	
Dairies	P	
Food and Seafood Processing, Packaging and Distribution	P	
Studios for Artists & Crafts People	P	P
Warehousing, Storage & Distribution	P	P
Telecommunications Tower	P	
Tow Lots	P	
Correctional Pre-Release Facilities	P	
Marine Uses		P
Off-Street Parking		P
Parks & Open Spaces		P
Solar Energy Systems (Minor)	P	P
Solar Energy Systems (Major)	P	
Utility Substations	P	P
Wind Energy System (Minor)	P	C
Wind Energy System (Major)	P	

As can clearly be seen in the use table above, the two zones have different purposes with use provisions reflective of their stated purpose. The I-M zone is geared toward traditional low to moderate impact industrial uses, which frequently rely upon convenient automobile & truck access to regional transportation infrastructure, benefit from regulations which account for the need to store materials and equipment outdoors dealt with through appropriate performance measures, and necessitate buffers between residential and/or other sensitive uses.

Conversely, the B-5 zone, as can be seen in the uses listed above, is among the more permissive mixed-use zones, anticipating scenarios such as that of the proposed development, in which large, underutilized properties are redeveloped to support both job generating uses and residential uses. As might be expected, this zone broadly permits residential, office, retail, restaurant, low-impact industrial uses <10,000 square feet, and other service-based uses. In addition, the zone permits a range of institutional uses, as well as some light industrial and transportation related uses, reflective of the types of redevelopment envisioned and alluded to within the zone's purpose statement.

Similar to use standards, both zones differ in their regulation of dimensional requirements, as seen below:

Table 5: Dimensional Standards by Zone		
Dimensional Standard	I-M	B-5
Street Frontage	60 Ft.	
Front Setback	1 Ft. for each Ft. of building height	
Rear Setback	1 ft. for each ft. of building height up to 25 ft., except 35 ft. when abutting residential zone	
Side Setback	1 ft. for each ft. of building height up to 25 ft., except 35 ft. when abutting residential zone	
Structure Height	75 Ft	65 Ft
Impervious Surface Ratio	75%	
Pavement Setback	10 Ft.	

Both zones are fairly permissive in terms of dimensional standards, however the I-M zone exhibits restrictions intended to buffer industrial uses from abutters, while also requiring minimum frontage, and limiting the amount of impervious surface. The B-5 anticipates a truly high-density urban form, and aside from limits on building heights, does not generally restrict uses or development dimensionally. In this instance, the I-M does permit taller buildings, up to 75 feet, while the base B-5 permits max building heights up to 65 feet, or up to 90 feet with affordable housing density bonuses. However through the established Regulatory Framework, the eligible institution would be permitted taller heights for this property as shown on the height overlay map (Figure 11). It should be noted that affordable housing density provisions would not be applied to heights shown on the IOZ overlay map.

Staff agree that the proposed program of uses for the Roux Institute appear to better align with the purpose of the B-5 zone as compared with the I-M zone.

Building Height:
The maximum permitted height in the B-5 zone is 65 feet and up to 120 feet on Thompson's Point. In addition to the base B-5 height, the applicant proposes a height overlay map as part of the Regulatory Framework. The proposed height overlay map is geographically limited to the Roux Institute site and is tied to development by the Roux Institute.

The subject parcel is bounded by ±106-foot-wide Interstate 295 to the west, the St. Lawrence and Atlantic Railway and Maine Yacht Center to the north and Casco Bay to the east and south. The surrounding area includes an I-L (Industrial Low-Impact) zone and Contract Zone 54 for the Maine Yacht Center, which is currently improved with a 35-foot tall, 35,000 square foot building for boat storage, workshop space, offices, and accessory uses and operates as a full-service marina and boatyard facility and is permitted to have open air/outdoor storage of boats up to 90 feet in height.

Beyond the St. Lawrence and Atlantic Railway and Maine Yacht Center is a residential neighborhood zoned R-3 (Residential), characterized by single-family homes. To the west, beyond Interstate 295 is zoned B-2 (Community Business) and is characterized by a mix of commercial retail and offices as well as residential uses. The B-2 zone permits building heights up to 45 feet, except 50 feet if the first floor is in commercial use. B-2 zones are eligible for affordable housing density bonuses ranging between 10 and 25 feet and therefore allow buildings up to a maximum height of 75 feet.

As part of the regulatory framework, the Applicant proposes a height overlay map which includes heights ranging from 75 feet, 150 feet, 155 feet, and 170 feet for portions of the site (Figure 11). The applicant's approach is to create transitions from the surrounding context by creating a 75-foot maximum height buffer along the site's edges and stepping up and directing taller buildings to appropriate locations within the interior of the site and towards Interstate 295 and Casco Bay. Furthermore, the applicant proposes restricting floorplate sizes in specific locations to a max of 35,000 square feet for portions of buildings above 75 feet, and to include stepback requirements above minimum and maximum street wall heights, which will shape the bulk and scale of larger buildings.

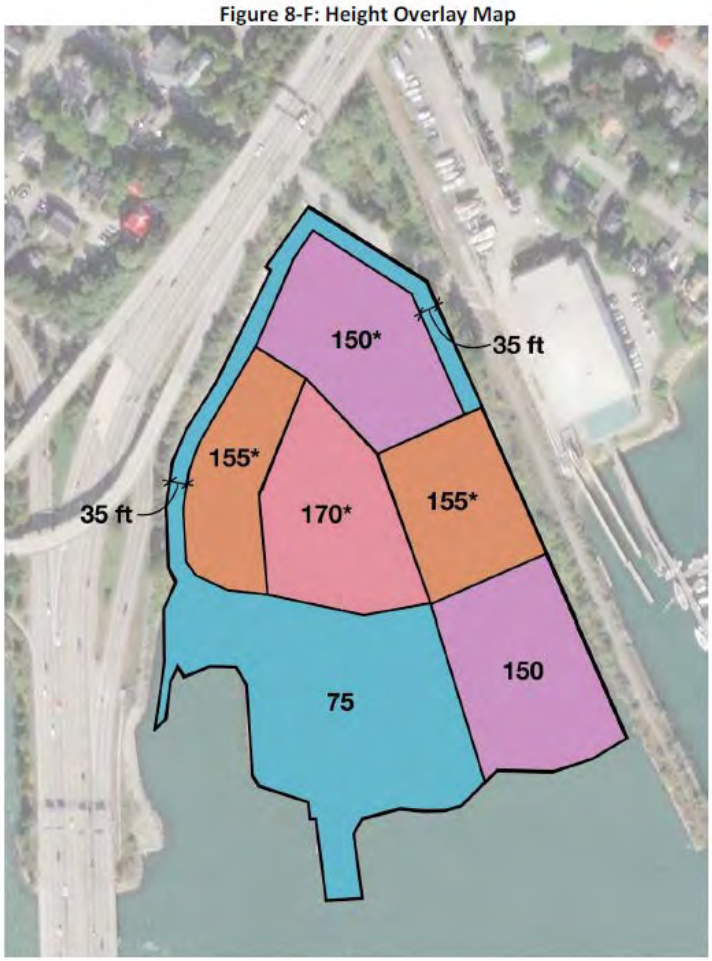


Figure 11: Height Overlay Map from the Regulatory Framework.

The allowance for greater heights on the parcel has raised some concerns for compatibility with the East Deering contexts and has received support from others. Currently, height maximums are highly variable within Portland's higher density urban zones mapped across the city. While the B-3, B-6, and B-7 zones as well as USM Overlay and Maine Med IOZ utilize building height overlay maps, the B-1, B-2, and B-5 zones have maximum building heights in addition to each having geographically or use specific modifications to increase buildings heights. Furthermore, B-1/B-1b, B-2/B-2b/B-2c, B-3/B-3b/B-3c, B-5, R-7, and R-P zones are eligible for affordable housing height bonuses ranging between 10 and 25 feet.

Planning staff believes that the proposed heights as shown on the submitted height overlay map is appropriate. The proposed site is uniquely situated, with Casco Bay bordering the site to the south and east, ±106—foot-wide Interstate 295 bordering the site to the west and the St. Lawrence and Atlantic Railway and Maine Yacht Center to the north. The Roux site relates strongly to the Interstate 295

corridor, is isolated from surrounding neighborhoods, and has a history of dense, intensive industrial development and use.

Figure 12: Potential Site Section from the IDP depicting the proposed building heights in relationship to the existing Cannery Building, I-295, and East Deering Neighborhood.

The site is accessible to public transit and offers opportunities for multi-modal access and walkability with connections to various trail networks including Back Cove Trail, Eastern Promenade Trail, and Bayside Trail. The site is within an approximately 15-minute bicycle ride of City Hall via Back Cove Trail and Bayside Trail and an approximately 40-minute walk.

Planning Staff believes that the proposed overlay map is responsive to the surrounding context by arranging and distributing heights that will shape future buildings bulk and scale in manner that accommodates the proposed density. The proposed heights are designed to adjust to the context. At the site's northern most point, nearest to the Maine Yacht Center and the St. Lawrence and Atlantic Railway beyond which is a lower-scale residential neighborhood and along the site's western most point adjacent to Interstate 295, the Applicant proposes maintaining a maximum height of 75 feet to a depth of 35 feet, preserving the current maximum height allowed on the site. In addition, a 75 foot maximum height is mapped for the majority of the sites waterfront, preserving key views into the site from Tukey's Bridge/Interstate 295 and maintaining a similar scale to the B&M building, a locally designated historic landmark, to ensure compatibility with future designs. Beyond the 75 foot maximum height buffer,

building heights transition and increase ranging between 150 and 155 feet before establishing a maximum building height of 170 feet located at the center of the site. Planning Staff believes that the manner in which the building form will come together will effectively establish a transition to the medium-rise contextual neighborhoods of East Deering to the north and west and the waterfront to the south and east.

Past practice has demonstrated the wisdom of applying building heights that reflect the geography and development context of particular sites. Policies promoting urban scaled density can be implemented while neighboring properties can be best protected when topography, view corridors, street hierarchy, and other context specific issues are reflected in the zoning. Akin to these past practices, Portland has precedent for high-density buildings adjacent to a low- to medium-density context. The Maine Medical Center IOZ regulates building heights via a height overlay map and utilized a similar approach by focusing taller heights, ranging from 125 feet to 200 feet, towards the interior of the site and transitioning down in scale, ranging between 70 feet and 85 feet, to the surrounding neighborhood context, which includes smaller scale single, two-family, and multi-family buildings. A similar condition also exists where both the B-3 and B-7 zones abut low-to-mid density neighborhoods.

Planning Staff believes that the proposed development as contemplated would fulfill multiple public policy objectives, including: the future construction of a higher education institution, research, lab, and office space, retail, housing, and publicly accessible open space, which further supports goals identified in *Portland's Plan 2030*, including: supporting sustainable growth in our educational, medical, and cultural institutions; valuing innovation and creativity as cornerstones of the local economy and as central to Portland's uniqueness and diversity; investing in, attracting, and retaining human capital to support a growing economy; respecting that our unique quality of place is key to our future economic success as well as valuing and nurturing Portland-based businesses; and reinforcing the waterfront as a key component of Portland's economic health, balancing traditional and emerging industries with tourism and recreation.

Furthermore, the contemplated heights would allow for a proposed development that supports the City's housing and recreation and open space policies, including: encouraging additional contextually appropriate housing density to support complete neighborhoods and pursuing policies to enable people who work in Portland to have the option to live in Portland as well as encouraging quality, sustainable design in new housing development Moreover, permitting additional height on the site creates opportunities for additional open space supporting the state goals such as promoting and protecting the availability of outdoor recreation opportunities for all Maine citizens, including access to surface water, and local goals, including sustaining our system of parks, trails, and open spaces; strengthening connections between open spaces and providing high-quality, well-designed, well-maintained, safe, and integrated parks, trails, public open spaces and recreational opportunities accessible to all residents. In addition, the site is encumbered by FEMA flood zones and permitting concentrated height away from the water's edge will ensure the site is able to accommodate future climate related events and provide additional previous and open spaces.

The proposed development at the contemplated heights would create a dense concentration of uses, adjacent to existing and future multi-modal transit options, including railroad corridors, promotes walkability, and aligns with the goals to create complete neighborhoods. Situating this type of density

adjacent to an array of transit options and creating a mix of uses on site is emblematic of sustainable land use planning and has the opportunity to support future trail connections and public transit such as buses and/or passenger train service.

VII. COMPREHENSIVE PLAN CONSISTENCY

Maine law requires that zoning enactments and amendments, to be valid, must be "pursuant to and consistent with [the municipal] comprehensive plan." 30-A M.R.S. 4352. Zoning is "consistent" with a comprehensive plan when it is "in basic harmony" with some (though not necessarily all) portions of it.

The majority of strategies in *Portland's Plan 2030* are tied to development, infrastructure, and policy implementation. The following list includes the major categories of the Comprehensive Plan, along with each of the strategies being met through the combination of proposed map and text amendments that facilitate development in future site plan applications:

<u>Environment</u>

- **Minimize impacts to** the **City**'s waterways by reducing combined sewer overflows and implementing stormwater best practices.
- Incorporate additional Low Impact Development (LID) standards into City codes.
- **Support reduction in impervious surfaces** and **implementation of green infrastructure** through local codes and incentives, and in infrastructure investments where appropriate.
- **Reduce city-wide nonrenewable energy consumption through policies that support** public and **private investments in alternative energy sources**.
- **Encourage commercial entities to reduce fossil fuel use through expanded benchmarking**, incentives for improved lighting and heating efficiencies and purchase of electric vehicles.
- **Encourage fossil-free transport** through support for electric vehicles, electric public transit, **dedicated bicycle lanes, and vehicle exclusion zones**.
- **Ensure that all municipal decisions** take into **account the necessity of** essentially **eliminating carbon dioxide emissions within 30 years**.

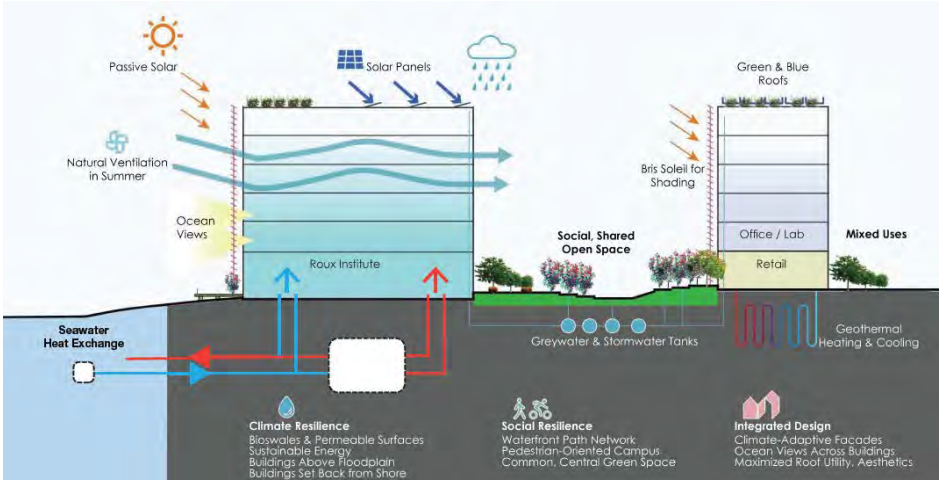


Figure 13: Diagram from the IDP illustrating potential alternative energy and sustainable building practices for the campus.

- Coordinate future land use policy changes with long-range regional transportation planning, including planning for transit, pedestrian, and bicycle improvements, to reduce local regional vehicle miles traveled.
- Continue to develop land use policies which support complete neighborhoods.
- Encourage landowners and developers to incorporate sustainable design, materials, and practices in rehabilitation of historic resources and new construction.

Historic Resources

- Document and designate resources of historic, architectural, and/or cultural significance, based on survey findings and input from applicable stakeholders, to encourage thoughtful building rehabilitation, deter demolition, and support neighborhood revitalization.
- Expand interpretative signage programs for historic parks and selected sites.
- Accommodate multiple objectives, such as improved accessibility, improved energy efficiency, or climate change adaptation, in alterations to historic structures while adhering to preservation objectives.
- Ensure an appropriate balance of continuity and change as Portland grows and evolves.

Figure 14: Photo of the site c. 1900. Source: Maine Memory Network

Waterfront

- Expand waterfront access for the public where possible and appropriate.
- Integrate best practices for adaptive waterfront strategies, including adaptive construction techniques, stormwater infrastructure and utilities, site protection, floodproofing, and risk avoidance into the City's technical standards and land use code.

Economy

- Prepare our current and future residents to compete in an increasingly knowledge-based economy.
- Invest in educational institutions and training as a means of attracting, developing, and retaining an educated workforce.
- Evaluate zoning and the condition of existing infrastructure in priority areas – downtown, in identified neighborhood nodes and along transit corridors – to ensure that employment and housing growth can be supported.
- Modify ordinances and make strategic investments to better promote business development and job creation in priority areas.
- Promote the orderly expansion of institutional uses, such as educational, cultural, and hospital campuses, which are central to workforce development, employment, and the health of the local and regional economies.
- Ensure that the growth of Portland's educational, medical, and cultural institutions is integrated into Portland's urban fabric through the use of high-quality design, management of impacts, community partnerships, and innovative planning.
- Sustain and strengthen relationships between local organizations and our anchor institutions to capitalize on their unique value to the well-being and future success of Portland and the region.
- Support policies that foster innovation, entrepreneurship, and the creative economy,
- Capitalize on emerging open data trends to encourage transparency, test ideas, and develop solutions for urban issues.
- Recognize the role of the transportation system in the current and future economic health of the City.

Figure 15: Long-Term Campus Concept Plan from IDP.

Housing

- Evaluate whether current zoning allows for new development consistent with historic patterns of form, density, and/or use, as well as whether it allows for priority growth areas.
- Encourage energy efficiency in new construction and rehabilitation of our housing stock.
- Encourage housing that is resilient in the face of climate change, severe weather events, and storm surges, especially in vulnerable low-lying areas.
- Pursue new opportunities for increased energy efficiency, increased densities, mixed incomes, and greater connectivity to surrounding neighborhoods.

Recreation & Open Space

- Expand safe, well-lit walking and cycling routes to open spaces, including crosswalks, sidewalks, and bike lanes.
- Improve the utility of existing spaces by developing and programming parks and open spaces for diverse, simultaneous, complementary uses.
- Pursue opportunities for **optimizing green infrastructure** and **enhancing** the **existing stormwater management and flood storage** functions **of** the City's **open spaces** where appropriate and practicable.
- **Encourage physical and visual access to Portland's waterfront** – **Casco Bay, Back Cove**, and the Stroudwater, Presumpscot, and Fore Rivers – **as** a "blueway" network and **an extension of public space for local and regional recreation and transportation needs.**
- **Prioritize open space** acquisition and **programming toward creating linkages where there are gaps in the network, particularly between** Stroudwater and the Fore River, Evergreen Cemetery and the Presumpscot River, Portland Transportation Center and Bayside, **Martin's Point and the Back Cove**, and the Western Waterfront and the Fore River.

Figure 16: Map of Proximate Open Spaces from IDP.

Facilities & Services

- **Leverage** State, local, and **private funding** to allow a **comprehensive approach** to **sustain excellence in the school system**.
- Continue to **provide** continuing education and **job training for adults and new residents**.
- Pursue public/private partnerships to fund needed projects and services

Transportation

- **Monitor** indicators such as **mode share, multi-modal levels of service, and levels of active transportation**, particularly **on key transportation corridors.**
- **Benchmark existing conditions** and **set targets for** specific **future** years.
- Make **improvements** to the **transportation system** to improve **equity, sustainability, and accessibility** for all ages and abilities.
- **Address existing High Crash Locations**, improve ADA accessibility, **and ensure pedestrian access to transit stops** and along Safe Routes to School Routes.
- **Support the vision of large, transformative projects** such as the redesign of Franklin Street, the transformation of Forest Avenue, and others, as well as future studies through strategic, cost effective, and incremental actions.
- **Minimize the impact of highway infrastructure, such as ramps** and overpasses, **on City streets and neighborhoods**.

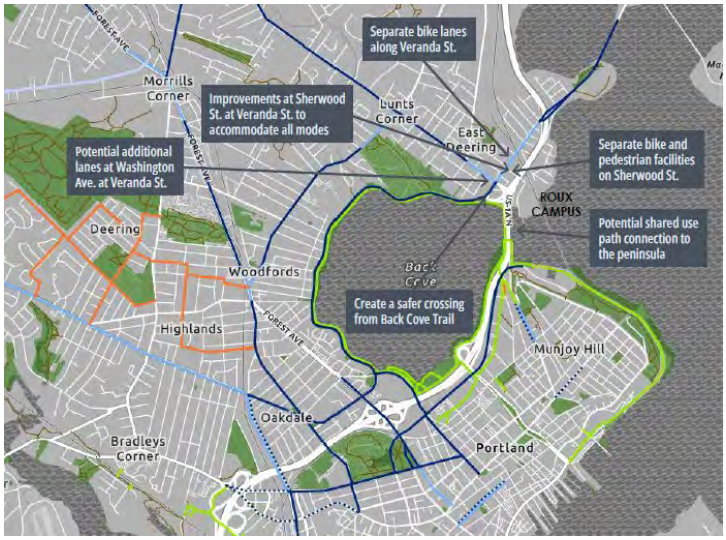


Figure 17: Map of Potential improvements over all phases of development.

- **Identify and plan for parking needs, particularly** downtown, **on the waterfront, and in conjunction with larger institutions.**
- Develop robust, integrated parking management strategies to reduce parking demand.
- **Invest in** a walkable city through sidewalk maintenance, **accessibility improvements, trail and path connections,** snow clearance, **lighting, landscaping, traffic calming, enhanced street crossing, strong urban design, artistic elements, and wayfinding.**

- **Complete** and maintain the **City's system of shared use pathways**, neighborhood byways, and **protected/enhanced bike lanes in a** legible and **continuous network**, **and develop** the **complementary infrastructure**, such as bicycle parking and wayfinding, **to support it**.
- **Explore** potential **locations for separated bike infrastructure**.
- **Expand** Transportation Demand Management (**TDM**) **initiatives for large development sites and institutions**, building upon the recent implementation of TDM plans for individual employers and sites.
- Support initiatives to strategically **increase the frequency and span of service,** on-time reliability, **and geographic scope of transit service.**
- **Develop transit centers,** enhance bus stops, **and improve transit stop and transit corridor operations and accessibility.**
- **Plan for multi-modal trip connections** through bike storage, timetable coordination, or other measures **that facilitate ease of transitions between modes of travel.**
- Support the waterfront as a signature transportation resource.
- Enhance regional trail connections.

The combined proposed building and site design, IDP & Regulatory Framework, associated text amendments, and future TMP & site plan reviews facilitate the achievement of a significant number of Comprehensive Plan goals.

VIII. NEIGHBORHOOD MEETINGS & PUBLIC COMMENT

Two neighborhood meetings are required for IOZ applications, with the first meeting taking place prior to application submission on November 18, 2021, and the second meeting taking place after application submission on April 6, 2022. Summaries of these meetings can be found in Attachment E.

A total of 73 written public comments were submitted to the Planning Board between June and November of 2022. 49 pieces of public testimony were provided at the June 14, August 9, October 11, and October 25 Planning Board workshops.

Figure 18: Photo from September 6, 2022 Open House on the Roux Campus.

On November 16th, comments were submitted to the Planning Board with suggested changes to the Regulatory Framework (PC 8) to address concerns and comments from the East Deering Neighborhood. Comments primarily focused on the use of consistent terminology for references to The Roux Institute at Northeastern University, clarification of procedures for submittal of application documents and eligibility for amendments, and references to strategies to mitigate transportation impacts on the surrounding neighborhood. As part of the updates made to the IDP and Regulatory Framework, the Applicant has worked with City Staff to address these topic areas to improve the functionality of the document and structural consistency with the existing IOZ for Maine Medical Center and other regulations outlined in the City's Land Use Code.

Links to the written public comments and recordings for each of these workshops can be found on the first page of this memorandum.

IX. REQUISITE COUNCIL ACTION

Any proposed rezoning, regardless of whether it is favorably or negatively recommended by the Planning Board, must be approved by City Council vote in order to take effect.

X. PROPOSED MOTIONS

1. On the basis of materials submitted by the applicant, the City of Portland Land Use Code, Portland's Comprehensive Plan, public comment, and the information provided in the public hearing on November 22, 2022 for the application ZN-001934-2022, and/or other findings, the Planning Board finds that the proposed zoning text amendment to identify The Roux Institute at Northeastern University as an eligible institution to submit an IOZ application [is/is not] consistent with the Comprehensive Plan for the City of Portland; and therefore, the Planning Board [recommends/does not recommend] to the City Council adoption of the zoning text amendment as shown in Attachment F.

2. On the basis of materials submitted by the applicant, the City of Portland Land Use Code, Portland's Comprehensive Plan, public comment, and the information provided in the public hearing on November 22, 2022 for the application ZN-001934-2022, and/or other findings, the Planning Board finds that the proposed B-5 zoning map amendment [is/is not] consistent with the Comprehensive Plan for the City of Portland; and therefore, the Planning Board [recommends/does not recommend] to the City Council adoption of the zoning map amendment for the area of land as shown in Attachment 3.

3. On the basis of materials submitted by the applicant, the City of Portland Land Use Code, Portland's Comprehensive Plan, public comment, and the information provided in the public hearing on November 22, 2022 for the application ZN-001934-2022, and/or other findings, the Planning Board finds that the proposed IOZ zoning map amendment [is/is not] consistent with the Comprehensive Plan for the City of Portland; and therefore, the Planning Board [recommends/does not recommend] to the City Council adoption of the zoning map amendment for the area of land identified as 1 Bean Pot Circle (447 A001001) as shown in Attachment 4.

4. On the basis of materials submitted by the applicant, the City of Portland Land Use Code, Portland's Comprehensive Plan, public comment, and the information provided in the public hearing on November 22, 2022 for the application ZN-001934-2022, and/or other findings, the Planning Board finds that the proposed regulatory framework [is/is not] consistent with the standards of Sec. 8.5.5. of the Land Use Code; and therefore, the Planning Board [recommends/does not recommend] to the City Council adoption of the regulatory framework as included in Attachment B.

5. On the basis of materials submitted by the applicant, the City of Portland Land Use Code, Portland's Comprehensive Plan, public comment, and the information provided in the public hearing on November 22, 2022 for the application ZN-001934-2022, and/or other findings, the Planning Board [finds/does not find] that the proposed Institutional Development Plan (IDP) is consistent with the Institutional Development Plan standards of Sec. 8.5.4. of the Land Use Code.

XI. ATTACHMENTS

Staff Attachments

1. Review of Required IDP and Regulatory Framework Content
2. Connection between Design Principles and Regulatory Framework
3. Description of B-5 Map Amendment Boundaries
4. Map of IOZ Boundary
5. November 16, 2022 Memorandum from METRO Regarding Service to Roux Institute Campus
6. City Corporation Counsel Determination on Right, Title, and Interest

Applicants Submittal

A. November 18 Institutional Development Plan

B. November 17 Regulatory Framework
C. Roux Roundtable Meeting Summaries
D. Proposed Text Amendment
E. Neighborhood Meeting Summaries
F. Floodplain Technical Memorandum
G. Sustainability Charter Executive Summary

Public Comment

a. PC1: Tom Payne
b. PC2: Reginal Parson
c. PC3: Desi Avn Til
d. PC4: Julia Brady
e. PC5: Anna Marie Klein-Christie
f. PC6: John Baldacci
g. PC7: Lucas St. Clair
h. PC8: Cheryl Leeman
i. PC9: Randy Marmet
j. PC10: Melissa Smith
k. PC11: Emma Bond
l. PC12: Sarah Maloney
m. PC13: Tamas Peredy
n. PC14: Barbara Vestal

Category	Sub-Category	Requirements	Sub-requirements	Provided? (If so, Page of Content)	City Staff Notes	Response to City	City Follow-Up	Response to City	City Follow-Up
1. Context Information	a. The institution's adopted mission, vision, or purpose statement			Provided on Pages 1 & 3			Complete. No further action needed.	--	
	b. A summary of relevant baseline data on the institution, including:	1. A neighborhood context plan		Provided on Page 5	Consideration may want to be made in the transportation section on adding a map demonstrating how the 15-minute walk & bike shed would expand with non-motorized connections under & across Tukey's Bridge, as well as Howie's sidewalk.	This content was added to the Transportation Section, page 27	Update color for *15 Minute Bike Shed Zone* to provide more distinction between Zone and the base map. Once completed, no further action needed.	The reference figure has been updated accordingly.	Complete. No further action needed.
		2. An inventory of current programs and services		Provided on Page 4			Complete. No further action needed.	--	
		3. A current census of the number of people using the institution (e.g., employees, enrollment, patients), with an indication of maximums and minimums over time)		Provided on Page 4			Complete. No further action needed.	--	
		4. An inventory and/or plan of all existing property holding within the main campus and within the City of Portland, including an indication of function land use links between off-campus properties and the main campus (e.g., remote parking)		Provided on Page 4	References to the transportation section on what public transit options are being considered may make sense here.		Additional content describing service frequency and quality provided on Page 28. No further action needed.	--	
		5. An inventory and/or plan of existing facilities, including data on use, floor area, and any existing functional connections between facilities		Partially Provided on Pages 4 & 6	Content on the existing facilities for the Roux Institution have been provided. Additional information on the size of the existing buildings at 1 Bean Pot Circle and their previous use would complete this content requirement.	This content was added to Site Context Section, page 6	Staff recommended the addition of the previous uses for the building under the applicable Land Use Code classification of ***Food & Seafood Processing, Packing, and Distribution*** in title. With this addition, no further action is needed.	This content was added to the title of the table on page 6.	Complete. No further action needed.
	c. A summary of the baseline characteristics of the existing campus and context of the institution, based on identified study areas, including:	1. A summary of existing resources, such as historic, open space, and natural resources.		Provided on Pages 6-8			Complete. No further action needed.	--	
		2. A summary of the existing transportation system, including vehicular, pedestrian, transit, bicycle and parking supply, demand, and utilization		Partially Provided on Page 19	A map showing the current transportation system has been included on Page 19. Elements relating to the current vehicular, pedestrian, transit, and bicycle demand and utilization has not been provided nor the existing parking supply at the site. Additionally, information on the current mode split from the Campus Survey should be included.	A description of existing parking was added to the Site Context Section, page 6. Information on current bike, ped and transit demand has been added to the Transportation Section, pages 27 and 28. Current campus mode split information added to Mode Split Section, page 26.	Provide source of data for Tukey's Bridge usage. Once provided, no further action needed.	This content was added to page 27.	Complete. No further action needed.
		3. A summary of existing public infrastructure supporting the institution, including demand, utilization and any capacity issues.		Partially Provided on Page 29	Staff recommends: 1. Relocating this page to Section 1 of the IDP, where other data on existing conditions lies, and 2. Providing confirmation that there is not any capacity issues currently for any of the listed types of infrastructure (Water, Wastewater, Stormwater, Electricity, Telephone & Data, Natural Gas)	Utility Section was moved to page 7 and information regading utility capacity and historic demand was added.	Formatting/copyedits identified on Page 7. Sentence should be added confirming that that there are no issues to future expansion at the site based on projected demand.	This content was added on page 7.	Complete. No further action needed.
		4. Relevant municipal plans, projects, and studies that may influence the IDP study area and opportunities for integrating institutional growth.		Partially Provided on Pages 9-10	Information on connections to the Comprehensive Plan & One Climate Future have been provided. An additional page referencing relevant transportation plans, projects, and studies in and around the site should be included as well.	Information on I-295 Corridor Update, I-295/Veranda Project, and Martin's Point Study have all been added to the Municipal Plan Context on page 11	Complete. No further action needed.	--	
	d. A summary of public involvement in the development of the IDP, including major areas of public concern.			Provided on Page 31			Complete. No further action needed.	--	
2. Assessment of future institutional growth and change	a. A description of institutional needs and areas of future institutional growth and change, with:	1. A projected census of users (e.g., enrollment/employment/patient/visitor figures and anticipated variations over time)		Partially Provided on Pages 13 and 24	Information on the projected number of students and square footage dedicated to uses has been provided for the Near, Medium, and Long Terms. Information from the transportation memorandum should be integrated to included the anticipated number of visitors to the site and this may want to correspond with the number of anticipated residents across each of the phases to address internal trip capture.	Detailed trip information by mode is provided in the Transportation Appendix	Estimated number of visitors only provided for full buildout. Estimates do not need to be broken out by mode/user type for each phase.	This content was revised Appendix C (see Tables 2-4).	Complete. No further action needed.
		2. Institutional objectives for property both within and outside the IOZ boundary (e.g., acquisition and/or disposition), including an indication of any functional land use connection for sites outside the IOZ boundary to the main campus		Provided on Page 4	The sentence stating that all operations would be at the subject property may want to be placed in a more prominent location.		No action needed.	--	
		3. A development plan addressing anticipated or potential institutional needs and physical improvements, including the proposed boundary of the IOZ and any phasing of the development.		Partially Provided throughout IDP	Elements of this are provided throughout the document, but should be shown in one plan/map that includes: • The IOZ boundary • Proposed buildings and on-site improvements in the Near, Medium, and Long Term • Potential connections for motorized and non-motorized modes of transportation on- and off-site • Potential roadway improvements in and around the site Descriptions of anticipated and/or potential needs and physical improvements should be included with this map. This page or set of pages may be a useful location to articulate how the programmatic needs of the site are going to correspond with the phasing (i.e., In the near-term phase, we will need X,Y, and Z uses for the site to be successful; In the Medium term phase, we will also need X,Y, and Z uses).	Development Plans for Near, Mid and Long Term have been added as page 15, and additional narrative has been included on page 14. Please refer to the Table on Sheet 14 for descriptions of anticipated uses for each phase.	Label should be provided for off-ramp in legend. Potential connection opportunities referenced on Page 27 and in Appendix C for Shared Use Path Connection should be shown in the same manner as *potential connection points*. Once provided, no further action needed.	The figures on Page 15 and legend have been updated accordingly.	Complete. No further action needed.
	b. Analysis and associated plans that address the following elements in terms of anticipated growth or potential impacts within the identified study area, and support the development parameters as set out in the regulatory framework, including:	1. Transportation and access, with:	a) An analysis of the projected changes in parking demand, supply, and impacts to the off-street and on-street parking capacity, including an explanation of the proposed parking plan.	Partially provided on Page 25	Some of this information was included as part of the transportation memorandum and content on this can be easily translated into this document. Content on anticipated supply should be clarified and included in the IDP.	Addressed in Parking Demand and Capacity Section, page 28. Detailed parking calculations are provided in the Transportation Appendix	Discussion of projected impacts to on-street parking should be discussed. Given previous discussions at meetings, a sentence stating that Roux is actively pursuing strategies with the City to deter on-street parking by campus visitors should be included. Once provided, no further action needed.	This content was added to Appendix C (Parking Demand Section).	Complete. No further action needed.
			b) An analysis of the projected changes in vehicular, pedestrian, transit, and bicycle access routes and facilities, their capacity, and safety.	Partially provided on Pages 26-27	Content on projected changes to motorized vehicular facilities, capacity, and safety were included as part of the transportation memorandum and content on this can be easily translated into the IDP graphically. Some information relating to anticipated improvements to services and facilities for pedestrians, transit, and bicycles was also included. Information on the capacity and safety of these pedestrian, transit, and bicycle routes should be included in the IDP.	Addressed in Parking Demand and Capacity Section, page 28.	Complete. No further action needed.	--	
			c) A transportation, access, and circulation plan, representing the synthesis of the analysis, and including a program of potential improvements or set of guidelines to address access deficiencies to and within the IOZ. The plan should outline proposed mechanism and potential strategies to meet transportation objectives, including transportation demand management, phasing, and when a Traffic Movement Permit (TMP) may be required.	Partially Provided on Pages 15, 25-27	Potential strategies to address negative impacts can be found on Pages 26-27. Guidelines or thresholds to address deficiencies will need to be established and can look towards other application processes (e.g., TMP) to guide when mitigation is necessary. Building from the existing map on page 27, additional high-level annotations for the suite of facility improvements should be included to more easily translate the primarily narrative content in this section. Finally, identification of the role of phasing and TMP submissions should be included to address this content requirement and as mentioned before, may benefit through connection with guidelines & monitoring activities.	Map on page 30 has been updated to include additional improvement measures. Information regarding TMP monitoring and mitigation is included on page 27	Small updates required to map on Page 30. Once complete, no further action is needed.	The figure on Page 30 has been updated accordingly.	Complete. No further action needed.
		2. Environment, with:	a) An analysis of potential cumulative impacts on natural resources and open spaces.	Not provided	References have been included for the provision of new open space at the site. However, an assessment of impacts to the existing natural habitats and sensitive areas of the site should be provided to demonstrate how removal of existing trees & the pier will not negatively impact these resources or mitigate the impact to these resources.	This content has been added to the Coastal & Natural Resources Section, page 8.	Complete. No further action needed.	--	
			b) An analysis of projected energy consumption, hazardous materials, generation, noise generation, and similar issues as relevant.	Partially Provided on Page 30	The majority of these issues have been addressed on Page 30. However, additional information relating the anticipated energy consumption and that will relate to the proposed Sustainability Compact and One Climate Future will satisfy the submission requirements.	This content has been added to page 32, Safety & Environment	Small edit suggestion on Page 32. Once resolved, no further action needed.	The suggested edit was incorporated on Page 32.	Complete. No further action needed.
			c) An environmental plan, representing the synthesis of the analysis and including a proposed program or set of guidelines for future preservation, enhancement, conservation, and/or mitigation.	Partially provided on Page 30	Points where updates/mitigation will need to provided should be included and could be informed by monitoring reports. Given that this section discusses open space as well, this would also serve as an ideal location to repeat or reference the proposed content for the Regulatory Framework related to open space intent and provision.	This content has been added to the Coastal & Natural Resources Section, page 8 and the Safety & Environment page 32	Complete. No further action needed.	--	
		3. Infrastructure, with:	a) An analysis of projected public utility demand and the capacity of associated infrastructure.	Partially Provided on Page 29	Projected utility demand and the relationship between the existing capacity of the infrastructure on-site should be provided. This may include references to proposed sustainable practices from the Compact that may address or eliminate deficiencies.	Utility demand information has been added to page 7 and information related to Energy Consumption Mitigation and the Sustainability Charter has been added to page 32, Safety & Environment.	As mentioned for 1.c.3., a sentence should be added confirming that there are no anticipated barriers to future utility improvements to meet anticipated utility demand. Once provided, no further action needed.	This content was added on page 7.	Complete. No further action needed.
			b) An analysis of projected public safety needs and projected impacts to the capacity of these services.	Not provided	As a campus that in the long-term will create a new neighborhood, an assessment on the accessibility to the site for emergency vehicles, safety needs related to the campus design and proximity to the waterfront, and capacity of City emergency services should be addressed. On a related note to this, a number of public speakers have mentioned the concerns about Sherwood Street creating access issues for the site. It may be wise to think about potential emergency services that could be provided on-site to address these concerns.	Public safety narratives have been added to page 32, Safety & Environment.	Complete. No further action needed.	--	
			c) An infrastructural plan, representing the synthesis of the analysis and including a proposed program or set of guidelines to support sustainable growth.	Partially provided on Page 28	Points where updates/mitigation will need to be provided should be included and could be informed by monitoring reports.	Included in Transportation Appendix with reference in	Complete for Transportation elements. Anticipated points for utility capacity improvements should be added and could more generally group types of improvements together by development phase. Once provided, no further action needed.	This comment was addressed on page 7.	Complete. No further action needed.
		4. Design, with:	a) An analysis of projected impacts to neighboring properties and public spaces, including potential shadow, wind, and lighting impacts, impacts of height and massing, and impacts to historic resources.	Partially provided on Pages 8 , 12, 14, 30, 37-40, and 42	As previously discussed, compiling this information into a centralized location that walks through the elements that informed the design of the site will address a significant portion of this requirement. Some additional language confirming that the concept campus plans as of now do or not present wind or lighting impacts would also help finish the thought for this section.	Narratives relating to shadow, wind, lighting, height and massing are included on page 32, Safety & Environment. Narratives related to historic resources is included on page 9.	Complete. No further action needed.	--	
			b) An analysis of transition areas between the institution and adjoining neighborhoods, including identification of key character defining components of the surrounding context.	Provided on Page 28			No action needed.	--	
			c) An analysis of existing Crime Prevention Through Environmental Design issues and identification of how these principles would be addressed as part of the proposed campus development.	Partially Provided on Page 28	Identification of Potential or Anticipated CPTED issues should be included, along with notations for any anticipated changes based on phases.	Narratives relating to phasing and CPTED has been added to page 31, Transitions.	Complete. No further action needed.	--	
			d) A conceptual built environment plan, representing the synthesis of the analysis and including a set of guidelines for urban design, landscape, open space, and streetscape treatments, with particular attention to the treatment of edges (both within and abutting the IOZ boundary) to achieve compatible transitions.	Partially provided on Pages 13-15 and 28	Integration of the content of the Access and Circulation Map and the Potential Open Space Breaks and Buffers Map will help address this issue. Multi-modal connections off-site should also be mentioned in how they support compatible transitions to and from the site (e.g. Mitigation on Veranda Street. What bicycle & pedestrian facilities will facilitate smooth transitions).	Development Plans for Near, Mid and Long Term have been added as page 15, and include notations regarding site circulation an multi-modal connections.	Minor comment added about alignments being added for shared use path improvement referenced in Mid-Term phase in Appendix C. Once provided, no further action needed.	The alignments have been added to the figures on Page 15.	Complete. No further action needed.

Category	Requirements	Provided? (If so, Page of Content)	City Staff Notes	Applicant Response	City Follow-Up	
1. Zoning Boundary of the IOZ	The area to which the regulations apply, as shown on the zoning map, subject to other provisions of this ordinance (i.e. the map amendment to the City's zoning map)	Provided on Page 1	Staff has recommended updates to this section for consistency in the naming of the eligible institution.		No action needed.	
2. Phasing and schedules	Requirements that relate to particular proposed phases	Not provided	Including a schedule of applicable reviews and decision points for multiple items would be useful (e.g., TDM plan adopted during first site plan review, review and approval of open space approach in first site plan review, TMP and site plan reviews throughout).	New TMP section added under transportation.	Complete. No further action needed.	
	A chart showing the schedule or thresholds for submitting an amended IDP (or elements of an IDP, such as a Transportation Demand Management (TDM) plan)	Provided on Page 2	• Minor amendments are reviewed when there is a change in approach. This should be distinguished from a major amendment, since a change in approach could be considered the same as an inconsistency with a master facility plan, transportation plan intent, design plan intent , or environment and infrastructure plan intent. • On a separate note, it is stated that minor amendments can be reviewed simultaneously with site plan reviews. It would make sense to address the schedule for how the review of a major amendment would occur with a corresponding site plan review (e.g., Does the Planning Board determine whether this can occur simultaneously? Does the Planning Board need to approve a major amendment prior to the site plan application being reviewed?)	Modifications made to this section to clarify.	No action needed.	
3. Uses	Clarification, as necessary, on permitted uses	Provided on Pages 2-3	City Staff recommend the removal of structured parking as a use type since off-street parking (Structured or Surface) is already permitted in the B-5 zone.	Done	No action needed.	
4. Dimensional Requirements	Graphics, sketches, or standards, including details for transition zones within the IOZ boundary	Partially provided on Pages 4-5	City Staff have provided recommendations on additional information to be provided in this section. Maps should also identify transition zones and corresponding details between areas of the height map, as well as transitions to and from the site.	Map added that contains transitions zones and buffers. New section on transitions added under Dimensional Standards.	IOZ Boundary should be added to map. Once provided, no further action needed.	Complete. No further action needed.
5. Transportation	Elements such as Transportation Demand Management Plan (TDM) trip reduction targets or contribution to area-wide TDM measures	Not provided	References to development of a TDM trip reduction targets at first site plan are included, as well as generic language on mitigation that is proportionate to impacts. Projected targets have been referenced in the transportation memorandum and should be relocated here. Area-wide TDM measures could also be discussed in terms of potential paving improvements to Tukey's Bridge or how improvements are being made in concert with METRO.	Included in new TMP section. Monitoring section moved under TDM transportation section.	Complete. No further action needed.	
	Broad parameters for ensuring pedestrian, vehicular, bicycle and transit access and safety	Not provided	Falling under the existing access and safety section, general statements such as the following could be included to satisfy the Content requirement: • *The site and building design shall not prohibit the enhancement of transit service to and from the site* • *Bicycle, pedestrian, transit, and motorized vehicular facilities proposed to and from the site shall provide sufficient capacity and allow for safe connections for all modes of transportation.*	Language added as suggested.	Complete. No further action needed.	
	Parking ratios and management strategies	Not provided	Management strategies have been referenced in the IDP and some or all of this content will need to be located in the Regulatory Framework. Parking ratios should be determined for the site at this time. Consideration by the Applicant to existing parking ratios and exemptions (e.g., 1/4 mile from fixed-route transit) could serve to address this content requirement.	The term "parking ratios" added to parking section, as well as mention of compliance with requirements in effect at the time.	Complete. No further action needed.	
	Thresholds for access improvements	Not provided	Connections should be considered with triggers for TMPs, monitoring, mode share and TDM targets, and other applicable municipal/regional plans/projects	Included in new TMP section.	Complete. No further action needed.	
6. Environment	The approach to the inclusion of open space and preservation of environmentally-sensitive areas	Partially provided on Page 7	• The current environmental section provides a significant number of standards to address the content requirements. Additional information on identifying and protecting environmentally sensitive areas should be included, with considerations for changing sensitivity across phases (e.g., habitat that is identified in between phases). • As the framework for the charter will become public, updates to standard 2 should occur to provide more specificity/ensure alignment.	Reference to wetlands and significant wildlife habitat added. Charter section redrafted.	Complete. No further action needed.	
7. Mitigation Measures	The broad approach to identified mitigation measures, which would be addressed in greater detail in the site plan review process	Provided on Page 7			No action needed.	
	Thresholds for addressing deficiencies	Not provided	Connections should be considered with triggers for TMPs, monitoring, mode share and TDM targets, and other applicable municipal/regional plans/projects.	Included in new TMP section.	Complete. No further action needed.	
	Goals for preservation/protection	Partially provided on Page 10	Preservation of the Bean Building and corresponding interpretation on a new pier is discussed. Additional information should be provided on how other environmental issues in and around the site should similarly have corresponding preservation/protection goals.	Reference to wetlands and significant wildlife habitat added.	Complete. No further action needed.	
8. Design	Graphics and standards to clarify building placement and envelope	Partially provided	Staff recommendations for requirements on stepbacks, minimum and maximum street wall heights, and building lengths, along with the subarea map and height map will address these content requirements.	Adopted with revisions.	Complete. No further action needed.	
	Guidelines for integration of site features	Provided on Pages 6 and 10	It could be beneficial to identify how the change in topography of the site is being integrated into the design.		No action needed.	
	Required treatments for all edges (both within and abutting the IOZ boundary)	Partially provided on Page 6	The Applicant has done an excellent job in describing how the circulation will relate to treatments on the edge of the site. Including information on treatments off-site that are proposed (i.e., Sherwood Street west of I-295) will satisfy this content requirement.	Langauge added in bike/ped section.	Complete. No further action needed.	
	Guidelines for establishing campus identity	Partially provided on Pages 8-9	City Staff have proposed recommendations to the Design Guidelines to ensure connections with the Design Principles and promote feasible implementation of the requirements. The adoption of these recommendations will satisfy these content requirements.	Guidelines adopted with some revisions. Guideline added at 2.a.2 to address portal in academic building.	Complete. No further action needed.	
9. Neighborhood Integration	Thresholds and strategies for neighborhood engagement	Provided on Pages 9-10			No action needed.	
	Mitigation of impacts on neighboring properties, including construction impacts	Provided on Page 10	Reference to design standards that are helping to address visual and shadow impacts on neighboring properties would help to easily demonstrate all mitigation together in one section.		No action needed.	
	Buffering requirements	Not provided	Based on the existing conditions and the proposed design of the site, ground-level separation of buildings from the edge of the site could turn into a Regulatory Framework requirement that easily demonstrates how the intent of the content requirement is being met.	Buffering map and transiction section added.	IOZ Boundary should be added to map. Once provided, no further action needed.	Complete. No further action needed.
	Objectives for pedestrian linkages and safety	Not provided	Falling under the existing access and safety section, general statements such as the following could be included to satisfy the Content requirement: • *The site and building design shall provide meaningful connections to bicycle and pedestrian facilities on- and off-site* • *Bicycle and pedestrian facilities proposed to and from the site shall provide sufficient capacity and allow for safe connections for all modes of transportation.* Updates should align with updates to the *Broad parameters for ensuring pedestrian, vehicular, bicycle and transit access and safety content requirement* under Transportation as well.	Langauge added in bike/ped section.	Complete. No further action needed.	
	Other requirements that address community concerns	Provided on Page 10	Reference to snow ban parking and provision of parking for nearby residents which is a consideration in the review of a residential parking permit program. The Applicant should consider inclusion of standards that address/mitigate any other issues raised in public comments.		No action needed.	
10. Monitoring	A schedule for regular monitoring reports on IDP implementation in accordance with the IDP	Provided on Page 2	There may be a benefit to putting the frequency of monitoring reports into a table for ease of viewing for the IDP and TDM Plan.		No action needed.	

Review of Connection between Design Principles & Regulatory Framework	
Applicant IDP Design Principle	**Regulatory Framework Guidelines**
Connected to the Waterfront, Portland & the World	
Engage the Waterfront	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.a.ii.**: New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an anticipated desire line. Said interior public space, if provided, may be closed to the public during special events, outside normal operation hours, and when necessary for security of public safety purposes. **Sec. 8.5.7.H.2.d.ii.**: Surface parking lots shall be located to the maximum extent practicable toward the rear or side of a building not occupied by a principal entry to a building facing a street, public right-of-way, major pedestrian access routes, open spaces, and/or the waterfront.
Promote visual and physical connectivity	**Sec. 8.5.7.H.2.a.ii.**: New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an anticipated desire line. Said interior public space, if provided, may be closed to the public during special events, outside normal operation hours, and when necessary for security of public safety purposes. **Sec. 8.5.7.H.2.d.i.**: Prioritize the bicycle and pedestrian circulation network on campus while providing connectivity for auto, public transit, service and emergency vehicles at each development phase. **Sec. 8.5.7.H.2.d.ii.**: Surface parking lots shall be located to the maximum extent practicable toward the rear or side of a building not occupied by a principal entry to a building facing a street, public right-of-way, major pedestrian access routes, open spaces, and/or the waterfront.
Encourage connections to the waterfront through diverse spaces	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.a.ii.**: New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an anticipated desire line. Said interior public space, if provided, may be closed to the public during special events, outside normal operation hours, and when necessary for security of public safety purposes.

	Sec. 8.5.7.H.2.e.i.: Open space will be publicly accessible to provide multiple functions for recreation, social gathering and buffers that integrate within the overall composition and experience of the campus at each development phase.
Create a holistically built environment	**Sec. 8.5.7.H.2.b.i.**: The overall composition and experience of the campus will be considered for cohesive identity from approaches along I-295 and views from the East Deering Neighborhood. **Sec. 8.5.7.H.2.c.i.**: Buildings, site development, circulation, and open space will respect the B&M Cannery Building, a designated historic landmark. **Sec. 8.5.7.H.2.e.i.**: Public open space will contribute to the overall composition and character of the campus that are integrated into each development phase to function as recreational, ecological restoration and/or public gathering spaces.
Restore, repurpose, and revitalize the Bean Building	**Sec. 8.5.7.H.2.c.i.**: Buildings, site development, circulation, and open space will respect the B&M Cannery Building, a designated historic landmark.
Create an iconic architectural expression	**Sec. 8.5.7.H.2.b.i.**: The overall composition and experience of the campus will be considered for cohesive identity from approaches along I-295 and views from the East Deering Neighborhood. **Sec. 8.5.7.H.2.h.i.**: Building façade materials will be of high quality, durable to the marine climate and contribute to an attractive public realm. The first 35 feet of building height shall complement the pedestrian character in materiality, transparency, and detailing.
Places to Gather	
Welcome the surrounding neighborhood	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.a.ii.**: New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an anticipated desire line. Said interior public space, if provided, may be closed to the public during special events, outside normal operation hours, and when necessary for security of public safety purposes. **Sec. 8.5.7.H.2.d.i.**: Prioritize the bicycle and pedestrian circulation network on campus while providing connectivity for auto, public transit, service and emergency vehicles at each development phase.

	Sec. 8.5.7.H.2.i.i.: Building entrances will include prominent facades and be oriented toward, located adjacent to, or accessible from rights-of-way, major pedestrian access routes, or open spaces.
Foster community with shared spaces and interaction	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.a.ii.**: New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an anticipated desire line. Said interior public space, if provided, may be closed to the public during special events, outside normal operation hours, and when necessary for security of public safety purposes. **Sec. 8.5.7.H.2.d.i.**: Prioritize the bicycle and pedestrian circulation network on campus while providing connectivity for auto, public transit, service and emergency vehicles at each development phase. **Sec. 8.5.7.H.2.e.i.**: Public open space will contribute to the overall composition and character of the campus that are integrated into each development phase to function as recreational, ecological restoration and/or public gathering spaces. **Sec. 8.5.7.H.2.h.i.**: Building façade materials will be of high quality, durable to the marine climate and contribute to an attractive public realm. The first 35 feet of building height shall complement the pedestrian character in materiality, transparency, and detailing. **Sec. 8.5.7.H.2.i.i.**: Building entrances will include prominent facades and be oriented toward, located adjacent to, or accessible from rights-of-way, major pedestrian access routes, or open spaces.
Build a strong association with the City of Portland	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.b.i.**: The overall composition and experience of the campus will be considered for cohesive identity from approaches along I-295 and views from the East Deering Neighborhood. **Sec. 8.5.7.H.2.d.i.**: Prioritize the bicycle and pedestrian circulation network on campus while providing connectivity for auto, public transit, service and emergency vehicles at each development phase.
Develop purpose-driven spaces that yield regular connections	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction.

	Sec. 8.5.7.H.2.a.ii.: New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an anticipated desire line. Said interior public space, if provided, may be closed to the public during special events, outside normal operation hours, and when necessary for security of public safety purposes. **Sec. 8.5.7.H.2.c.i.**: Buildings, site development, circulation, and open space will respect the B&M Cannery Building, a designated historic landmark. **Sec. 8.5.7.H.2.e.i.**: Public open space will contribute to the overall composition and character of the campus that are integrated into each development phase to function as recreational, ecological restoration and/or public gathering spaces. **Sec. 8.5.7.H.2.h.i.**: Building façade materials will be of high quality, durable to the marine climate and contribute to an attractive public realm. The first 35 feet of building height shall complement the pedestrian character in materiality, transparency, and detailing. **Sec. 8.5.7.H.2.i.i.**: Building entrances will include prominent facades and be oriented toward, located adjacent to, or accessible from rights-of-way, major pedestrian access routes, or open spaces.
Provide public open space	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.e.i.**: Public open space will contribute to the overall composition and character of the campus that are integrated into each development phase to function as recreational, ecological restoration and/or public gathering spaces.
Provide spaces where neighbors can work and read while enjoying the campus's environment	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.a.ii.**: New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an

	anticipated desire line. Said interior public space, if provided, may be closed to the public during special events, outside normal operation hours, and when necessary for security of public safety purposes. **Sec. 8.5.7.H.2.e.i.**: Public open space will contribute to the overall composition and character of the campus that are integrated into each development phase to function as recreational, ecological restoration and/or public gathering spaces.
A Sustainable & Resilient Campus	
Employ sustainability benchmarking for environmental stewardship	**Sec. 8.5.7.H.2.f.i.**: Buildings and site development will incorporate sustainable technologies in building design, orientation, energy production and sensitivity to natural resources at each development phase. **Sec. 8.5.7.H.2.g.i.**: Buildings and site development will incorporate resilience strategies to account for flooding, severe weather events and integration of publicly accessible spaces at each development phase. **Sec. 8.5.7.H.2.j.i.**: Buildings and side development will endeavor to minimize potential negative impacts related to shadows, wind, noise, heat, glare, lighting, contaminants, and the environment.
Incorporate state-of-the-art features, systems, and techniques	**Sec. 8.5.7.F.2.**: A Sustainability and Resilience Charter will be created by the Roux Institute for the campus. The Charter shall contain sustainability goals related to development categories such as energy, water, transportation, equity, and resilience and may be revised over time in response to evolving technology and industry standards. The Charter will require all development on the campus to utilize critical components of industry standard benchmarking systems such as LEED, SITES, WELL , ILFI, and Passive House. The Charter will be submitted to the Planning Authority prior to submission of the first site plan application. Proposed site plans shall be consistent with the goals outlined in the Charter.
Minimize energy consumption campus-wide	**Sec. 8.5.7.H.2.d.i.**: Prioritize the bicycle and pedestrian circulation network on campus while providing connectivity for auto, public transit, service and emergency vehicles at each development phase. **Sec. 8.5.7.H.2.f.i.**: Buildings and site development will incorporate sustainable technologies in building design, orientation, energy production and sensitivity to natural resources at each development phase.
Build for resilience; prepare for extreme weather and climate change	**Sec. 8.5.7.H.2.g.i.**: Buildings and site development will incorporate resilience strategies to account for flooding, severe weather events and integration of publicly accessible spaces at each development phase.

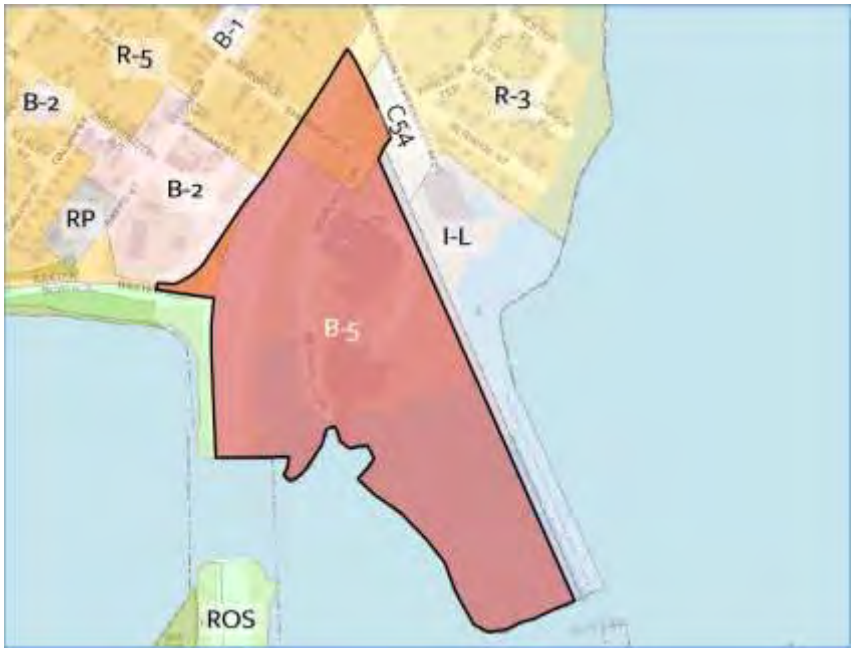
Maximize green space through appropriate building height	**Sec. 8.5.7.H.2.e.i.**: Public open space will contribute to the overall composition and character of the campus that are integrated into each development phase to function as recreational, ecological restoration and/or public gathering spaces. **Sec. 8.5.7.H.2.h.i.**: Building façade materials will be of high quality, durable to the marine climate and contribute to an attractive public realm. The first 35 feet of building height shall complement the pedestrian character in materiality, transparency, and detailing.
Integrated Landscape	
Enhance access through TDM and multi-modal support	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.d.i.**: Prioritize the bicycle and pedestrian circulation network on campus while providing connectivity for auto, public transit, service and emergency vehicles at each development phase. **Sec. 8.5.7.H.2.d.ii.**: Surface parking lots shall be located to the maximum extent practicable toward the rear or side of a building not occupied by a principal entry to a building facing a street, public right-of-way, major pedestrian access routes, open spaces, and/or the waterfront. **Sec. 8.5.7.H.2.i.i.**: Building entrances will include prominent facades and be oriented toward, located adjacent to, or accessible from rights-of-way, major pedestrian access routes, or open spaces.
Contribute to Portland's open space network	**Sec. 8.5.7.H.2.a.i.**: The waterfront will be accessible to the public and provide a variety of open spaces throughout all phases of development that foster social interaction. **Sec. 8.5.7.H.2.e.i.**: Public open space will contribute to the overall composition and character of the campus that are integrated into each development phase to function as recreational, ecological restoration and/or public gathering spaces.

Att. 3

Proposed Area for B-5 Rezoning

Current Zoning

Proposed Zoning



Parcel Descriptions

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THENCE, heading Northwest 0.16 feet to the northern portion of the right of way at 43°40'48.9739", -70°15'14.8846"

THENCE, heading Northwest 220.9 feet along the northern boundary of the right to the POINT OF BEGINNING.

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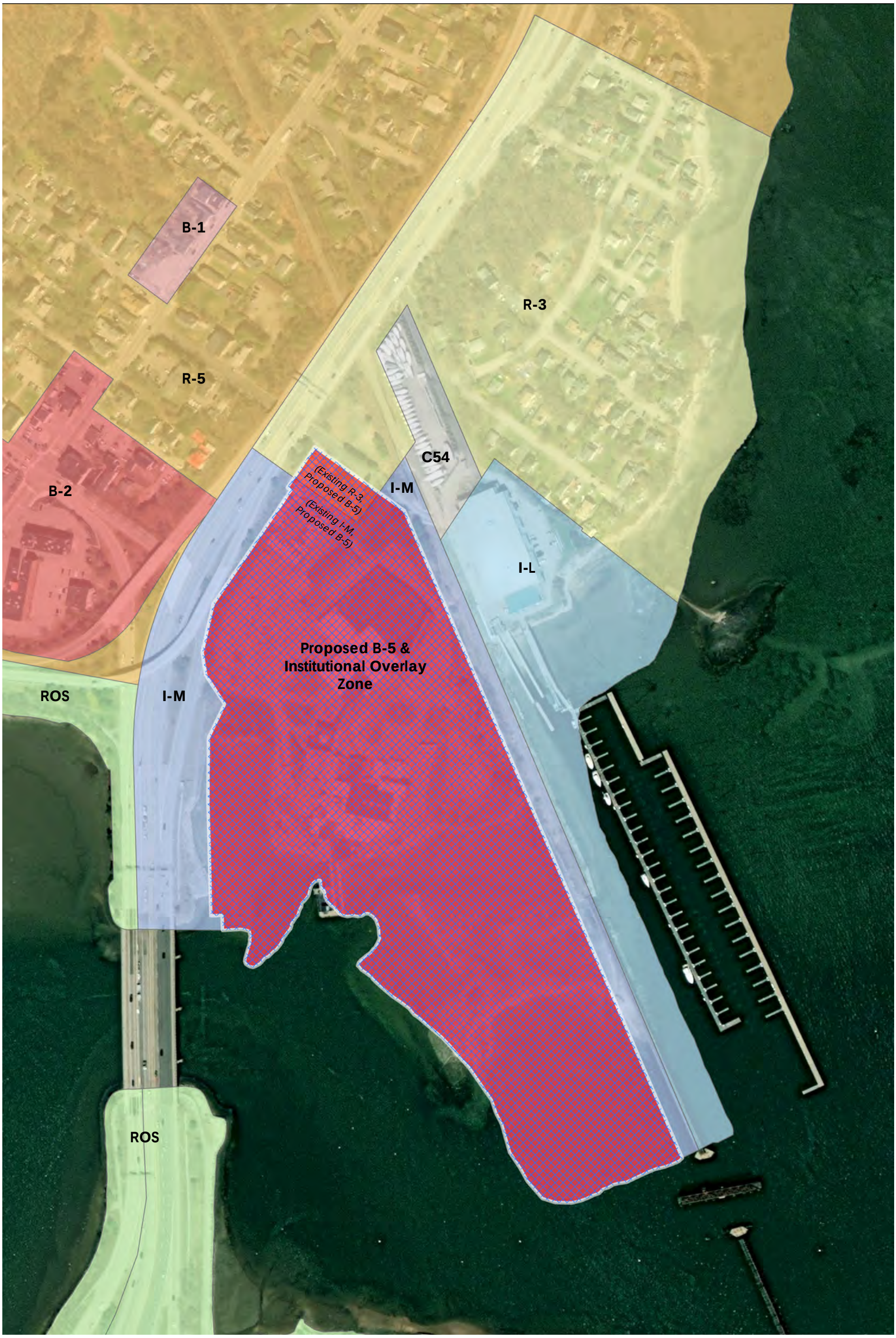
Proposed Zoning

Att. 4



0 1,000 feet

Property Line

To: Maggie Stanley, Chair, Portland Planning Board

From: Mike Tremblay, Director of Transit Development, Greater Portland METRO

Date: November 16, 2022

Subject: **METRO Service to Roux Institute Campus**

Dear Ms. Stanley,

Over the better part of 2022, METRO has been meeting with representatives of the Roux Institute, including Sam Reiche from IDEALS and Jenn Conley from VHB, who is coordinating their transportation plan. METRO has also participated in multiagency transportation planning meetings including MaineDOT and City of Portland staff. The Roux team has shown immense interest in accommodating METRO on their new campus site.

At METRO, we see ourselves as a potential partner to the Roux Institute and a significant part of the transportation solution for this site. METRO is eager to continue working with the Roux team to determine a workable outcome for providing the site with frequent and reliable public transit.

To date, METRO and the Roux team have primarily discussed two potential outcomes for serving the site:

The first, and easiest to implement, involves using the Route 7 bus to serve the site, including deviations into the site for some or all trips. The Route 7 service runs between downtown Portland and Falmouth Village via Veranda Street. Currently, Route 7 stops at the intersection of Veranda and Sherwood streets; these stops could be used, and potentially improved, to serve Roux students and faculty. Deviating into the Roux site with the Route 7 is less desirable for METRO, and may require additional operational support in order to maintain desired headways, but is also a very realistic possibility.

The second option, as suggested by the Roux team, would be to serve the Roux site with a dedicated route, which terminates on campus, and provides direct access between the Roux campus and downtown. METRO does not have the capacity to add a new route without significant tradeoffs elsewhere in the system. The Roux team has expressed interest in entering into a contract to provide funding for such a route, though we are still working through what that contract would look like. METRO is meeting with the Roux team in the near future, where this topic will be discussed further.

www.gpmetro.org
114 Valley St. • Portland, ME • 04102
Phone: 207-774-0351 Fax: 207-774-6241

As you are aware, METRO is not a City agency; we are a transit district comprising of Portland and five other municipalities, governed by a Board of Directors on which four Portland representatives sit. While we are always eager to work with our member municipalities and development teams to determine how we can best serve a new location, this is not always immediately possible within our budgetary means. As any public agency with a constrained budget, we must take care to approach growth in a careful, calculated manner that is sustainable in both the short- and long-term. For this reason, any new service providing access to the Roux site must be accompanied by new funding.

In addition to evaluating options for service to the site, METRO and Northeastern University are setting up a pass program that would allow for students and faculty to board any bus in the METRO, South Portland, and Biddeford Saco Old Orchard Beach network at no charge. This would be a significant incentive to use transit instead of driving. Pass programs have been very successful where they are already in place for Portland Public School students, USM students and faculty, Maine Medical Center staff, and others.

Finally, the Roux team has indicated a willingness to provide amenities to METRO passengers and bus operators should bus service be provided onsite. These amenities may include seating and shelters, real-time arrival information, restrooms for bus operators, etc. The details of these accommodations will be determined during the site plan process and as the plan to serve this site with bus service becomes clearer.

We are looking forward to further advancing our discussions with the Roux team in the coming weeks and months.

Please feel free to reach out to me if you have any questions. My email address is mtremblay@gpmetro.org.

Thank you,

Mike Tremblay, Director of Transit Development
Greater Portland METRO

CC:
Portland Planning Board
Kevin Kraft, Director of Planning & Urban Development, City of Portland

www.gpmetro.org
114 Valley St. • Portland, ME • 04102
Phone: 207-774-0351 Fax: 207-774-6241

Att. 6

Kevin Kraft <kkraft@portlandmaine.gov>

IDEALS/Roux

1 message

Jen Thompson <jlt@portlandmaine.gov> Thu, Nov 17, 2022 at 3:03 PM
To: Kevin Kraft <kkraft@portlandmaine.gov>

Hi Kevin - thank you for the question about the sufficiency of this applicant's proof of standing. After a review of application materials (in particular the MOU between IDEALS and Roux) I can offer these thoughts: The "right, title, and interest" (RTI) requirement relates to whether an applicant has sufficient standing to apply for the approval they seek. The general rule is that an applicant must be a person who can demonstrate that they have a "legally cognizable expectation" of having the power to use the property that is the subject of their application in the ways that would be authorized by the permit/approval they seek.

Here, and as you outline in your email, IDEALS has submitted an application for a zone change that would add Roux/Northeastern as an eligible institution for the purposes of establishing an IOZ. In general, ownership of property is, in and of itself, sufficient RTI to apply for a change in the zoning applicable to that property or for land use and development approvals. Here, in addition to demonstrating IDEALS' ownership of the property, IDEALS has provided an MOU with Roux in which Roux's planned operation of the property in a manner consistent with the IOZ zoning is documented as is its control of the property under a lease agreement with IDEALS. In my view IDEALS has submitted sufficient evidence of RTI to have standing to request the zone change.

Of course, if you or the Board have any questions or concerns about this, please do follow up with our office.

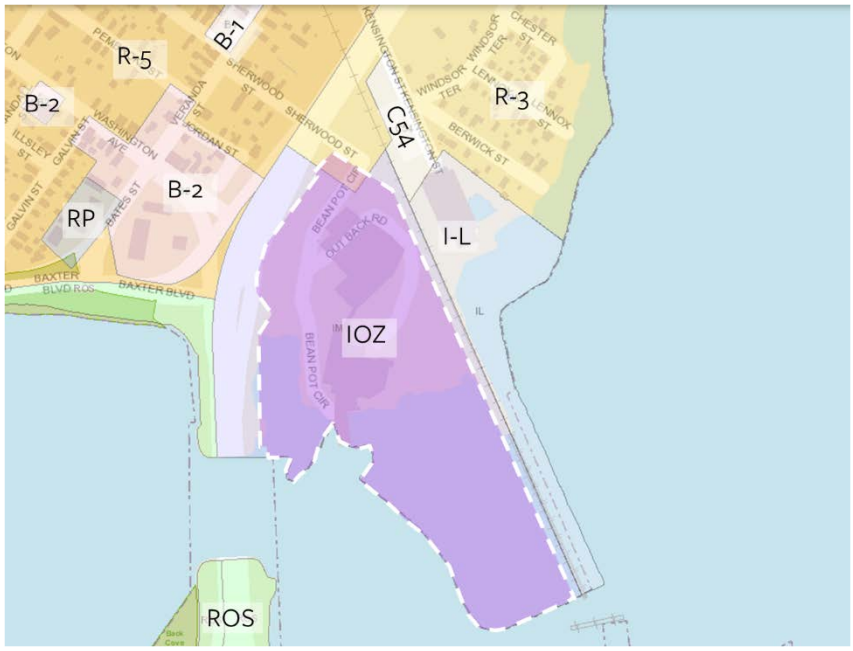
Best,
Jen

Jen Thompson
Acting Corporation Counsel
City of Portland, Maine
207.874.8480
jlt@portlandmaine.gov

Proposed Area for IOZ Rezoning

Current Zoning

Proposed Zoning



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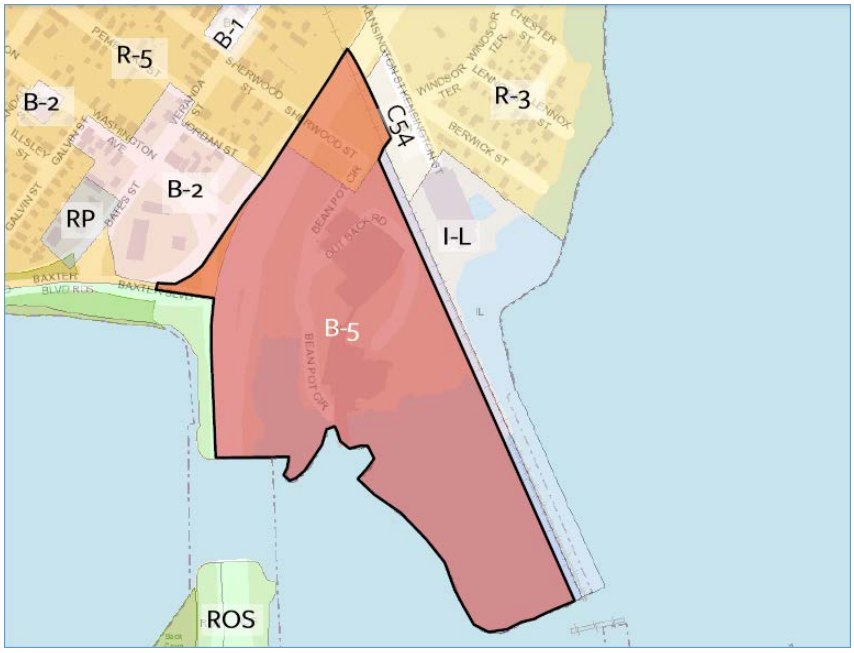

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Institutional Development Plan
Roux Institute Campus
November 2022

IDEALS
Initiative for Digital Engineering and Life Sciences

The Roux Institute
Northeastern University

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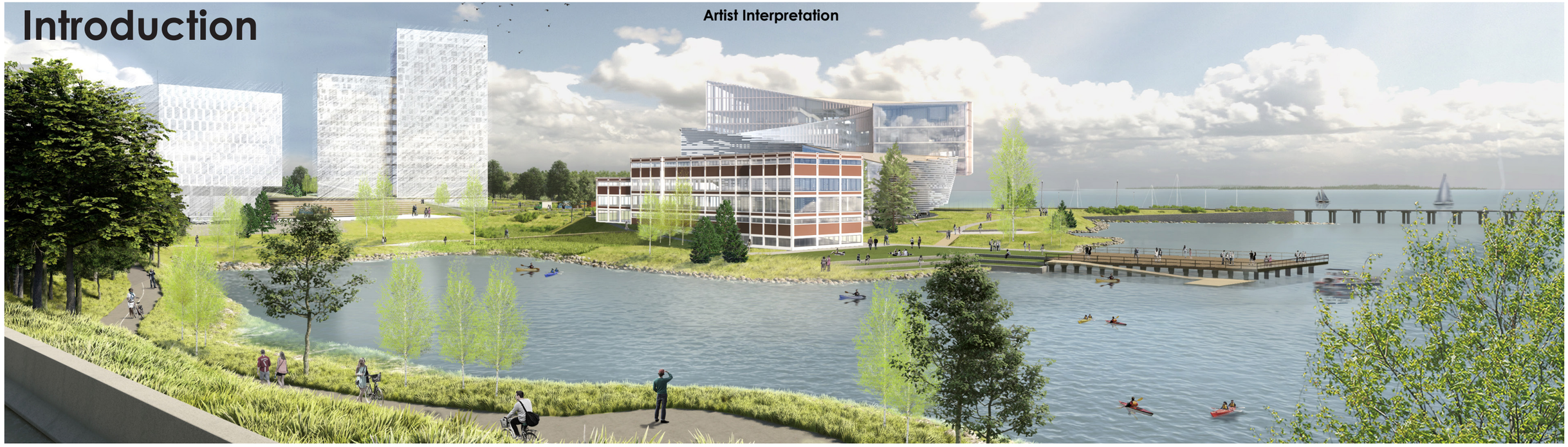
Introduction


Artist Interpretation

Northeastern University's Roux Institute represents a bold new model for learning, research, and entrepreneurship, developed from day one in partnership with industry, government, and other colleges and universities. Through the strong partnership and jointly held vision of Northeastern University leaders, Barbara and David Roux, and the Harold Alfond Foundation, the Roux Institute is delivering on the university's mission to erase the boundaries between the real world and academia.

Northeastern University founded The Roux Institute to stimulate the regional economy through the cultivation of talent and cutting-edge technology capabilities within Maine and northern New England. It achieves this goal by customizing learning programs and research initiatives to meet the needs of employers, by integrating classroom learning with professional experience, and by supporting the launch of innovative startup companies. The Roux Institute's collaborations with its employer-partners keep the institute in step with the economy's—and society's—changing needs and opportunities. They also enable the Roux Institute to identify and begin to address the state's most consequential challenges.

The Initiative for Digital Engineering and Life Sciences (IDEALS) is a Maine non-profit organization tasked with and solely committed to locating and developing a campus for the Roux Institute. Northeastern University in Portland, Maine: a space for cutting-edge educational, research, and collaborative programs in areas including artificial intelligence, computer and data sciences, digital engineering, advanced life sciences, and medicine. IDEALS was formed in 2018 with support from David Roux, a technology entrepreneur and Lewiston native, and his wife Barbara. They sought to create a graduate institute providing opportunities for Maine people to fill talent gaps for growing digital and life sciences companies while ensuring the 21st century success of greater Portland and Maine's economies. IDEALS recruited Northeastern University to establish and run the program, and the Roux Institute at Northeastern University launched in 2020. The Roux Institute now offers post-graduate degrees and certifications, conducts research, assists start-up entities, and partners with private, public, and non-profit entities to develop 21st century workforce talent and spur innovation.

The Roux Institute is temporarily located in leased space in Portland. A permanent campus for the Roux Institute is essential to fulfill its educational and economic potential. The vision for that home - the Roux Institute Campus - is one that allows for continued growth of the education, research, entrepreneurial, and collaborative programs of the Roux Institute while providing space to support those programs and serve the community. After completing an exhaustive four-year search both on and off the Portland peninsula and its surrounding area, IDEALS acquired land formerly occupied by the B&M Baked Beans facility along the Portland waterfront.

Recognizing the prominent role that major educational and healthcare institutions play in the health and well-being of the community, the City of Portland's Land Use Code allows for the creation of Institutional Overlay Zones (IOZ) to "provide a regulatory mechanism where an improved regulatory structure is needed to facilitate a consistent, predictable, and clear growth management process." Consistent with that purpose, we seek designation of an IOZ for the Roux Institute Campus. We will simultaneously seek to change the underlying zone to B-5 Mixed-Use Business. The IOZ designation process requires two components: an Institutional Development Plan (IDP, this document) and a regulatory framework. The purpose of this IDP is to establish baseline institutional data for existing land uses and services while also communicating planned growth; it is the basis of the proposed regulatory framework, submitted under separate cover. The regulatory framework translates the IDP into a set of clear and specific zoning requirements, which will constitute the text and map amendment to the City's Land Use Code. Unlike other institutions for which the IDP process was established, the Roux Institute is in its early years and has not established a stand-alone campus. The IDP allows Northeastern University and IDEALS to memorialize the long-term strategic plan for the Roux Institute Campus in consultation with the Portland community at the very outset of development.

Creation of a new campus provides the opportunity to establish a people-oriented space right from the start. It will prioritize people over cars by creating a pedestrian-friendly landscape supported by multi-modal programs that provide incentives for alternative transportation options. The campus will improve site resilience and sustainability by replacing much of the existing pavement and rooftops with green space and incorporating sustainable building practices.

We intend to create a dynamic, mixed-use campus that contributes to the East Deering neighborhood without encroaching on it or burdening City resources. By providing ancillary uses on site (office and lab space for institutional partners, housing for students, faculty, and employees, a hotel for visitors to the Institute and its partners, retail, and personal services), the Roux Institute Campus will meet demand created by the Roux Institute at Northeastern University and its collaborating partners.

1. Establishing the Context

Our Roots

IDEALS
Initiative for Digital Engineering and Life Sciences
Roux Campus

The Roux Institute Campus will be the first of its kind in the Northeast. It will integrate graduate education in technology and science with groundbreaking research and a wide range of collaborations to spark innovation and economic development. The campus is being designed at a scale that will facilitate learning, collaboration, and research breakthroughs and innovations, encourage start-up businesses, and strengthen existing Maine businesses and institutions. Every component of the campus is directly linked to the mission of the Roux Institute, from the housing – keep students and faculty on campus to foster collaboration and reduce traffic, to the hotel – provide a convening space and accommodation for Institute guests from around the globe so that, together, they can spark new ideas. The iconic waterfront location, minutes from downtown Portland (by bike, bus, boat, car, or on foot) with striking architecture and a vibrant community, will attract talent from around the globe and spread economic advancement throughout Portland and beyond.

At the direction of Northeastern University, IDEALS will oversee the design and construction of a primary academic building housing the Roux Institute and will also seek partnerships from the private sector to construct and operate ancillary uses, such as housing, parking, a hotel, and commercial office and laboratory buildings that support the primary academic uses—all of which would be on a ground lease basis.

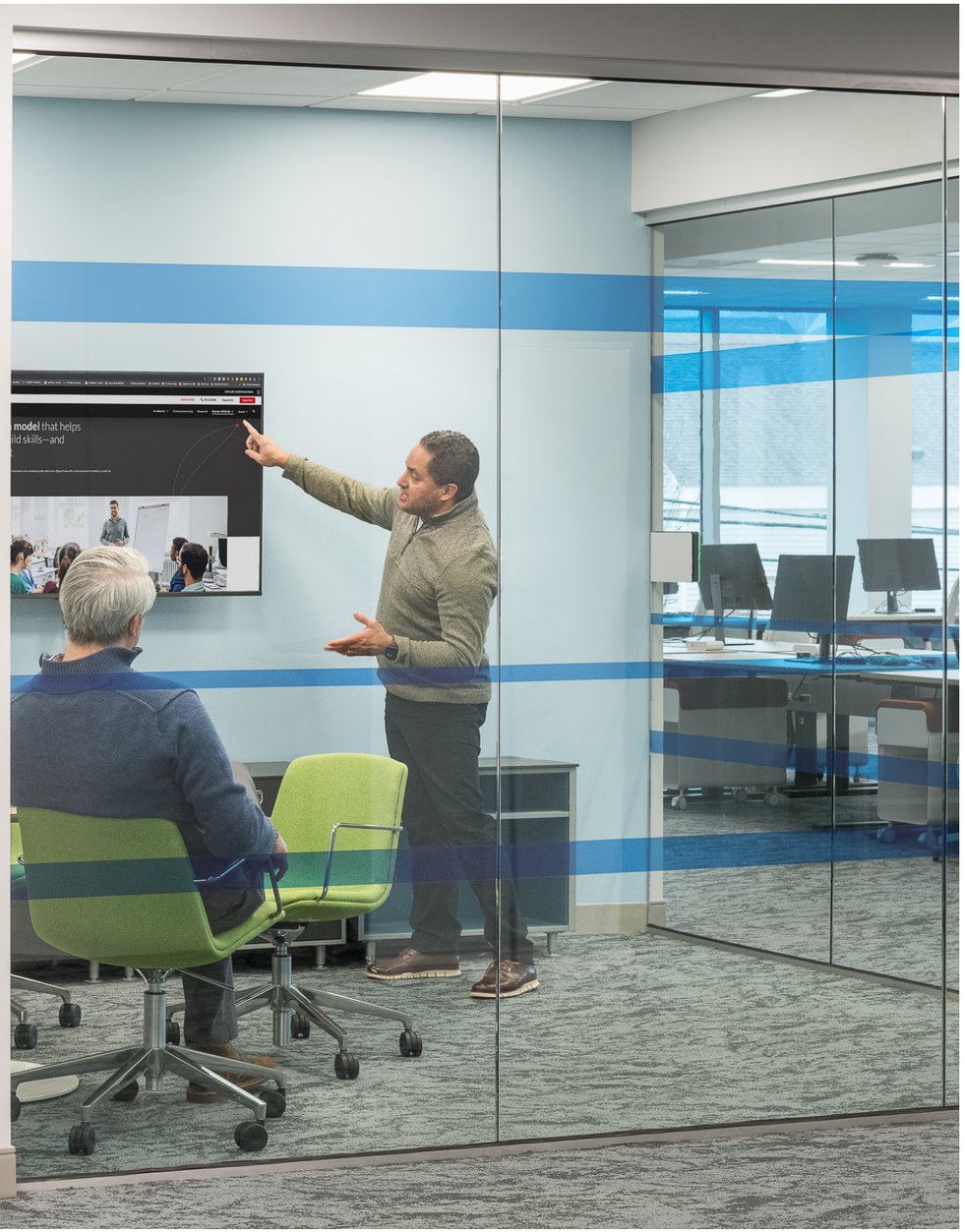
The Roux Institute
Northeastern University

The Roux Institute at Northeastern University was established to develop talent, conduct research, and encourage innovation to support and attract businesses that will thrive in the 21st century economy.

Vision: The State of Maine will be home to a thriving, high-tech economy fueled by people and businesses leading in experiential artificial intelligence, machine learning, big data, life sciences and medicine, engineering, and data visualization. This new economy will attract people and businesses from around the world to the region and provide unprecedented opportunities for all Mainers in a manner that honors and enriches the Maine lifestyle and culture.

Mission: With a vision to enable the creation of a synergistic technology and life science-driven economy and workforce, the Roux Institute designs, curates, and integrates learning, research, and entrepreneurial solutions in collaboration with industry, academic institutions, and community organizations to catalyze talent development and economic impact throughout Maine.

Institutional Context



The Roux Institute at Northeastern University currently has 125 full-time, Maine-based employees, 55 of whom are faculty and post-doctoral staff. The Institute currently has 500 graduate students enrolled. Of Maine's 16 counties, 15 are represented in the student body. The Institute offers 17 graduate programs in computer and data science, analytics, cloud software, cybersecurity, life sciences, and project management.

These educational programs are bolstered by collaboration. The Institute's partnership ranks have grown tenfold as more than 110 Maine organizations now work with and benefit from the institute. Approximately 900 of these partners' employees have taken courses designed by the Roux Institute in concert with their employers. Additionally, 36 startup companies have worked in residence at the Roux Institute, creating 52 new Maine jobs and raising $21M in investment capital to grow their businesses.

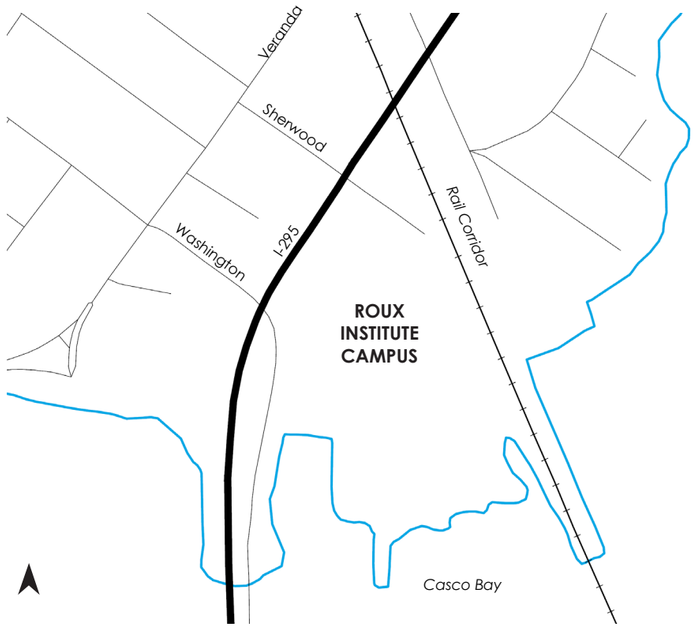
The Roux Institute at Northeastern University currently occupies 44,000 square feet of space leased at 100 Fore Street. This space enabled the Roux Institute to begin providing graduate education services in Portland, but significantly more physical space is needed to meet its Mission & Vision. In the near term (0-5 years), the Roux Institute anticipates enrollment expanding to 1,750 learners; in the medium term (10-20 years), enrollment is anticipated to grow to 2,500; and in the long term (20+ years), enrollment is projected to grow to 5,100, including on-campus, virtual, and hybrid learning settings. The Roux Institute intends to transfer all operations from 100 Fore Street to the new Roux Institute Campus.

Neighborhood Context

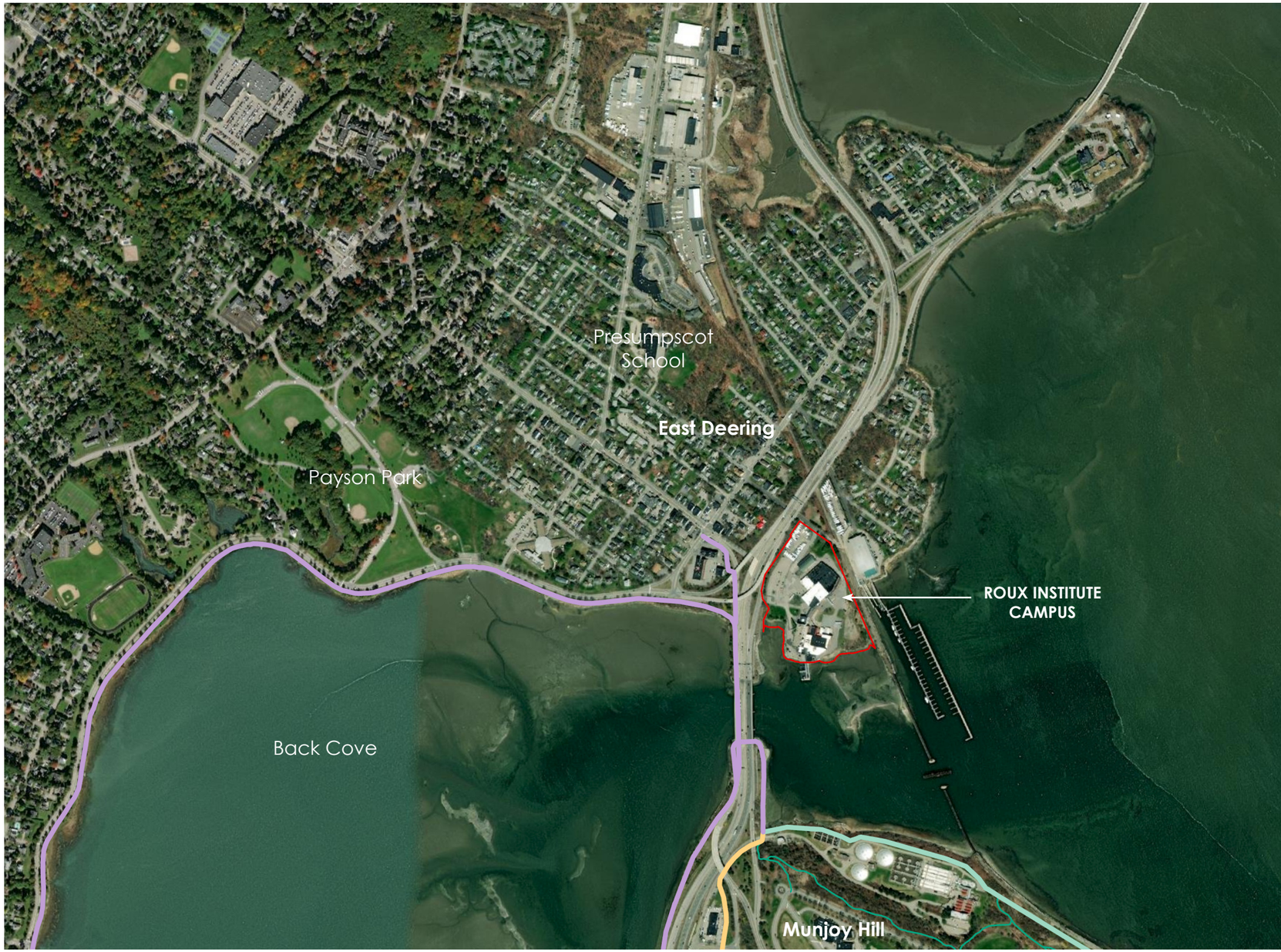
The proposed Roux Institute Campus is located within Portland's East Deering neighborhood, near a residential area of single and multi-family homes (three-story apartment buildings) and a commercial node featuring restaurants, bars, mechanics, and offices. While proximate to these areas, the site is remarkably buffered. I-295 to the west, state-owned vacant parcels to the north, a disused rail corridor and marine business to the east, and Casco Bay to the south collectively surround the property. Access to the site is via Sherwood Street at the intersection with Veranda Street, through a 40-foot-wide highway underpass.

This setting makes for a campus full of potential. Due to its relatively large 13+ acre size and existing buffers, the site lends itself to dense development. Taller buildings with smaller footprints will allow for additional public open space, a mix of landscaped and natural green space, and public waterfront access while helping to reduce impact on Portland's challenged housing stock. The Roux Institute Campus will connect to and enhance the surrounding East Deering neighborhood while simultaneously fostering its own identity.

Future development will acknowledge these advantages and constraints. The site must be planned responsibly to maximize community access while minimizing off-property impacts. The creation of compelling pedestrian, bicycle, water taxi, and public transit connections to the Roux Institute Campus and the waterfront will be particularly crucial. Additional information regarding mode splits, pedestrian, transit and bicycle infrastructure is included in Section 3 of this IDP.



The site's current industrial use does not allow for public open space or amenities or access to considerable shoreline frontage.

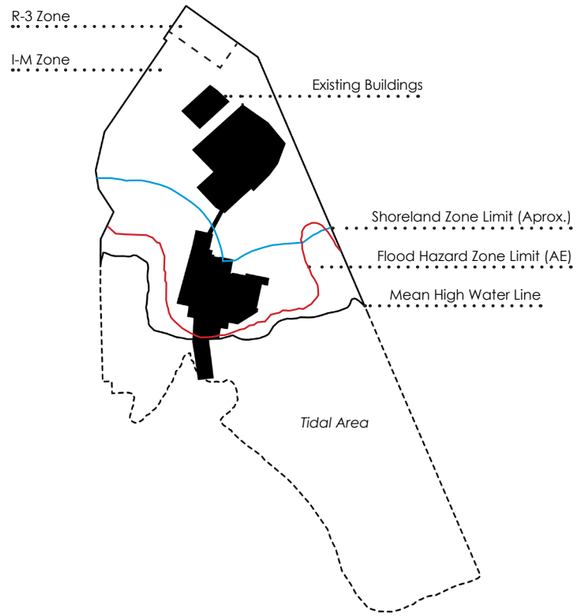


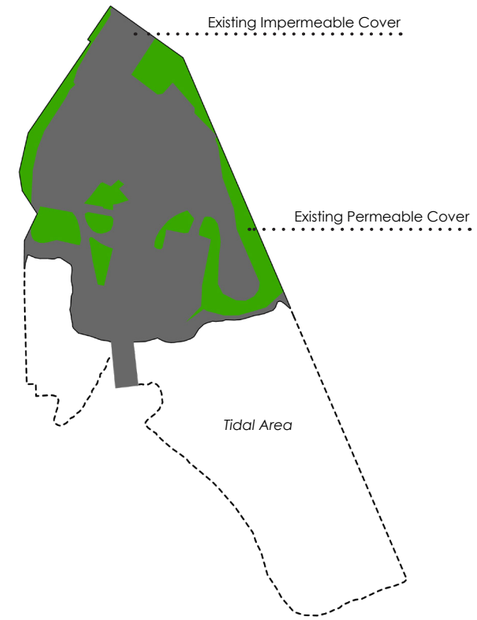
0 .5 1 mile

Back Cove Trail
Bayside Trail
Eastern Prom Trail
Other Trails

The site is near several of Portland's most popular bike and pedestrian trails, including Back Cove Trail, Bayside Trail, and Eastern Prom Trail. Its redevelopment can facilitate better community access to Portland's waterfront, as public open space enhancement is a key design parameter for the Roux Institute at Northeastern University.

Site Context





Under current conditions, the site is inaccessible to the public.

Zoning
The majority of the site is currently zoned I-M (Moderate-Impact Industrial), with the area immediately adjacent to and across Sherwood Street zoned R-3 (Residential). Parcels adjacent to the site include I-L (Low-Impact Industrial) at the Maine Yacht Center to the east and R-3 (Residential) across the railroad tracks to the north. Parcels west of I-295 are generally zoned R-5 (Residential) and B-2 (Mixed-Use Business).

Existing Buildings & Parking
City property assessment records indicate existing buildings were previously used for manufacturing and warehousing. The site has 272 striped parking spaces and additional unstriped trailer parking areas. The reported general building use and total floor area is provided in the table below.

Size of Existing Buildings (Food & Seafood Processing, Packing, and Distribution Land Use Classification)	Total Floor Area (SF)
Main Production (Bean) Building	63,255
Warehouse, Annex and Fuel Storage Building	49,897
Maintenance (Fish House) Building	16,728
Storage, Labeling and Packing Building	80,180
Finished Product Warehouse Storage Building	9,572

Relationship to Water
The parcel includes approximately 13+ acres above mean high water line (the site) as well as an adjacent 11 acres of submerged lands. The site has 1,000 linear feet of waterfront, within associated Flood Hazard and Shoreland Zones.

The City of Portland designates a shoreland zone within 250 feet of tidal water bodies. Within the shoreland zone, a minimum setback of 25 feet from the normal high-water level is required for structures, roads, and driveways.

Portions of the site are delineated as Special Flood Hazard Areas according to FEMA's Flood Insurance Rate Map (FIRM). The current and effective FIRMs for Cumberland County, based upon FEMA's 1986 publication, indicate portions of the site are within the AE Zone, representing 1% annual chance of flooding. Base flood elevations range from 9 to 11 feet.

Impervious Areas
The majority of the site is developed land, with limited areas of natural vegetation. Approximately 10 acres of land above the mean high-water line are impervious (paved areas, building roofs, etc.). The remaining 2.5 acres of permeable area include lawn and approximately half an acre of vegetated, early successional non-lawn area adjacent to the rail corridor abutting the site to the east.

Not only is the site largely covered in pavement and building structures, it is also inaccessible to the public. Fencing prevents access to the waterfront and the interior of the site. This security was necessary for industrial use. However, new development can "soften" site edges and provide improved access to the waterfront.

Geotechnical & Environmental Investigations
IDEALS conducted preliminary soil investigations of the site. The results of these investigations inform the design of structures. Beneath a surficial layer of pavement or topsoil, the test borings encountered a soil profile generally consisting of fill and uncontrolled fill, overlying glaciomarine clays or bay mud, overlying marine sands, overlying glacial till, and overlying refusal surfaces (probable bedrock).

IDEALS also conducted environmental site assessments, including review of available documentation (such as current permits, record drawings, historic photos, and maps) and site investigations involving soil and groundwater sampling, as well as survey for and sampling of building materials. The environmental site assessments indicated no evidence of oil or hazardous material releases that would require remediation. Environmental conditions including fill soil that may be encountered during earthwork or generated as excess material will be properly managed within the context of the construction project. IDEALS identified hazardous building materials including PCB-contaminated caulking and asbestos containing materials (ACM) consistent with what would reasonably be anticipated given building ages, which will be remediated during the demolition and development process.

Utilities

B&M's facilities required intensive utility and infrastructure development sized appropriately for industrial use. Fortunately, this historic use translates well to re-use in a denser development, as proposed. Based upon existing utility infrastructure age and historic and projected demand, we anticipate the need for targeted investment and renewal; however, there are no foreseen barriers to servicing the campus development.

Water
Domestic and fire protection services are provided by Portland Water District's (PWD) infrastructure at Sherwood Street. The public water mains nearest to the site are 8-inch and 12-inch, consisting of ductile iron and cast iron. The site is, and will continue to be, serviced by a combined domestic/fire protection loop.

Wastewater
Wastewater will continue to discharge to a gravity public sewer along the I-295 corridor. Downstream of the service connection, public sewer transitions from 15-inch to 48-inch reinforced concrete gravity line conveying combined storm and sanitary sewer from the East Deering neighborhood west of I-295. The 48-inch combined sewer transitions to a 3-barrel (two 18-inch and one 30-inch) siphon along Tukey's bridge and discharges through a pumping station prior to treatment at the Portland Water District's (PWD) East End Wastewater Treatment Facility.

Wastewater is conveyed across a portion of the site near Sherwood Street and I-295 from properties to the northeast (Lennox, Berwick, and Kensington Streets) via an easement benefiting PWD. This easement will remain in place unless otherwise approved by PWD.

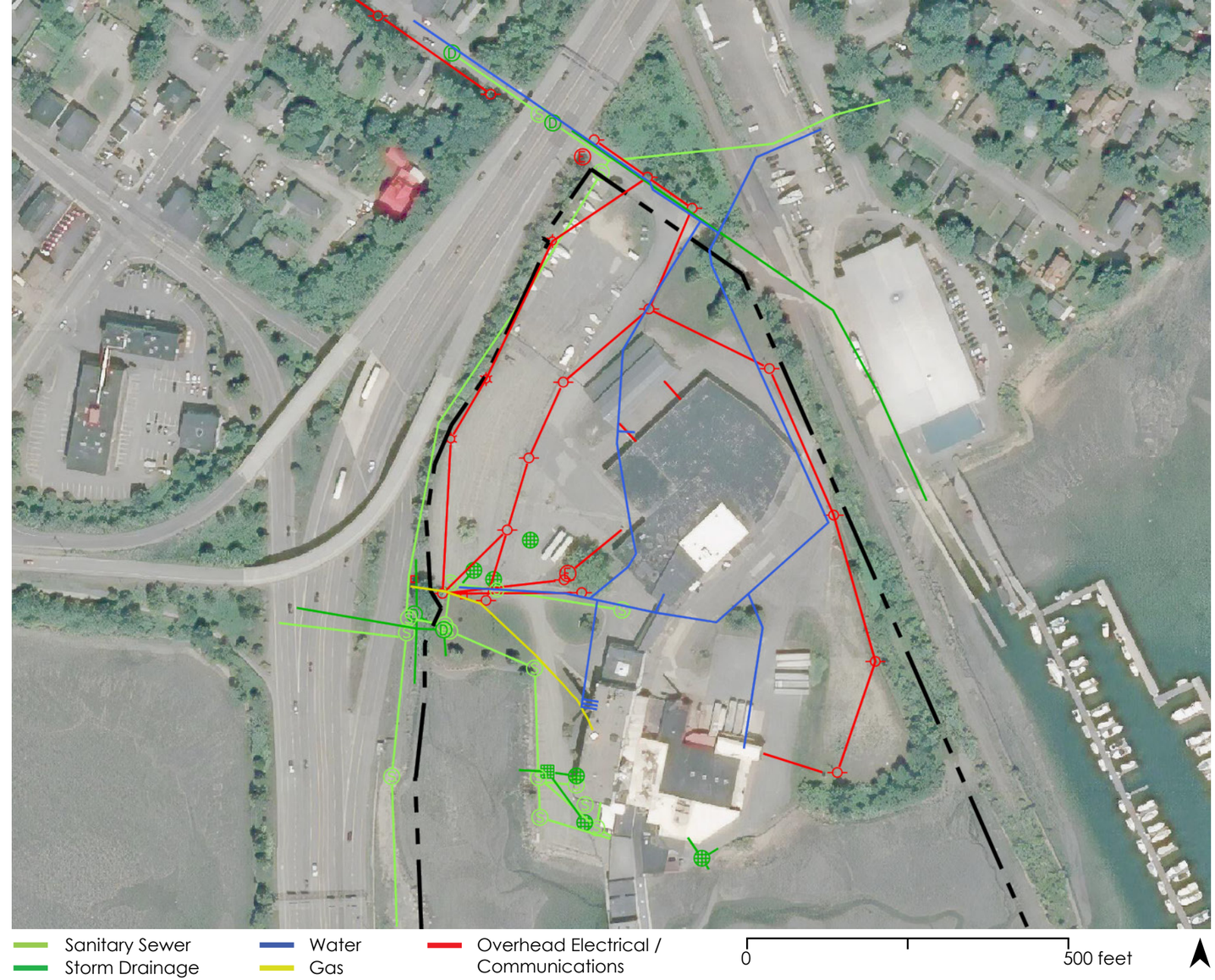
Stormwater
Stormwater runoff from the site is managed through a combination of catch basins, buried infrastructure, and overland flow, discharging untreated runoff via outfalls to the bay. The Roux Institute Campus redevelopment allows for reduction of site impervious area and incorporation of low-impact development techniques; these will improve the water quality and reduce the quantity of runoff prior to its discharge into Casco Bay.

In addition to private stormwater outfalls, a public stormwater outfall is located at the site's southwest corner. This outfall will continue to convey drainage from the neighborhood west of I-295 through an easement located near the southwest corner of the site.

Electricity
Central Maine Power provides electric power via an overhead 12.47kV 3-phase distribution system. The facility has two main secondary metered services. New utility corridors will include electrical infrastructure improvements. Energy-saving technologies and renewable energy sources will be incorporated into building and campus design to reduce electricity consumption and advance sustainability goals. Additional information regarding Energy Conservation Measures is included in Section 3 of this IDP.

Telephone & Data
Fiber-optic internet is located along Veranda Street and Sherwood Street.

Natural Gas
Unitil provides natural gas service to the site via a 6-inch diameter service. Natural gas infrastructure in the East Deering neighborhood is provided at intermediate pressure.



Utility	B&M Historic Demand Reference	Roux Institute Campus Projected Demand (Near-Term)	Roux Institute Campus Projected Demand (Long-Term)
Water	153,000 gallons per day	87,000 gallons per day	215,000 gallons per day
Wastewater	90,000 gallons per day	79,000 gallons per day	195,000 gallons per day
Electricity	0.5 megawatts	11 megawatts	28 megawatts
Telephone & Data	Unknown	Multiple service providers resulting in redundant services to the campus.	Potential service hub for cloud providers such as AWS, Microsoft, etc.
Natural Gas	72,000 average monthly therm	183,000 average monthly therm	408,000 average monthly therm

Coastal & Natural Resources

Immediately adjacent to this highly developed site are natural resource areas including: an estuarine inter-tidal emergent marsh located east of the site near the rail corridor; coastal wetlands for all areas below highest annual tide; tidal waterfowl and wading bird habitat, and blue mussel habitat. Portions of the site are delineated as Special Flood Hazard Areas according to FEMA's Flood Insurance Rate Map (FIRM).

The majority of the on-site work will occur adjacent to, but outside of, coastal wetlands and estuarine inter-tidal emergent marsh areas. Erosion and sediment control measures will be required during construction to protect adjacent natural resources. On-site work in coastal wetlands will be required for pier removal and replacement, bank stabilization and stormwater outfall installation. The footprint of the proposed pier will not extend beyond the existing pier. Likewise, bank stabilization is not intended to extend beyond the toe of the existing riprap slope. Off-site improvements for the bike/pedestrian trail connection will likely require fill in coastal wetlands and will be coordinated through Maine DOT and permitted through Maine DEP and ACOE. Work in coastal wetlands will be minimized to the maximum extent and completed in accordance with Maine DEP wetland permitting requirements (NRPA).

Topography of the site slopes downward from the north to the south, toward the water. The highest elevations are near Sherwood Street, at elevation 28 +/-. The lowest grades are near the loading dock at the B&M Bean Building, at elevation 8.5 +/-. These low areas are only 1-foot above Highest Astronomical Tide.

In recognition of existing vulnerabilities and future sea level rise, resiliency will be key to the Roux Institute Campus. The redevelopment will raise site grades and incorporate infrastructure improvements to create a flood resilient landscape. It will also rehabilitate this brownfield site, enhance natural resource areas, and reduce the impacts of current impervious, industrial conditions by creating habitats that foster ecological diversity and productivity at the water's edge.

The coastal wetland includes rockweed anchored to rocks in tidal mudflat.

Stormwater outfalls drain into the wetland where a scour channel cuts across the mudflat.

The tidal flat is home to tidal waterfowl and wading bird habitat.

Blue mussels are abundant under the pier, where soft-shell clams also grow.

The tidal mudflat portion of the site stretches far into the inlet, resulting in dramatic daily change.

Outfall pipes drain to wetlands in the ravine.

The ravine's slope is vegetated with native sumac and invasive Japanese knotweed.

The estuarine system extends up a ravine along the site's eastern boundary.

Historic Resources

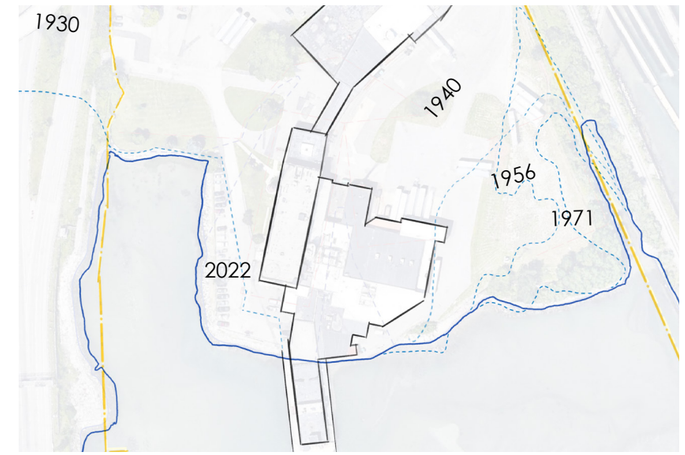
The campus was occupied by residences and a lobster cannery prior to 1913, when Burnham & Morrill (B&M) relocated its operations to the site from Franklin Street. The address of the B&M facility at that time was Water Street, which granted access from the west prior to construction of I-295. By 1913, the five-story B&M Bean Building stood on site, as well as the cod-fish building located on the pier. In the 1920s, B&M began experimenting with brick-oven baked beans in an attempt to offset declines in other product lines (canned fish, meat, and vegetables), and in the 1920s and 1930s began selling brick-oven baked beans in cans. In 1965, B&M's address was designated as 1 Bean Pot Circle. With an appreciation for the B&M history at the site, IDEALS, as the landowner, nominated the B&M Bean Building for designation as a City Historic Landmark. Following a positive recommendation from the City's Historic Preservation Board, the Council approved the landmark designation of the Bean Building (Cannery) and area surrounding the building including the pier. A more extensive description of site history and the preservation of the Bean Building may be found in the Landmark Designation Report for the Burnham & Morrill Company Cannery by Heritage Consulting and Essex Preservation Consulting, dated June 2022.

Bean Building
The Bean Building (Cannery) was the cornerstone and flagship of the B&M food manufacturing facility. Constructed circa 1912 by Aberthaw Construction Co., Boston, MA, the building housed the baked bean manufacturing processes and the plant management offices. It is a robust five-story, reinforced-concrete building with a high live-load floor capacity. The concrete frame is exposed on the exterior of the building with brick and masonry infill walls and glass windows. The building is structurally sound with only minor structural modifications required. The main entry is on the 2nd floor level, which is at elevation 21.5', well above today's 100-year flood zone elevation. This, along with the rugged structure and historic community value, make the building an ideal candidate for reuse. A permanent exhibit of artifacts and photographs is planned for the site.

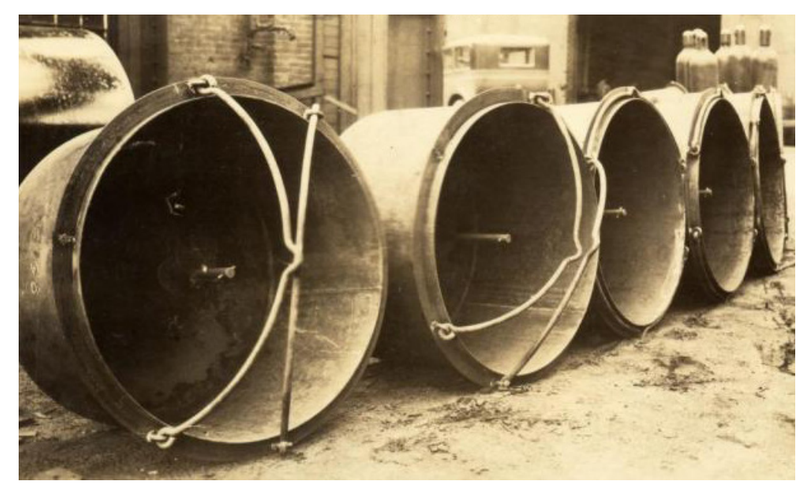
A Changing Shoreline
Buildings are not the only changes that occurred onsite over the last 100-plus years. As indicated in the diagram at right, the shoreline has significantly shifted in reach and shape across decades. Some of the shifts were caused by intentional human manipulation; others appear to have been natural changes where mud flats (with limited salt marshes) extended onto the site.

A New Perspective
The historic relationship of the East Deering neighborhood and B&M site was one of stark contrast between residential and industrial uses. Sudden transitions between residential and manufacturing zones, and from manufacturing to the sea, heightened the disparity. Construction of the Grand Trunk railroad line in the 1860s, and then of Interstate 295 in the 1960s, further isolated the campus' industrial identity. The Roux Institute Campus presents an opportunity for new connections, public access, and thoughtful transitions from the surrounding neighborhoods into a dynamic environment built around the B&M Bean Building.

Changes to shoreline from 1930 to 2022



The Bean Building as it stands today



Views of the B&M campus and related infrastructure earlier in Portland's development (all images from Maine Memory Network)

Municipal Plan Context

The former B&M site is ripe for renewed use and redevelopment. The proposed campus includes adaptive re-use of the B&M Bean Building, facilitates public interaction with the waterfront, creates a new walkable core of diverse uses, and bolsters economic opportunity in East Deering, the City of Portland, and beyond.

Portland's Plan 2030 focuses primarily on eight aspects of Portland's identity and performance: environment, waterfront, transportation, housing, recreation and open spaces, facilities, historic resources, and economy. While the facilities section generally focuses on municipal operations and the waterfront section is focused on the working western, central, and eastern waterfront areas of the peninsula, the other six sections are directly relevant to the proposed plan. Excerpts from the plan relevant to the Roux Institute Campus are provided here.

Portland's Plan 2030, adopted in 2017, is the City's comprehensive plan.

Environment
"Adopt sustainable land use and transportation policies that support connectivity, walkable neighborhoods, and multi-modal transportation."

"Plan for the mitigation and redevelopment of brownfields to support productive uses and a healthier environment for residents."

Transportation
"Promote multi-modal accessibility, enabling residents and visitors of all ages and abilities to participate fully in the social and economic life of the community."

Housing
"Encourage additional contextually appropriate housing density in and proximate to neighborhood centers..."

"Identify priority growth areas."

"Allow for a range of housing models in City codes, whether small units, co-housing, or others that may suit changing needs and demographics."

Recreation & Open Space
"Encourage physical and visual access to Portland's waterfront – Casco Bay, Back Cove, and the Stroudwater, Presumpscot, and Fore Rivers – as a "blueway" network and an extension of public space for local and regional recreation and transportation needs."

Historic Resources
"Stabilize and enhance historic areas of the city by ensuring quality investment in existing structures and compatible infill development."

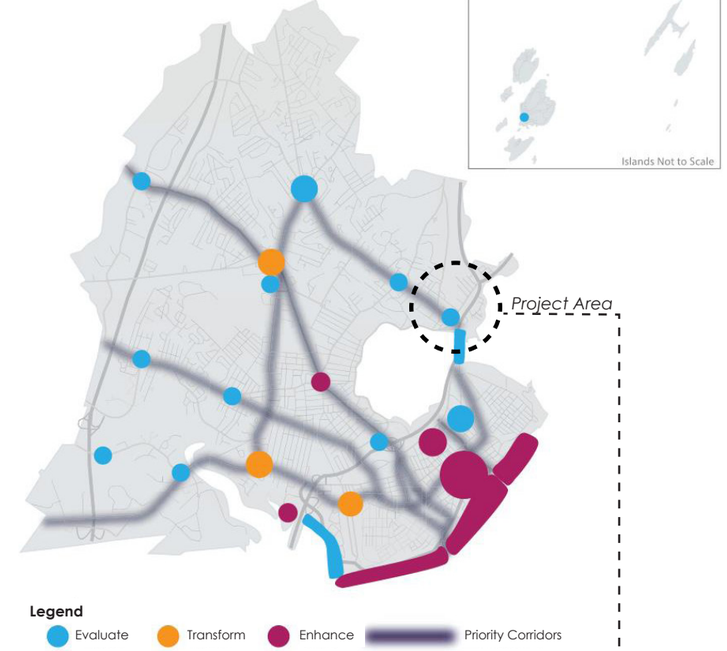
"Ensure an appropriate balance of continuity and change as Portland grows and evolves."

Economy
"Support job creation and business growth through public initiatives and private, institutional, and regional partnerships."

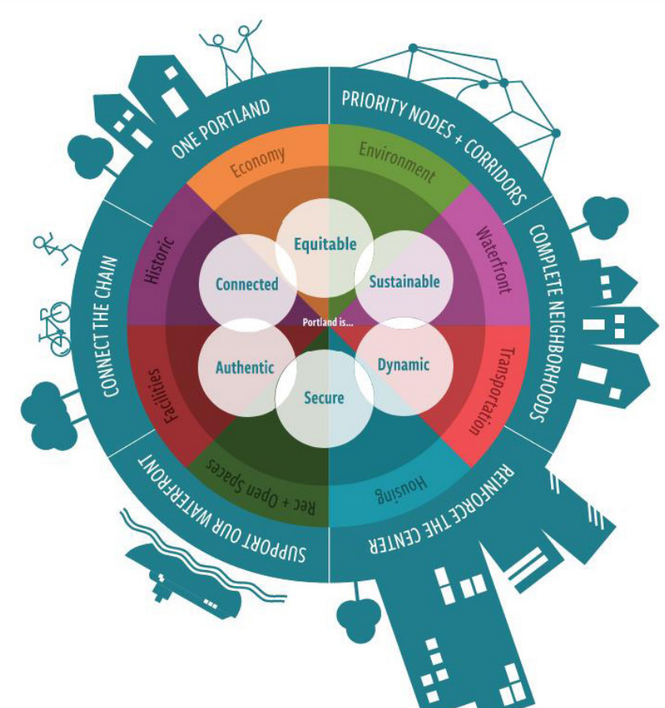
"Develop programs that support industries with high-growth/high-value potential such as life sciences, food production, information technology, and marine-related industries."

"Modify ordinances and make strategic investments to better promote business development and job creation in priority areas."

"Ensure that the growth of Portland's educational, medical, and cultural institutions is integrated into Portland's urban fabric through the use of high-quality design, management of impacts, community partnerships, and innovative planning."



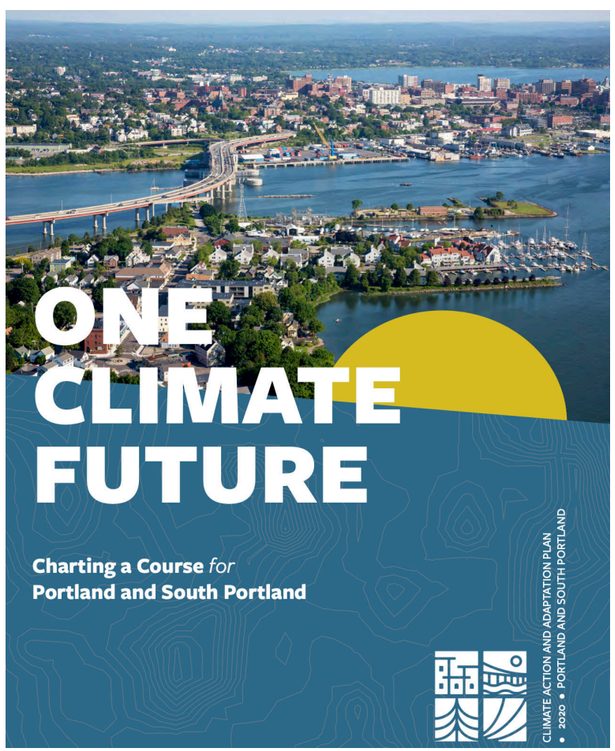
Nodes & Priority Corridors
Portland's Plan 2030 emphasizes potential evolutions in land use. Washington Avenue is identified as a priority corridor, which can provide "additional mixed-use, higher density growth to take advantage of the transit benefits and services that well-designed, diverse corridors can offer." The Washington Avenue/Veranda Street/Tukey's Bridge area is called out for evaluation: such areas "should be assessed for their ability to address neighborhood needs and serve as centers for complete neighborhoods."



Municipal Plan Context (continued)

One Climate Future
The Roux Institute Campus is an opportunity to showcase sustainable buildings, fostering a resilient community across East Deering and the region of Portland. Its waterfront location demands proactive planning for extreme weather and storm surge events although it is not located within the FEMA Velocity Zone. Its location on a developed, industrial piece of land with a single point of access/egress, means that campus development must take advantage of existing infrastructure within the East Deering neighborhood, facilitating trips by active alternative, multi-modal, and mass-transit options.

In 2020, the Cities of Portland and South Portland both adopted a collaborative sustainability and resilience plan: One Climate Future. The plan addresses many challenges, priorities, and strategies for responsible climate stewardship and mitigation of climate-related public health threats. It includes great specificity and is summarized by six general action items. The following are One Climate Future's "six big moves" and discussion of their relevance to the Roux Institute Campus.



Portland and South Portland both adopted the One Climate Future plan in 2020.

1. Build better buildings.
A new campus of higher education, research, and development deserves thoughtful design; it represents an opportunity to implement best practices for energy efficiency, healthy communities, human comfort, and interaction with the surrounding environment. Aside from the iconic B&M Bean Building, existing on-site buildings are not suitable for adaptive reuse. Much of the site will be redeveloped with new construction. In order to attract and respect climate-conscious students and corporate partners, these new buildings will be created with sustainability and resilience top-of-mind. As described in the design guidelines within this plan, Northeastern University is committed to high-performance buildings while setting a standard for design through signature architecture.

2. Connect people to places, to opportunity.
Graduate education, research, and collaboration exist in order to provide opportunity. At their best, they do this in a collaborative and social setting. The Roux Institute at Northeastern University will achieve both. The campus presents this opportunity to the nearby community, where on-site resources become local community resources, as shown on the 15-minute walkshed map included on page 27. Finally, by establishing itself within and supporting existing public transportation networks, the Roux Institute Campus will be accessible to all Portlanders as well as those in the broader greater Portland region, and beyond.

3. Power everything* with clean renewable electricity.
Electrification allows for appliances, buildings, and systems to support the shift to renewable energy in our power grid, without cementing a need for fossil fuels moving forward. This entails moving away from carbon intensive heating and energy sources, as more energy is produced by clean energy renewable sources like solar and wind. IDEALS and Northeastern University will evaluate power purchase agreements for renewable energy sourcing, incorporate passive solar and photovoltaics, consider the use of geothermal and sea water exchange heating and cooling for buildings, and encourage EV usage through on-site charging capacity.

4. Grow a circular economy.
Fostering technology knowledge and life-science research in Portland will diversify its economy and help prepare for the future. Yet workers in these fields will still rely on other, existing aspects of the regional economy. Food producers and preparers, makers and artists, essential workers, and support staff, all make the City of Portland a compelling and delightful place to live. On a small scale, the Roux Institute Campus will facilitate a circular economy through mixed-use, neighborhood-scaled urbanism that creates a place to live, learn, work, and play. On a broader scale, it will strengthen the region through education, research, and collaboration with corporate and community partners; fueling progress through innovation.

5. Nourish ecosystems, which nourish us.
The Roux Institute Campus' tidal waterfront location will allow it to meaningfully contribute to ecological health by designing with nature in mind. While B&M has been a steward of their property, the campus development will result in a significant reduction in impervious surfaces and yield a healthier site that protects and enhances the local ecosystem, which has been diminished through the historically industrial development of the property.

6. Build collaborative capacity to create this future.
The Roux Institute at Northeastern University will develop technology and life science talent and position Mainers, new Mainers, and international students for financially stable and personally rewarding careers. The campus will connect budding talent with existing corporate and community partners, and thus create opportunity for fresh thinking and an innovative future. The Roux Institute Campus will catalyze tech talent and innovation in Portland.

Other Studies
A number of other studies have been conducted that are centered on or relevant to the project area, as outlined below:

I-295 Corridor Update – Scarborough to Brunswick. The I-295 Corridor Update included a study of 17 interchanges that provided access between I-295 and major highways/arterials extending from Scarborough to Brunswick. Improvements for this project were recommended into near-term, medium-term, and long-term. Despite acknowledgement of the heavy volumes and weave section in the vicinity of the Roux Institute project site, no specific improvements were included at the Exit 8 interchange. The long-term recommendations include future study of travel demands, capacity, and opportunities in the urban core of Portland.

Veranda Plan. The Veranda Plan started with an investigation of the rehabilitation and replacement alternatives for I-295 over Veranda Street and US Route 1 bridge. Ultimately, the bridge was replaced and the project construction continues. The project will realign Veranda Street to improve safety and operations by allowing all movements between Veranda Street and points south on I-295 via signalized intersections. The project will also improve bicycle and pedestrian travel along Veranda Street by upgrading it to a complete street.

Martin's Point Shared Use Path Study. The Martin's Point Shared Use Path Study recommended several projects to improve the connection from the Back Cove Trail to Martin's Point including crossing the Roux Institute Campus site. Unfortunately, the current design of the I-295/Veranda Street interchange did not include right of way for a shared use path connection as was envisioned in the Martin's Point Shared Use Path Study. However, the project will be providing a shared use path connection along the waterfront of the site and is interested in future connections that may be developed to reach Martin's Point and beyond.

2. Imagining the Future

Artist Interpretation

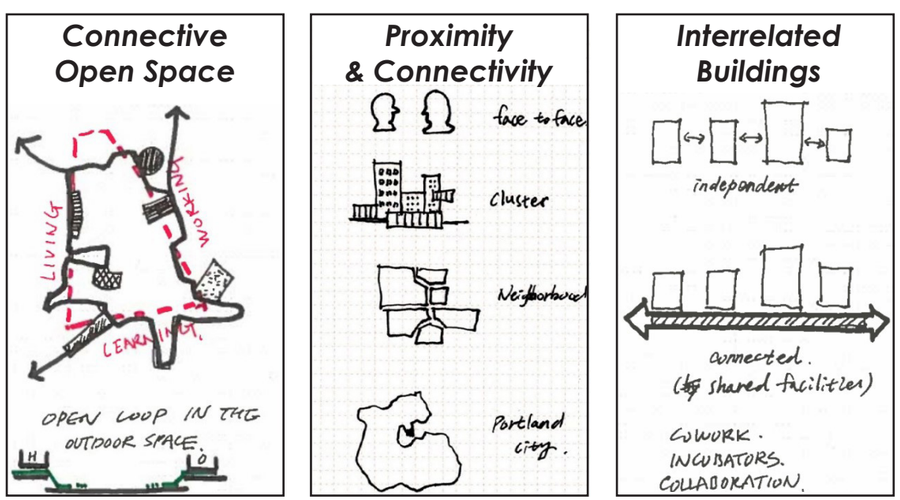
Campus Programming

The Roux Institute Campus will encompass mixed uses regularly associated with graduate education and research: classrooms and laboratories, faculty offices, an incubator, dining areas, convening spaces, fitness centers, neighborhood retail facilities, and housing. As an essential part of the Roux Institute's graduate education programming, the campus will support collaboration with private industry, other institutions, and community organizations. This collaboration is essential to the Roux Institute at Northeastern University's approach to learning through integrated research, student-work opportunities, and entrepreneurial endeavors. Light manufacturing, research and design facilities, and other industry-oriented spaces will allow start-up businesses and established companies to contribute employment opportunities, foot traffic, and dynamism to the area. Hotel rooms will cater to prospective students, start-ups, visiting lecturers, specialists, business partner guests, and families of students. Most importantly, the hotel will provide the opportunity for unplanned and informal interactions that are so essential to new ideas and innovation.

A range of rental housing options will foster community and provide on-site opportunities for students, faculty, staff, and their families. These units will ease some of the housing and traffic pressure that might otherwise result from new residents attracted to Portland by the Institute. Housing units not occupied by residents affiliated with the Roux Institute may be made available to the public to further assist in easing the housing pressure.

Public open space, including waterfront access and recreational uses, will foster a sense of community. Restaurant, neighborhood grocery, and/or other limited retail options will provide another means for welcoming the neighborhood while reducing dependence on automobiles. The Roux Institute will incentivize transportation options including buses, bikes, pedestrian access, car pooling, and water shuttle or taxi connections.

The long-term vision for the site is to maximize green space and public shoreline access. That vision includes a potential bike and pedestrian path under Tukey's Bridge and bicycle and pedestrian connections at Sherwood Street, Veranda Street, and beyond. These would link to the Back Cove, Eastern Promenade, Bayside, Martin's Point Bridge, and future trail systems.



Concept sketches by Tsoi Kobus Design display the intent to build dynamic, community-rooted space.

Phasing

Before shifts in transportation and distribution networks, the site offered a competitive location for food processing and manufacturing in the 20th century. Now, the site's many compelling attributes enable the pursuit of science, education, and entrepreneurship for the 21st century and beyond. The Roux Institute Campus is envisioned as a hub for collaboration, innovation, and inspiration that contributes to the education of Roux Institute students, stimulates Maine's economy, and enriches the lives of Portlanders through the resources it offers.

While the proposed vision represents an ambitious undertaking, the entire endeavor is based on simple tenets of placemaking: provide a mix of uses, allow for creativity and entrepreneurship, and encourage recreation. This vision takes time to grow and develop. Understanding that institutional uses have phased planning horizons, this IDP considers near, medium, and long-term growth plans. The resulting phasing of the development is represented in the figure to the right.

Fortunately, the nature of the Roux Institute at Northeastern University lends itself well to phasing strategies. Corporate partnerships are a core part of the institute's educational strategy, meaning that office and laboratory partners will sit comfortably within the primary academic building during its first years, before extending outward in the longer term. As the site develops, more and more students, faculty, and employees will be drawn to live and work on site. Like any new campus, as the population of students, residents, and employees grow, so will demand for limited retail and restaurants. In addition, the expanding program needs of the campus may be supported by such uses as on site daycare, bike commuter facilities, maintenance facilities, and security offices.

The proposed vision offers a realistic framework for flexible growth. As the Roux Institute Campus evolves, and the world changes, new opportunities and needs may present themselves. Neighborhood feedback will also inform future growth. A core presence of educational, research, incubator, and partner space will provide the Roux Institute Campus with a strong start, around which additional community needs and services can thrive over time.

Anticipated Phasing (Cumulative Totals)

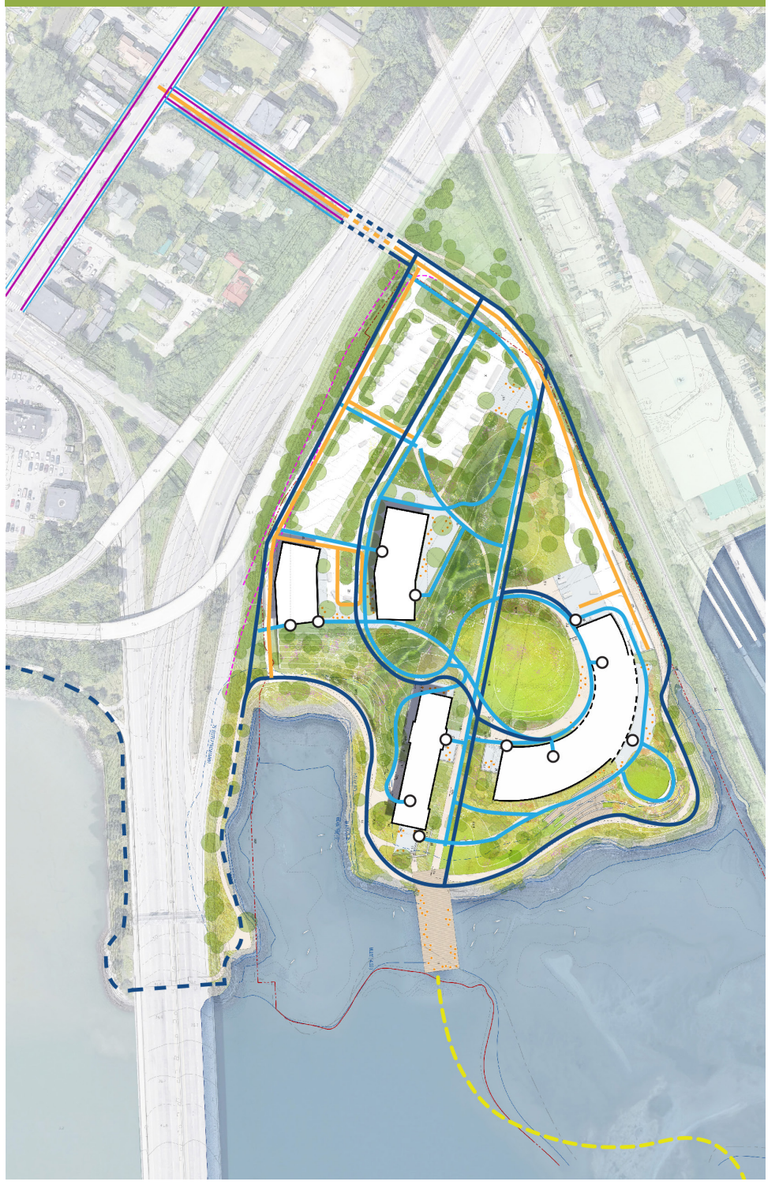
Building Program	Near-Term (0-5 Years)	Medium-Term (10 Years)	Long-Term (20 Years +)
Academic & Research	1,750 Students 222,000 sf.	2,500 Students 372,000 sf.	5,100 Students 372,000 sf.
Office/Lab Partners	Included in the Roux Institute	Included in the Roux Institute	200,000 sf.
Business Incubation	40,000 - 50,000 sf.	40,000 - 50,000 sf.	40,000 - 50,000 sf.
Residential	175 - 250 Units 150,000 - 200,000 sf.	350 - 425 Units 300,000 - 350,000 sf.	525 - 650 Units 450,000 - 550,000 sf.
Hotel	90,000 sf.	90,000 sf.	90,000 sf.
Retail (Restaurant, Cafe, Market, Kayak, etc.)	10,000 sf.	15,000 sf.	25,000 sf.
Totals	**512,000 - 572,000 sf.**	**817,000 - 877,000 sf.**	**1.177 - 1.287 million sf.**

Potential Phasing

At the completion of each phase, the Roux Institute Campus will be a model of comprehensive design. At least three acres of permanent, significant public space will be established early in the development of the campus to ensure public benefit. Interim features such as surface parking lots or construction staging areas will be designed to not detract from the pedestrian experience through planting, lighting, wayfinding, graphics, artwork, or fencing. Other interim areas of the site will be appropriately landscaped or accommodate gathering on lawns and hardscape spaces. Interim features such as parking lots may also be programmed with markets, festivals, or cultural events. Lighting and layout of these spaces will be considered to facilitate flexibility so that they can accommodate a variety of campus events.

Development Plan

Near-Term



Mid-Term

Long-Term

- Pedestrian
- Bike/Pedestrian
- Water Taxi
- Potential Shared Use Path Connection
- Vehicular
- Primary Entrance
- Potential Off-Ramp

Development Plans are conceptual and intended to illustrate how design guidelines and principals could potentially be implemented at this site.

Design Principles

The Roux Institute Campus will be a paradigm for 21st-century education with urban, sustainable, and resilient design. All elements of the campus will be conceived holistically to support the educational program of the Roux Institute. Near and long-term planning supports a vibrant campus environment with views and connections to the waterfront, a variety of public spaces, and site access via bike paths, walkways, and the public pier. Key principles of the design approach include:

Connected to the Waterfront, Portland, & the World

- Engage the waterfront
- Promote visual and physical connectivity
- Encourage connections to the waterfront through diverse spaces
- Create a holistically built environment
- Restore, repurpose, and revitalize the Bean Building
- Create an iconic architectural expression

Places to Gather

- Welcome the surrounding neighborhood
- Foster community with shared spaces and interaction
- Build a strong association with the City of Portland
- Develop purpose-driven spaces that yield regular connections
- Provide public open space
- Provide spaces where neighbors can work and read while enjoying the campus's environment

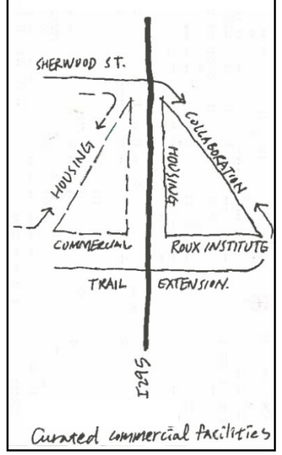
A Sustainable & Resilient Campus

- Employ sustainability benchmarking for environmental stewardship
- Incorporate state-of-the-art features, systems, and techniques
- Minimize energy consumption campus-wide
- Build for resilience; prepare for extreme weather and climate change
- Maximize green space through appropriate building height

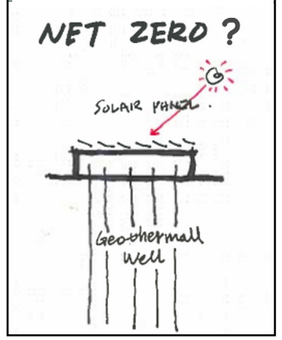
Integrated Landscape

- Enhance access through TDM and multi-modal support
- Contribute to Portland's open space network

Welcoming the Neighborhood

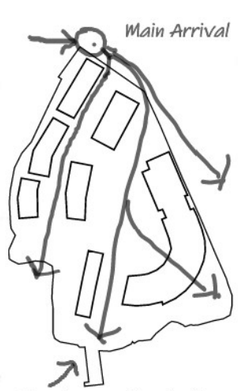


Sustainable & Resilient

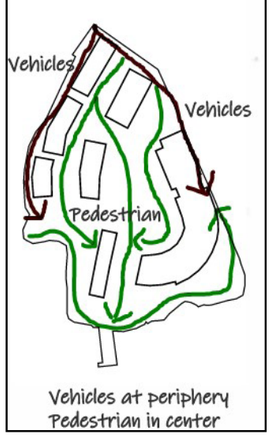


Iconic Architectural Expression

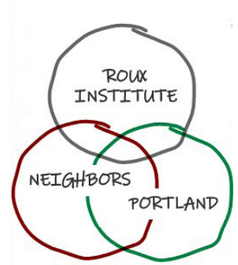
Waterfront Connections



Pedestrian Campus



Foster Community



Above: Concept sketches by Cambridge Seven and Tsoi Kobus Design

Design Guidelines

Waterfront
- The waterfront will be publicly accessible to provide a variety of open spaces throughout all phases of development that foster social interaction.
- New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an anticipated desire line. Said interior public space (if provided) may be closed to the public during special events, outside normal operation hours, and when necessary for security or public safety purposes.

Cohesive campus
- The overall composition and experience of the campus will be considered for cohesive identity from approaches along I-295 and views from the East Deering neighborhood.

Historic preservation
- Buildings, site development, circulation, and open space will respect the B&M Cannery Building, a designated historic landmark.

Connectivity
- Prioritize the bicycle and pedestrian circulation network on campus while providing connectivity for auto, public transit, service, and emergency vehicles at each development phase.
- Surface parking lots shall be located to the maximum extent practicable toward the rear or side of a building not occupied by a principal entry to a building facing a street, public right-of-way, major pedestrian access routes, open spaces, and/or the waterfront.

Open space
- Open space will be publicly accessible to provide multiple functions for recreation, social gathering and buffers that integrate within the overall composition and experience of the campus at each development phase.

Sustainable practice
- Buildings and site development will incorporate sustainable technologies in building design, orientation, energy production and sensitivity to natural resources at each development phase.

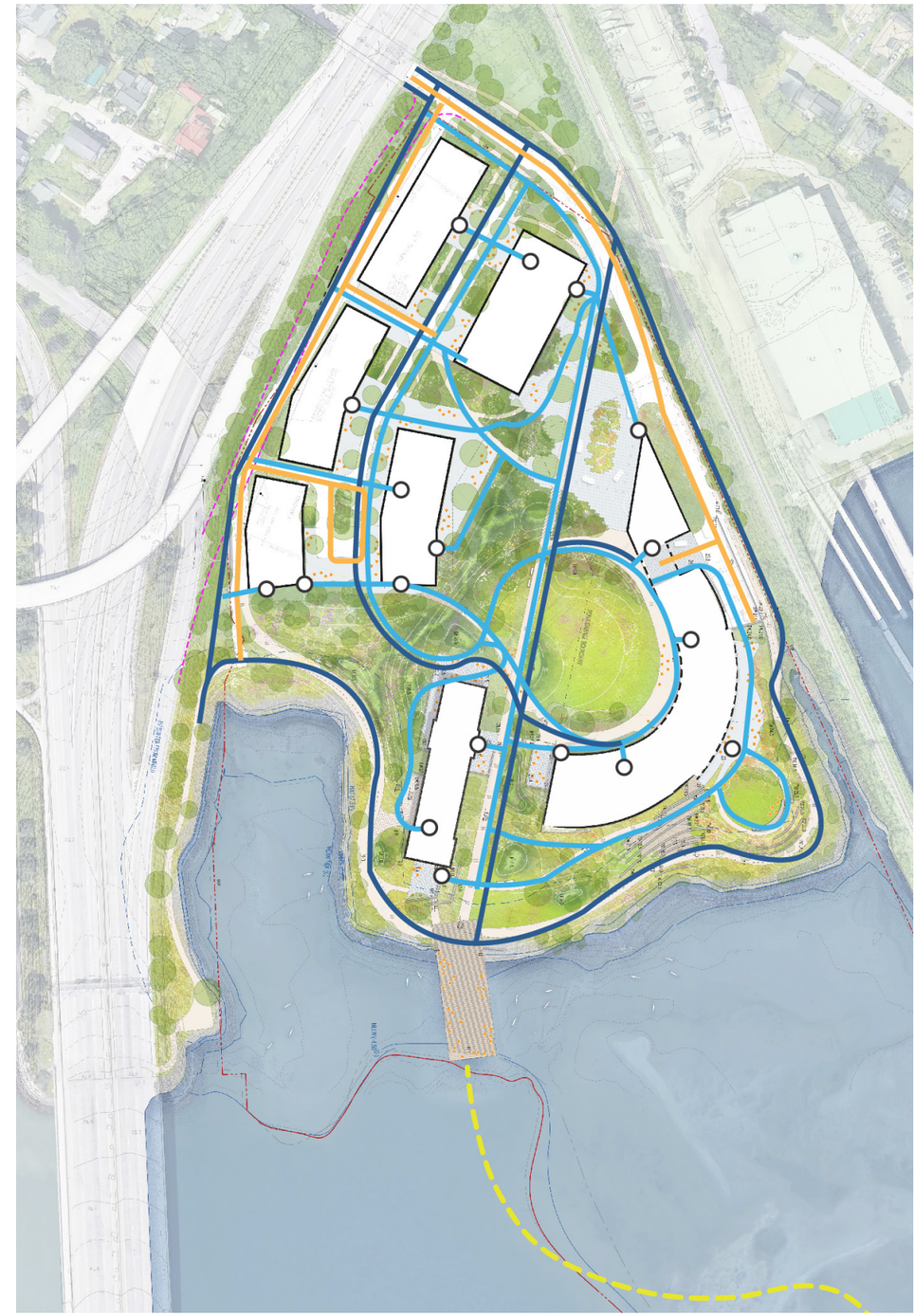
Resilience
- Buildings and site development will incorporate resilience strategies to account for flooding, severe weather events and integration of publicly accessible spaces at each development phase.

Building design
- Building facade materials will be of high quality, durable to the marine climate and contribute to an attractive public realm. The first 35 feet of building height shall complement the pedestrian character in materiality, transparency, and detailing.
- Rooftop appurtenances will be incorporated, screened, and set back from roof edges to reduce visual impact from the surrounding neighborhood.

Building entrances
- Building entrances will include prominent facades and be oriented toward, located adjacent to, or accessible from rights-of-way, major pedestrian access routes, or open spaces.

Mitigation of impacts
- Buildings and site development will endeavor to minimize potential negative impacts related to shadows, wind, noise, heat, glare, lighting, contaminants, and the environment.

Visualizing the Guidelines: Potential Long-Term Layout & Circulation



Pedestrian
Bike/Pedestrian
Water Taxi
Vehicular
Primary Entrance

Connected to the Waterfront, Portland, & the World

Artist Interpretation

Development of a new landmark campus, with focus toward the community and the waterfront, will enhance the East Deering neighborhood. New, forward-looking campus buildings adjacent to the restored and repurposed Bean Building will update and respect its legacy. The waterfront will integrate with the entire campus through ecologically focused design. Water views from the ground and buildings will emphasize the site's uniqueness and become an integral part of the campus identity. Pedestrian/bicycle trail connections and water shuttle or taxi service will let the waterfront serve as an entrance to the campus.

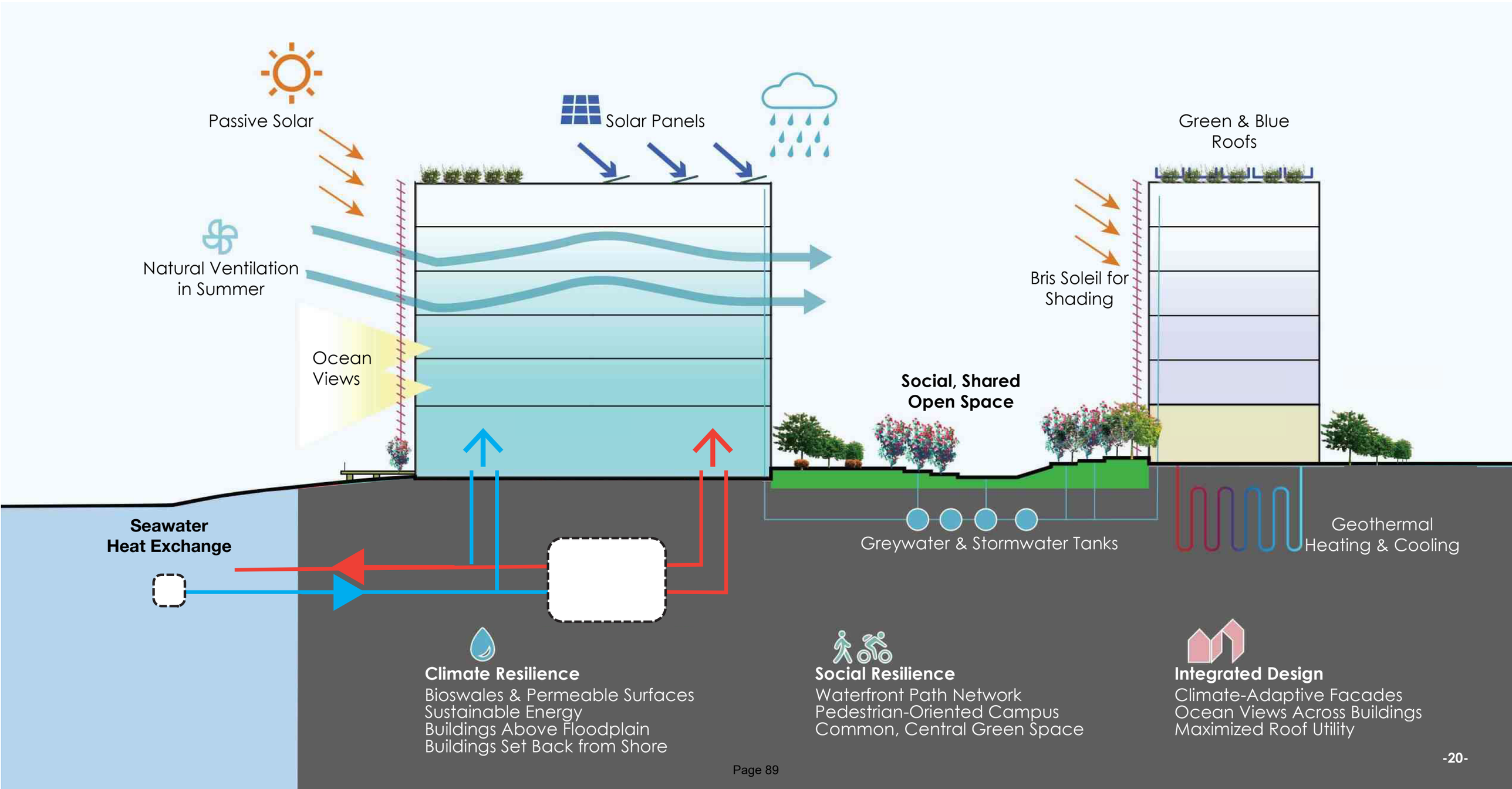
Places to Gather

Artist Interpretation

All new buildings will connect through linking landscaped terraces with a central, pedestrian-oriented green space. The campus will maximize publicly accessible open space through building height and density. This plan will foster a mixed-use environment encouraging interaction and innovation. Internal connections are echoed by external circulation and access points (pedestrian, bicycle, public transit, potential water taxi, automobile) that further strengthen the connection with neighboring communities and the City of Portland.

A Sustainable & Resilient Campus

The Roux Institute Campus intends to incorporate state-of-the-art sustainable technologies. Examples of possible technologies (illustrated below) that will be thoroughly studied include geothermal heating and cooling, photovoltaic solar panels, high-performance building envelopes with triple glazing, green roofs, blue roofs, stormwater/greywater management, passive solar gain, sea water cooling, and natural summer ventilation. If necessary, purchase of renewable power produced off-site will supplement on-site sources. Resilience strategies like constructing buildings well above the 100-year flood zone will also be deployed to account for rising sea levels and severe weather events.



Enhance Access

The striking campus is visible from Interstate 295, as well as from its on- and off-ramps which are located nearby. US Route 1 and downtown Portland are both accessible within minutes. Via Sherwood Street, the Roux Institute Campus will connect to the East Deering and Back Cove neighborhoods. Bus routes within easy walking distance, and waterfront pedestrian and bicycle trails (including a potential new connection under Tukey's Bridge and improvements to Sherwood and Veranda Streets) will link the Roux Institute Campus to the neighborhood as well as to the Back Cove Trail, Bayside Trail, Eastern Promenade, and future trail networks. Within the site, ADA pathways and inclusive design principles will ensure the site benefits all users.

Adjacent to the Roux Institute Campus (but not on its property) is the former Grand Trunk Railway line, which could one day provide a new transportation route. Connections to Casco Bay ensure water access to the peninsula, islands, and the entire Maine coast.

Contribute to Portland's Open Space Network

The Roux Institute Campus will add significantly to Portland's open space network via a modern waterfront with public amenities such as lawns, a pier, plazas, and extended green space. Enhanced sidewalks and bike lanes, a potential direct connection to the Back Cove, Eastern Promenade, and Bayside trails, along with a pier for a water shuttle and/or taxi, will help the public get to the Campus. Gardens, native meadows, trees, and natural areas will offer new, calming spaces and create a variety of healthy habitats.

The primary academic building of the Roux Institute at Northeastern University will anchor a cohesive campus of learning, research, and collaboration along with residential and retail facilities that support them; natural systems will integrate with everyday life. A network of inland pathways across various landscapes will thread uses together.

The Roux Institute Campus will transform an industrial site into an ecologically diverse, urban waterfront setting. Many existing impervious surfaces will give way to open spaces and green roofs inspired by natural landscapes from the Greater Portland area. Stormwater management strategies will further contribute to the environmental function of the site.

3. Creating the Path Forward

Artist Interpretation

Assessment of Growth

The City's Land Use Code establishes content requirements for Institutional Development Plans, including considerations of transportation, environment, infrastructure, design, and neighborhood engagement. The following pages apply these lenses to the Roux Institute Campus, how they interact, and the opportunities they create.

Transportation
With one vehicle entry point, the development must be properly planned to minimize impacts on the surrounding street network. Reductions in trip generation through complementary on site uses, alternative modes of transportation, and transportation demand management are crucial.

Infrastructure
Any development is limited by the capacity of nearby utilities infrastructure. Fortunately, the site's previous industrial demands dovetail nicely with the needs of a mixed-use development. High-performance buildings can help reduce further infrastructure demands.

Environment
One compelling aspect of the Roux Institute Campus is the waterfront location; yet decades of production and transportation-oriented industrial use diminished its ecological function. Thoughtful redevelopment will restore some of this function over time.

Design
While the Roux Institute at Northeastern University seeks to inspire aesthetically, the Roux Institute Campus will be designed with neighborhood context and nature in mind. It can serve as a proving ground for best practices in ecological and urban design.

Neighborhood Engagement
The Roux Institute at Northeastern University cannot thrive without the support and goodwill of its neighbors. By establishing and maintaining community engagement, the organization will incorporate fresh ideas and build trust.

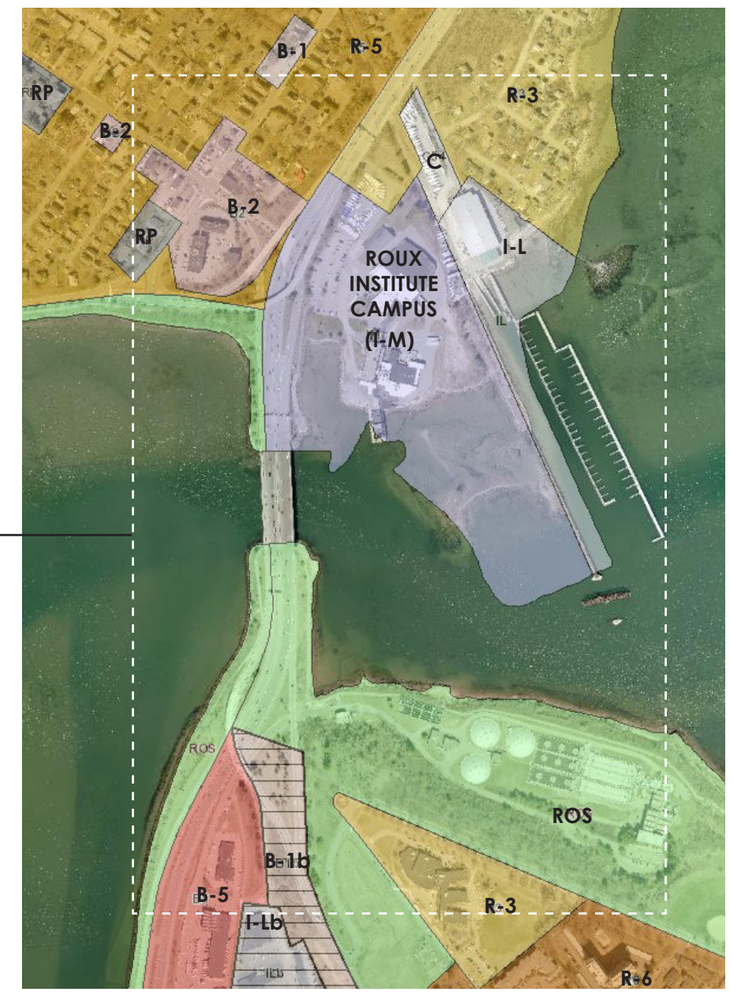
The environment of the site influences its design. That design leads to higher or lesser demands on transportation networks and utility infrastructure, which in turn impact the environment. Underlying the entire process is neighborhood engagement, without which the Roux Institute at Northeastern University cannot succeed.

Boundary of Proposed B-5 & IOZ

The proposed Roux Institute Campus aligns well with the B-5 (Urban Commercial) purpose statement in the City of Portland's Land Use Code:

"To provide areas of the peninsula* near the downtown where a mixture of uses, including marine, industrial, commercial, and residential, is encouraged. The B-5 and B-5b zones are characterized by larger underdeveloped lots with great potential for denser, clustered, urban mixed-use development and more efficient reuse of existing land and buildings. It is anticipated that the dense, mixed-uses of the B-5 and B-5b zones will rely on a shared infrastructure system, including service alleys, parking lots, public transportation facilities, stormwater management, and driveways."

**Per the City of Portland's Land-Use Code, "on-peninsula" is defined as all land south of I-295. The proposed Roux Institute Campus is south of I-295.*



Transportation

The Roux Institute Campus is well-situated to several major thoroughfares, including I-295, US Route 1, Washington Avenue, and Baxter Boulevard. The site has a single access point, located on Sherwood Street; that access will continue to provide vehicular access in and out of the site in the future. Access to Sherwood Street is provided via Veranda Street which connects to Washington Avenue, I-295, Baxter Boulevard, and US Route 1.

The intersection of Washington Avenue and Veranda Street is critical. Traffic from I-295, Baxter Boulevard, and Washington Avenue all travel through it to reach the site.

Washington Avenue accommodates all users, with traffic using two lanes in each direction south of Presumpscot Street, one lane in each direction north of that point, and buffered bike lanes north of Presumpscot. Bus routes run along Washington Avenue and pedestrian accommodations are present, including sidewalks. In addition, the traffic signal system along Washington Avenue is a traffic responsive system operating with high efficiency. Intersections of Washington Avenue at Veranda Street, at Presumpscot Street, and at Ocean Avenue are each signalized intersections with pedestrians processed concurrently to traffic.

Veranda Street accommodates vehicular traffic with a single lane in each direction. Sharrows (faded) indicate that bicycles share the travel lane. Sidewalks are provided on both sides of Veranda Street and transit stops are present. Sherwood Street is a two-way roadway that is not striped and allows parking. Sherwood Street intersects Veranda Street to form a slightly offset four-way intersection. Both Sherwood Street approaches are stop-controlled at Veranda Street as well as Presumpscot Street.

Bates Street extends from the intersection of Washington Avenue and Veranda Street toward Baxter Boulevard, and consists of a vehicular traffic lane in each direction and a bike lane from Washington Avenue to Baxter Boulevard. A sidewalk runs along the west side of the street, but narrows and is periodically blocked by utility poles. A single lane in each direction at the intersection of Bates Street and Baxter Boulevard provides access north on I-295. Access south on I-295 is via a two-lane connection in each direction at the intersection of Washington Avenue at Veranda Street and Bates Street. This widens at Washington Avenue for turn lanes.

Adjusted Traffic Volumes at Washington Avenue and Veranda Street (2021)

Approach	Movement	AM Peak Hour Volume	PM Peak Hour Volume
Veranda St. Southbound	Left Through Right	130 65 50	70 95 60
Washington Ave. Eastbound	Left Through Right	35 1195 65	50 995 90
Veranda St. Northbound	Left Through Right	65 45 160	65 95 155
1-295 Exit Ramp Westbound	Left Through Right	100 650 80	150 1090 190

Several high crash locations (segments or intersections with eight or more traffic crashes and a critical rate factor exceeding 1.00 over the most recent three-year period) are located near the campus:

Intersections (with Crash Totals)
Washington Ave. at Randall St. (8)
US-1 at Veranda and I-295 Ramps (14)

Segments (with Crash Totals)
Washington Ave. I-295 NB Exit 8 to Veranda St. (12)
Washington Ave. from Veranda St. to Galvin St. (11)

From 2019 to 2021, one fatal crash occurred within the study area at the HCL location of Veranda Street/US-1 with the I-295 SB On-Ramps. The crash was determined to be caused from a driver running a stop sign. Safety improvements are being made as a part of the Veranda Street Bridge Replacement project.

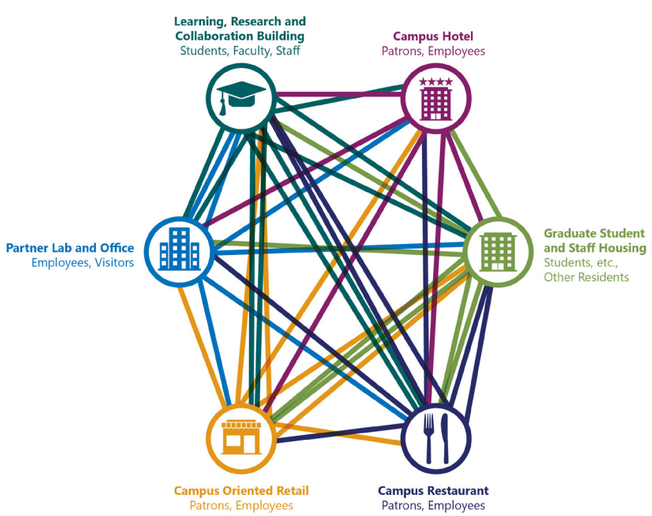
With adequate sight distance, the crashes along Washington Avenue, including at Randall Street, may be attributed to vehicles changing lanes or attempting to turn in or out of side streets where adequate gaps are not available due to congestion. There were no reported pedestrian crashes at the HCL locations. Three bicycle crashes occurred in the study area: one each at the intersections of Washington Avenue/Bates Street/ Veranda Street, Bates Street/Baxter Boulevard, and Washington Avenue/Churchill Street.

Trip Generation

The site is currently closed and therefore does not generate any existing vehicular, bicycle, pedestrian, or transit trips to and from the site. Future trip generation was evaluated using standard rates and Maine DOT guidance for the long-term development of the site. Trip generation rates were obtained from the Institute of Transportation Engineers Trip Generation Manual, 11th Edition, where available. Input was received from the City of Portland regarding appropriate land use codes, specifically for the restaurant component. In addition, because the land use code for university/college does not reflect the type of institution proposed here, VHB developed a trip generation methodology based on the anticipated populations at the site.

Relevant uses for the Roux Institute Campus include general office building (LUC 710), multi-family housing mid-rise (LUC 221), high-turnover sit-down restaurant (LUC 932), strip retail plaza (LUC 822), and hotel (LUC 310). As a mixed-use development, many trips will occur between destinations on the campus. Students, faculty, and staff will eat in on-site restaurants and shop at on-site retail stores. Some students and staff will live in the residential units or work in the office space. Partner employees may travel between offices, university buildings, restaurants, and stores.

Inclusion of ancillary uses on the campus, such as housing, hotel, office space and retail, will reduce the number of external trips to the site; internal trips will not generate external traffic or impact the adjacent road network. For traffic generation purposes, internal trips are separated from total trips estimated using engineering standards. The overall internal trip capture across the land uses for this development were estimated to be approximately 28% in the AM peak hour and 22% in the PM peak hour for the IDP full build program. Detailed trip tables are provided in the Transportation Appendix C.



Vehicle Trip Assignment

Vehicle trips were assigned to area roadways by estimating the proportion of trips arriving or leaving on each approach to the area. Estimates were based on data from several sources, including population density maps and US Census Journey to Work data. The process was repeated using catchment areas of various sizes, with minimal change in results. Trip distribution for people within a commuting distance of the site is shown in the adjacent top graphic.

Approximately 50% of trips are anticipated to travel from the south to reach the site and 15% are anticipated to approach from the north. (The thicknesses of arrows are scaled to indicate the share of trips that will use that route.)

Anticipated distribution of vehicular trips on neighborhood streets is shown in the adjacent bottom graphic. Almost 90% of trips are expected to travel through the intersection of Washington Avenue and Veranda Street. However, to access I-295 southbound, some drivers may choose instead to exit by taking a right and traveling up to the southbound on-ramp.

Additionally, approximately 20% of the site traffic is oriented to points west /southwest along local roadways or to and from the north on I-295; this will impact the intersection of Bates Street and Baxter Boulevard.

Mode Share

As indicated above, the existing site in not operational, so there are no regular trips visiting the site from any mode. The East Deering Neighborhood is served by multiple bus routes and, at many locations, features a pedestrian network and bicycle network. With improvements to these resources, the campus will be well suited for trips by modes other than single-occupant vehicles. The Roux Institute Campus is committed to working with Portland METRO to support increased transit opportunities to and from the campus area. These factors, in addition to a Transportation Demand Management (TDM) plan, will reduce auto mode share at the site.

The existing Roux Institute Campus population was surveyed in August 2022 to estimate existing campus mode shares. The survey revealed that 23% of the Roux population is currently using alternate modes of travel with 13% walking, 4% using transit and 6% bicycling. With a more aggressive TDM program, as envisioned at the site, as well as investment in pedestrian, bicycle and transit opportunities, much higher percentages of non-auto trips may be reached.

A transportation engineer developed target mode shares for each envisioned Roux Institute Campus land use, in consultation with City of Portland and Maine Department of Transportation officials. These shares were applied to external trips to determine the likely number of trips by each mode, yielding the estimates in the table at right.

Estimated Mode Split (%)

Land Use	Transit	Ped. & Bike	Vehicle	Carpool Rider
Office	10	10	75	5
Retail	10	50	40	0
Restaurant	10	50	40	0
University	10	20	65	5
Residential	10	20	65	5
Hotel	10	10	75	5

Transportation Improvement Opportunities

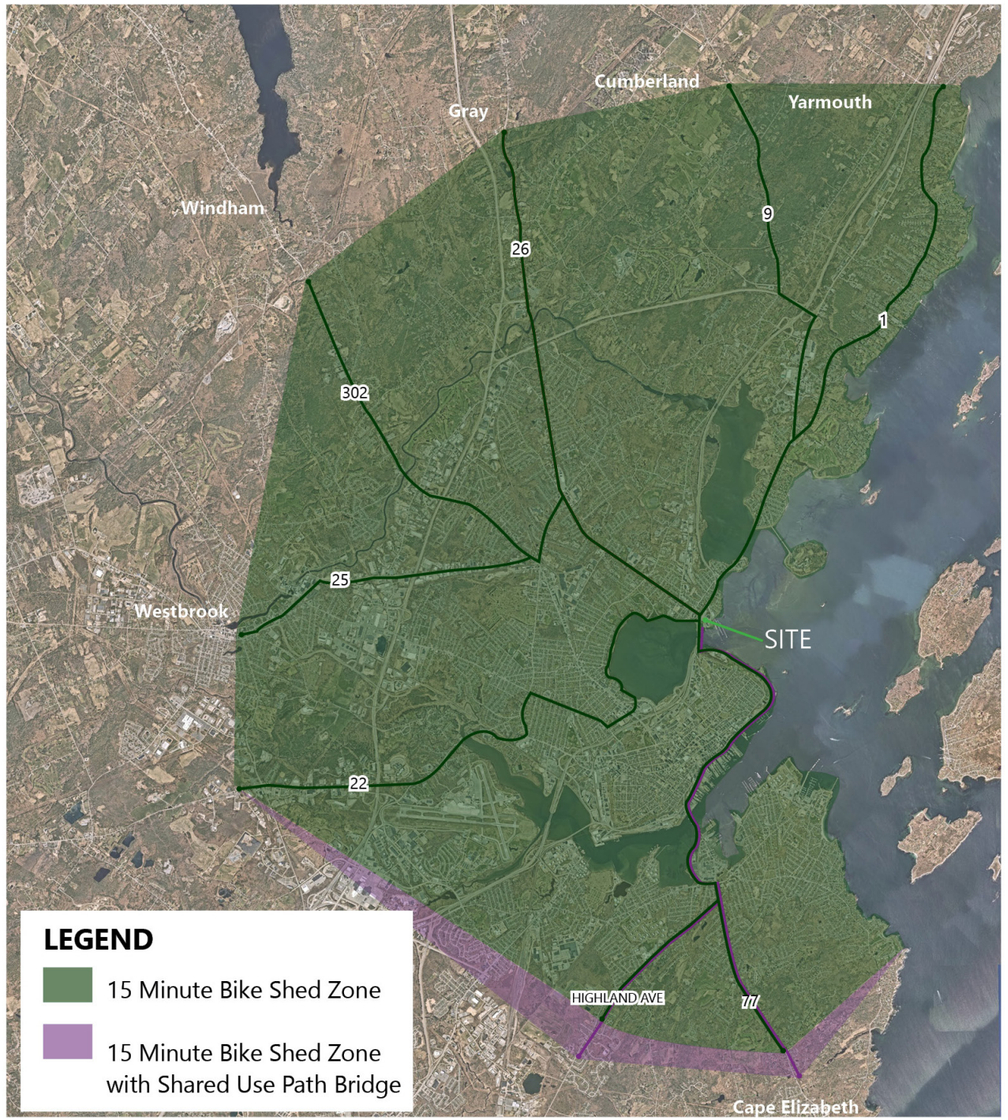
Bicycle and Pedestrian Connection Opportunities

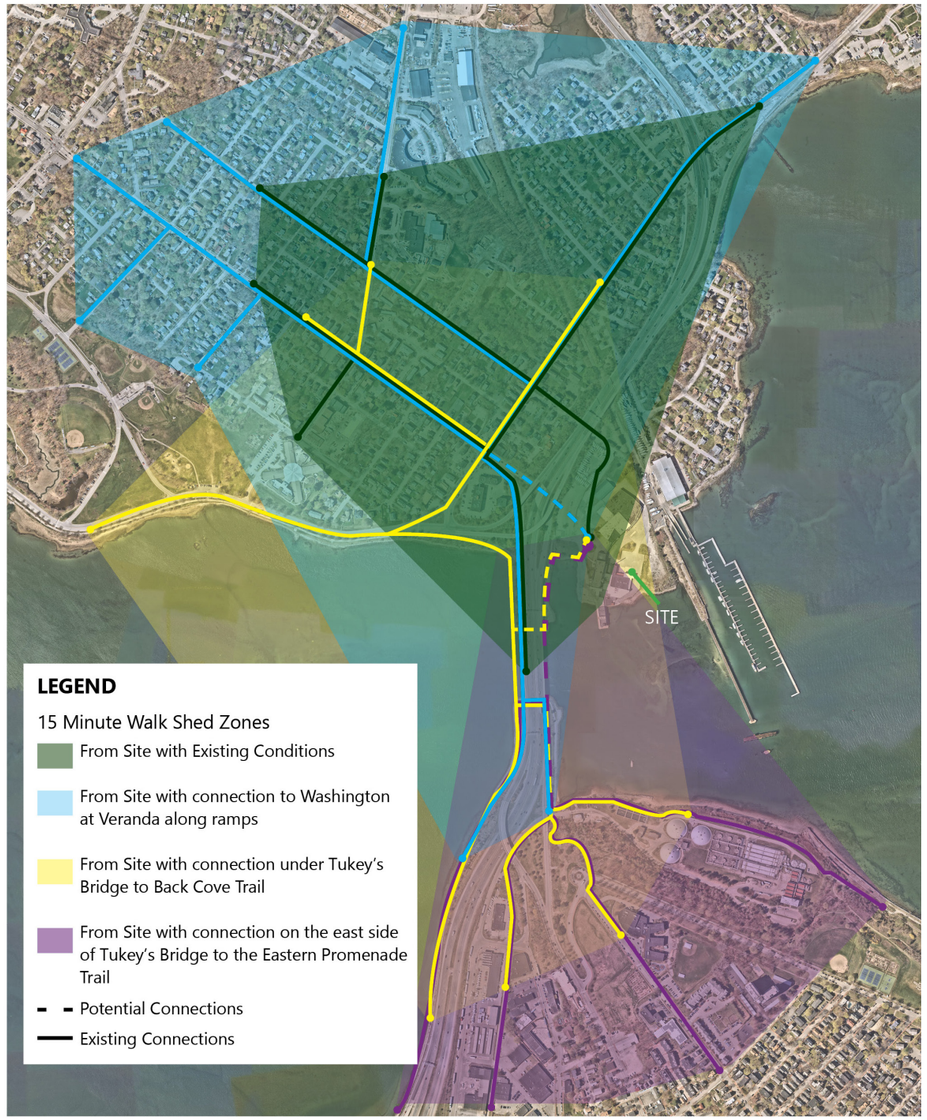
The existing bicycle and pedestrian network includes known constraints along the existing bicycle and pedestrian route across Tukey's Bridge. The sidewalk connecting from the intersection of Washington/Veranda is narrow and adjacent to vehicular traffic on the ramp to I-295. Then this walkway meets the Back Cove Trail which adds bicycle and pedestrian demand to a narrow shared use path over Tukey's Bridge which according to Portland Trails data carries an average of 1300 to 1400 daily trips during the summer months. Current pedestrian and bicycle demand in the study area is low. During the PM peak hour for example, only 6 pedestrians and 6 bicyclists traveled along Veranda Street crossing either leg of Sherwood Street. Similarly, only a total of 20 pedestrian crossings were reported across all legs of the intersection of Washington Avenue and Veranda Street during the PM peak hour during turning movement counts collected by VHB in 2021.

Improvements to bicycle and pedestrian connections will increase those mode shares for the site and Infrastructure improvements can alleviate some neighborhood traffic impacts. Two opportunities stand out when considering bicycle and pedestrian improvements.

The first is an improved connection between the Back Cove Trail and Washington Avenue. At present, users of the Back Cove Trail face a 90-foot mid-block crossing to reach the northwest side of Bates Street. Converting the intersection of Bates Street and sweeping right-turn maneuver would create a shorter, safer crossing. The second improvement is a direct connection from the Roux Institute Campus to the existing trail network, either by extending the shared-use path below and alongside the north end of Tukey's Bridge or by a shared use path on a new bridge parallel to Tukey's, or both. The site walkshed and bikeshed distances, or typical distances that people are comfortable choosing alternate modes, increase to points south with these connections, increasing the opportunities for bicycle and pedestrian trips and improving the overall bicycle and pedestrian network.

The Roux is committed to working with the City and MaineDOT to provide additional bicycle and pedestrian capacity to accommodate future demand. A Traffic Movement Permit will be required for each phase of the project. At that time, actual mitigation will be tied to the impacts that are anticipated at that time.





Transportation Improvement Opportunities (continued)

Parking Demand and Capacity
Parking will be built over time as part of the development program. All vehicular trips are intended to park on site. As demand increases during the phased development, parking will be introduced incrementally to avoid excess supply and inadvertent encouragement of driving to the site.

Base parking demand (calculated for each hour of the day using ITE Parking Generation Manual rates, 5th Edition, and the same land use codes as for trip generation) indicate that total parking demand across all uses on the site will peak at 4 PM. At completion of the near-term phase of development, parking demand is expected to be approximately 700 vehicles. Demand at full build-out could be as high as 1900 vehicles, inclusive of day users and residents with goal mode shares. All on-site parking is intended to be communal; availability in the closest lot to a destination will not be guaranteed. Additionally, uses with opposing peak parking demands will be able to share parking resources.

All on-site parking will be paid parking, and a parking office will be created to handle permitting and enforcement for the campus. Parking costs and regulations may vary between categories of users (students, staff, residents, office tenants, visitors, etc.). The Roux Institute Campus may include on-site car share, enabling travel to and from the site using other modes, with the comfort that vehicles are available if necessary.

The parking numbers are estimates based on target mode shares and the currently contemplated building program. As the site is developed, Site Plan Review and Traffic Movement Permits will be required that will involve monitoring and reporting on traffic and parking. Based on monitoring results and TDM measures included in these submittals, the parking demand and ultimately supply will be determined so that the site is properly parked for the context at that time. As stated in the Land Use Code, the Planning Board will establish the off-street parking requirement based on a parking study. The Roux Institute is actively pursuing strategies with the City of Portland to prevent on-street parking by campus visitors.

Public Transit
Two bus lines currently stop near the site: METRO Route 7 and METRO Routes 9A/9B. These routes provide direct connections to the peninsula, North Deering and Falmouth. With a transfer at any of the Downtown Transfer Centers, riders can reach the rest of Portland and Greater Portland Region.

Buses run continuously throughout the day, readily accommodating the varied schedules of students and other campus users. METRO BREEZ express bus service to Yarmouth, Freeport, and Brunswick and the Husky Line to Westbrook and Gorham establish a regional footprint for transit service. Ten local and express routes connect the campus to most of the Portland area with no more than one transfer.

The monthly ridership on the Metro Route 7 is one of the lowest in the Metro system. In 2021, on the average weekday, there were 2521 boardings on Route 7. Each bus has the capacity of approximately 30 people and the bus runs 13 times per weekday inbound and outbound or a monthly capacity of approximately 7800 boardings, which leaves plenty of capacity on Route 7 to accommodate site related traffic.

The Roux Institute Campus is working with METRO to improve the quality and frequency of transit connections to the Roux Institute Campus. Reduction of headways on Route 7, creation of a new route that ends at the Roux and travels through the Peninsula, and construction of a transit stop and turnaround for either service to travel into the site, furthering the convenience of transit as a mode of travel are all being considered.

In addition, the Roux Institute at Northeastern University will promote and incentivize transit use by subsidizing transit passes for students, staff and faculty.

Transportation Improvement Opportunities (continued)

The Roux Institute Campus is constrained on three sides by the Bay, I-295, and a rail line, with Sherwood Street as the access road. The campus's vehicle traffic will be highly concentrated on certain streets and intersections immediately surrounding the site. Targeted roadway improvements at these locations can increase capacity and prevent excessive congestion.

These improvements are not tied to specific years or development phases. They are held out as potential mitigation measures to be considered as future traffic warrants. As development continues, the Roux Institute will apply for traffic movement permits (TMP). Potential improvements will be evaluated during the TMP process in collaboration with the Maine Department of Transportation and City of Portland.

1. Vehicles exiting the campus via Sherwood Street may turn right or left on Veranda Street to access I-295 South. The left turn lane from southbound Veranda Street to Washington Avenue currently has a storage length of only 130 feet. At higher traffic volumes, the line of vehicles waiting to turn left may extend beyond this length, delaying through and right turning vehicles from reaching the intersection. If this type of congestion becomes frequent, it may be mitigated by extending the left turn lane further back. This will require widening Veranda Street between Washington Avenue and Sherwood Street within the existing right-of-way. Widening on Veranda Street would also allow bicycle lanes to be added. This impact will also be reduced through use of signs indicating that I-295 South can also be readily reached by turning right and using the Veranda Street on-ramp.
2. With 100% of campus traffic traveling through the intersection of Sherwood Street and Veranda Street, improvements may become necessary. The intersection is currently controlled with a stop sign on Sherwood Street. To improve traffic flow, Sherwood Street could be widened at the intersection within available city right-of-way to separate outbound traffic into left and right turn lanes. A bicycle lane could also be added within this space. This would substantially increase capacity on the Sherwood Street approach. If traffic volumes eventually exceed this new capacity, a traffic signal could be installed at the intersection.
3. Vehicles approaching the campus from I-295 southbound will exit at Baxter Boulevard and make a right onto Bates Street. There is a significant unused right of way on Bates Street between Baxter Boulevard and Veranda Street that could be repurposed to increase capacity. Another northbound turn lane could be added (isolating left, through, and right movements) at the intersection as well as adding a bike lane. A bike lane would also have the benefit of completing the trail connection from the Back Cove Trail. The intersection of Washington Avenue, Veranda Street, and Bates Street may eventually need other mitigating measures to increase capacity, such as reconfiguring lanes on the I-295 exit ramp approach.

A potential timeline has been developed and is provided in the Transportation Appendix for when the improvements described above may be implemented if development proceeds as currently anticipated and goal mode shares are met. As the site is developed, Site Plan Review and Traffic Movements Permits will be required that will involve monitoring and reporting on traffic and parking. Based on monitoring results and Transportation Demand Management (TDM) measures included in these submittals, the parking demand and ultimately supply for each phase will be determined so that the site is properly parked for the context at that time. As stated in the Land Use Code, the Planning Board will establish the off-street parking requirement based on a parking study.

Managing Transportation Demand

Active Transportation
In addition to the transit options in the study area, the Roux Institute Campus development will benefit from existing pedestrian and bicycle infrastructure. Sidewalks are in good condition and pedestrians are accommodated at signalized intersections with crosswalks and concurrent pedestrian signal phasing. Future visitors will benefit from upgraded pedestrian accommodation along Sherwood Street. Once on the site, pedestrian connections will link site uses and points along the waterfront.

The Roux Institute Campus can promote human-powered trips to the site through improved connections to this infrastructure. The area is densely populated, bicycle lanes are provided along Washington Avenue and other roadways, and the Back Cove Trail is nearby. In the future, cyclists will be accommodated on Veranda Street and into the site on Sherwood Street via dedicated bicycle lanes.

Transportation, Access, and Circulation Plan

- Multi Use Path
- Shared Lanes
- Bike Lanes Two way
- Neighborhood Byways
- Bike Lanes One Way
- Paved Shoulders

Transportation Demand Management (TDM)
TDM programs seek reductions in traffic impacts by subsidizing and marketing alternative commute options. Northeastern University plans aggressive targets of non-single occupant auto trips and intends to limit on-site parking - the goal is a 37 percent reduction in automobile trips from ITE Trip Generation predictions, and a minimum of 20 percent reduction in parking demand compared to anticipated ITE Parking Generation. As mixed uses are created during development, internal trip-making will increase, and these targets may be revised.

Transportation Coordinator: Northeastern University plans to follow industry best practice by appointing a campus-wide transportation coordinator. This person will collect data on the TDM program to ensure it evolves as the site develops. Once aspects of the site are operational, they will conduct a transportation survey to establish a baseline for future trip reduction goals. They will also collect and disseminate information (including non-automobile travel options) among the employers and facility managers on site to encourage TDM participation.

Public Transit Support: Northeastern University intends to partner with Portland METRO to subsidize shorter headway service to the Roux Institute Campus. Student subsidies will enable frequent and reliable service to and from the site.

To further support trips via public transit, the Roux Institute at Northeastern University intends to subsidize bus trips for students and employees (for employees, their purchase can also be included as a pre-tax benefit). Lease agreements will encourage transit pass subsidies by other on-site employers.

Carpools: Northeastern University will prioritize parking for carpools near building entrances. The transportation coordinator can facilitate carpools by maintaining a database of interested parties; commuters may be matched with others who live near them or can access a park-and-ride location along their route. The coordinator can also participate in the Maine DOT commuter resource program, which facilitates carpools across nearby sites and provides participants with rewards for carpooling.

Parking Fees: Paid parking is intended to be shared across uses on the Roux Institute Campus, not guaranteed in individual lots.

Bicycle Travel: Northeastern University will support active transportation by investing in complete streets and trail connections, bike storage, and shower facilities and lockers.

Water Travel: Northeastern University plans to build a modern pier over the footprint of the current pier, in order to accommodate water shuttles and taxies, and those accessing the site and commuting by boat.

Monitoring: Northeastern University will monitor transportation to the campus in order to ensure that mode share goals are being met and shall make adjustments as necessary to achieve such goals established in the applicable TDM or TMP.

Transitions

With I-295 to the west, state-owned vacant parcels to the north, the rail corridor and marine business to the east, and Casco Bay to the south, the Roux Institute Campus is surrounded by existing areas of transition from the campus to the surrounding neighborhoods. In addition to the existing buffers, development will further ease the transition to and from the campus through the following design methods.

Between Site Entrance & Campus
Public open space will ease transition from the smaller scale of Sherwood Street. Views to the water and the Bean Building, and clear wayfinding and circulation of pedestrian and bicycle pathways, will welcome site visitors further into the campus. A smooth transition will also be accomplished through thoughtful facade design at the pedestrian level. Potential nuisance features like dumpsters, air handlers, and parking will be appropriately screened. Buildings will avoid blank walls to respect the adjacent neighborhood and facilitate a sense of permeability and welcome.

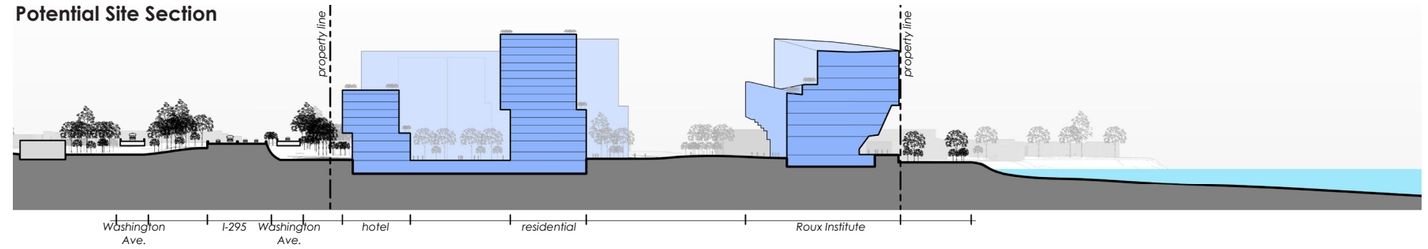
Between Buildings & Campus
Building entrances will face major public spaces or circulation paths. Lower stories will be programmed for activation where they meet the pedestrian realm or feature visually interesting details and activities related to the building. Building articulation, massing, and materials will contribute to the sense of a well-textured, connected campus.

Between Campus & Water
The shoreline area between the buildings and the water will serve as meaningful public open space. This open space will contain a combination of pedestrian and bike trails, passive and active gathering spaces, restored and ecologically improved landscape and shoreline to anchor the site's relationship with the water. Building facades facing the water will be considered public-facing, with views designed for interest from the water and Eastern Promenade Trail.

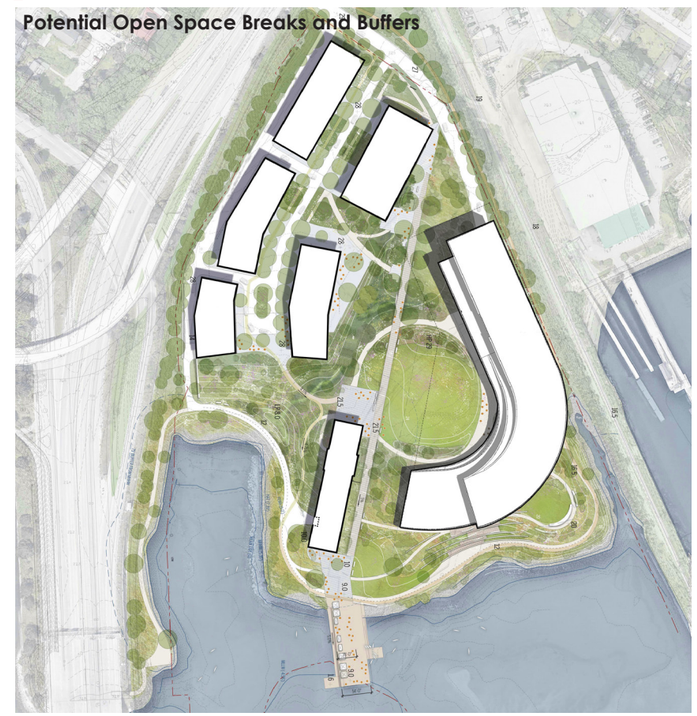
Crime Prevention Through Environmental Design (CPTED)
Key to these successful transitions is a sense of welcome, comfort, and safety. To ensure this, the campus will incorporate the following CPTED design strategies demonstrated to deter crime:

- Mixed use, multi-tenant 24-hour campus that generates "threshold capacity" for a diversity of places, people, and programs
- Ecologically restored, biophilic and publicly accessible campus connected to the wider community
- Highly durable, vandal-resistant materials in the public realm to communicate a well-maintained, clean campus
- Systematic, clear, and appropriately scaled wayfinding to guide and inform all transportation modes and user groups
- Matrix of pedestrian and bike paths connecting well-lit transit stops, bike storage areas, and parking areas to maintain clear sight lines
- Street-level building elevations designed for visibility, minimizing hidden corners and spaces
- Transparency and openness of buildings at ground levels and entrances to connect with the public realm and create pathways
- Controlled campus access points for special events or emergencies

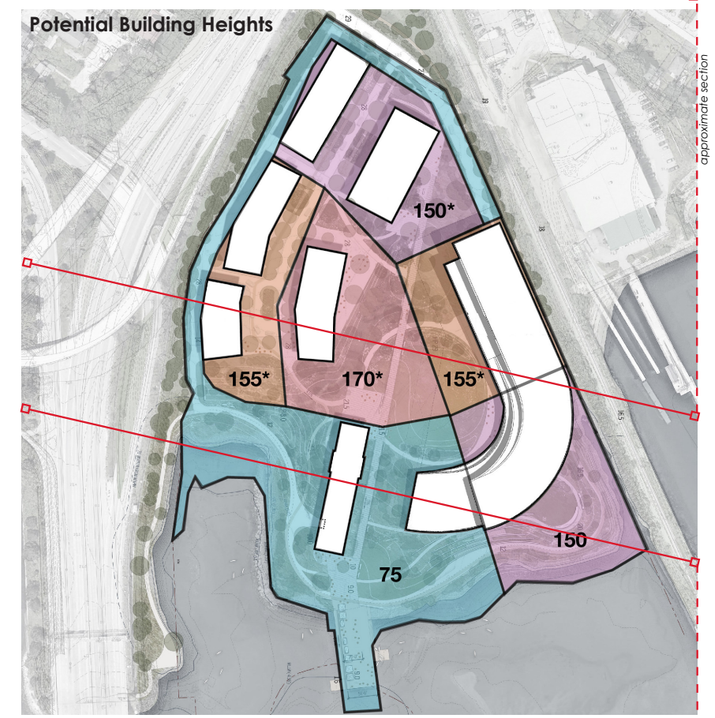
Potential Site Section



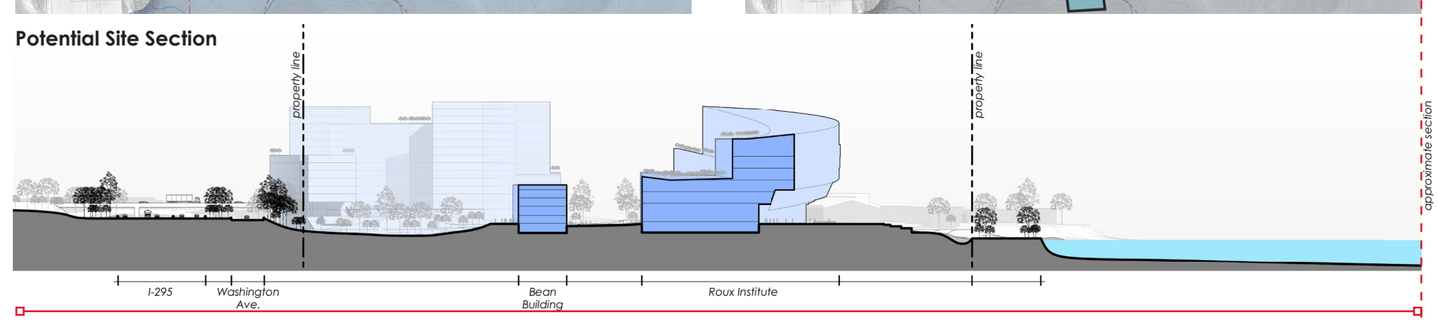
Potential Open Space Breaks and Buffers



Potential Building Heights



Potential Site Section



As campus growth occurs, measures appropriate to each phase will be implemented and scaled to the Institute population and site usage. These measures may include such things as increased lighting, emergency phones, maintenance of clear sight lines, additional wayfinding and attention to spaces between buildings to ensure the governing CPTED principles are maintained.

Safety & Environment

Strengthening Resilience & Ecology
The site is roughly 75% impervious with approximately 10 acres of building roofs, parking areas, and loading dock space. Minimal shoreline buffer is present at the site, with pavement extending right up to the armored embankment along much of the shoreline. Existing site grades adjacent to the Bean Building are only 1-foot above highest astronomical tide. In recognition of these existing vulnerabilities and with a desire to improve ecological function for the site, the redevelopment will raise interior site grades and soften landscapes to reduce impervious area and increase flood resilience.

Energy Consumption
The development presents an opportunity to mitigate energy consumption through high performance building envelopes, particularly with the likely southern exposure of the Academic/Research building. Similarly, we intend to explore and hopefully incorporate renewable energy sources such as active and passive solar, sea water cooling, and/or geothermal. A sustainability charter will be developed for the campus prior to the first site plan submission to establish sustainability benchmarks and guidelines.

Energy Conservation Measures
The project design will include strategies to reduce the energy consumption of the building and associated utility demand and greenhouse gas emissions. The design will incorporate both passive and active energy conservation measures that will allow the project to realize significant reductions in energy demand. The project will incorporate high performance envelope features including triple glazed windows with low U-value, solar control systems and optimized solar heat gain coefficients to reduce heating gains in the summer but take advantage of them during the winter. High efficiency energy recovery systems will be installed to capture and reuse as much heat as possible to significantly reduce the energy required for conditioning outside air. Energy efficiency mechanical distribution systems are being targeted such as radiant heating and other Dedicated Outdoor Air Systems. The project is aiming to electrify as much of the campus energy use as possible and utilizing heat pump systems to maximize efficiency and minimize demand on the grid. Finally, solar generation is being explored as a way to reduce the energy consumption, energy cost and the building's CO2 footprint.

Noise Generation
The proposed mixed-use academic campus is compatible in uses with the surrounding East Deering neighborhood. The Roux Institute Campus is buffered by I-295, the abandoned Grand Trunk Railway, and adjacent marine uses. Development will adhere to City of Portland technical standards regarding noise, vibration, and other potential nuisances. Pre-development noise measurements will serve as the baseline of analysis, in order to assess noise impacts accurately and to allow improvements to baseline conditions where possible. Development will employ noise abatement techniques (screening, acoustical attenuation, landscape buffering, etc.) for the benefit of residents, students, and all users of the site.

Hazardous Materials
Use of hazardous materials, if any, will be in academic and laboratory contexts, and managed in conformance with all local, state, and federal requirements.

Heat, Glare, and Radiation
Development studies will include analysis of heat, glare, and radiation impacts in order to understand and eliminate safety hazards and lessen impacts of new development. Development will comply with all City standards regarding heat, glare, and radiation.

Wind
Occupant comfort analysis will be performed during each phase of development when applicable site plans are reviewed, with design modifications as necessary to maintain acceptable conditions. The analysis will include comfort at and around buildings as well as major public spaces. Existing buffers of plantings at property lines will be maintained or replaced where appropriate.

Lighting
Exterior lighting will be full cut-off and dark-sky friendly. Fixture output will comply with all City lighting regulations to avoid light spill into neighboring areas from the site. Photometric analysis at each phase of development will be used to inform lighting design in accordance with Illuminating Engineering Society of North America (IESNA) Standards.

Height and Massing
The allowable building heights on the Roux Institute Campus are informed by the historic location and prominence of the Bean Building, the desire to create meaningful public open space while meeting all programmatic goals for the Roux Institute, resilient building design, and potential shadow and other impacts to neighboring properties. Building heights will stagger, with the greatest height at the center of campus and lower heights near the site's boundaries. Building heights around the Bean Building and within 35' of the western and northern edges of the campus will be no greater than 75'. Conceptual massing studies based on proposed building heights are attached as Appendix A.

Shadows
Height and massing will minimize shadow impacts to neighbors and avoid negative impacts to nearby existing public open spaces. The campus height map places the greatest heights to the middle of the site and progressively lower zones to the perimeter. Mechanical enclosures will be set back from roof edges to minimize impact. Conceptual shadow studies based on proposed building heights are attached as Appendix B.

Public Safety
Access to the campus is via Sherwood Street, through a 40-foot wide, 14'10' high highway underpass. The underpass height exceeds the NFPA requirement of 13.5 feet of clearance. The East Deering Fire Station is located one mile away from the campus. In addition, fireboat access will be available at the campus pier.

Public safety needs for the campus will be similar to those on other higher education campuses. Northeastern will have a 24-hour security presence on the Roux Institute Campus. Security personnel will be trained in basic emergency medical services, such as CPR. Other security measures planned for the campus will consider most current proven technologies, including remote-monitored security cameras and emergency blue light telephone boxes.

Bird Safe
The development will incorporate proven technologies and materials with acknowledgment that bird-friendly buildings reduce threats to birds without sacrificing attractiveness, functionality, or natural lighting.

Open Space
The campus will include a minimum of three acres of public open space designed to enhance waterfront access and provide bicycle/pedestrian network connectivity. The public open space shall be meaningful space, functioning as recreational, natural habitat, and/or public gathering space.

Neighborhood Engagement

The Roux Institute Campus is intended to become an extension of the East Deering neighborhood, which is separated from the site by Interstate 295, the rail corridor, and Maine Yacht Services. The site will be a walkable addition to the neighborhood, with open spaces, waterfront, campus-oriented retail, and restaurant amenities, but it also represents a change. To ensure the campus is designed in a manner benefiting the neighborhood will require robust communication with interested stakeholders.

The Land Use Code requires two Neighborhood Meetings related to the Institutional Overlay Zone and Institutional Development Plan processes. The Roux Institute team has used those requirements as a starting point for ongoing dialogue. The first Neighborhood Meeting was held virtually on November 18, 2021, with 26 registered attendants and 11 attendees. The feedback was positive, and attendees expressed interest in construction job opportunities, sought additional information regarding traffic and associated transportation improvements, indicated a desire for bike/pedestrian connectivity, requested that lighting plans be considerate of adjacent neighborhoods, and asked about climate resilience and disturbance during construction. A second Neighborhood Meeting was held in person at the Ocean Avenue Elementary School on April 6, 2022. Although the City only requires that abutters within 500 feet of the campus be notified of the meeting, IDEALS and Northeastern expanded the list of invitees to include a much broader radius and mailed over 1700 meeting notices, 48 people attendance. Many attendees expressed concerns about the scale of the proposed development, building height, and traffic. As a result, IDEALS and Northeastern reduced the planned square footage of construction by 27% and the tallest proposed building heights by 19%.

In addition to Neighborhood Meetings required by the regulatory process, IDEALS and Northeastern have hosted periodic virtual forums called Roux Institute Campus Roundtables as a way to engage with the East Deering neighborhood and beyond on an on-going basis. The first such event occurred December 14, 2021. Additional meetings occurred on February 1, March 23, and June 2, 2022 An Open House was held at the site on September 6, 2022, with over 130 public participants.

To keep all potential stakeholders apprised of the development plans, IDEALS and Northeastern maintain a website, www.rouxcampusportland.org, to showcase up-to-date plans, present information about the Roux Institute at Northeastern University, and provide notice of upcoming events with links to meeting documents and recordings of prior forums. The site is an interactive platform with an email link for questions and a feedback section that probes for input on a wide variety of issues. This platform will also be a valuable communication tool during construction, providing a means to share information related to construction schedule, work hours, management plans, public safety, and site access.

Additionally, Northeastern University and IDEALS have a designated community contact for members of the public. This contact works closely with neighborhood and city stakeholders to solicit ideas and feedback and ensure that any concerns are dealt with promptly, whether reported in person or through the website.

Finally, members of the team are conducting regular outreach to interested stakeholders and potential partners to gain broad input into development plans. This will continue to facilitate assessment and calibration regarding how the Roux Institute Campus can fit into the Portland landscape and ways it can best live up to its potential as a model for education, economic development, recreation, and aesthetics.

Regular Neighborhood Forums
Northeastern University and IDEALS will continue to host neighborhood forums on a quarterly basis to discuss items such as phasing plans, project impacts, construction plans and schedule, and any neighbor concerns.

Northeastern University and IDEALS will provide an estimated construction schedule at the beginning of a project and provide regular updates throughout construction.

Community Advisory Group
Northeastern University and IDEALS will create a Community Advisory Group to maintain a dialog for the purpose of sharing information on project development, planning, and seeking input. To the extent practicable, the group shall be comprised of a representative from the following categories:

- East Deering Neighborhood
- Recreation, parks, and trails
- Bicycle/pedestrian
- Rail
- Public Transit
- Portland Harbor
- Portland Public School System
- Higher Education
- Sustainability
- Business Community

The Community Advisory Group will meet quarterly and may meet more frequently as necessary. Input gathered and meeting documentation from Neighborhood Forums will be provided to the Community Advisory Group.

Construction Management Principles

A detailed Construction Management Plan will be submitted as part of the site plan review, based on the following principles:

- Open and transparent communication
- One-on-one conversations whenever possible
- Multiple channels to give and receive information
- Timely sharing of plans and considerations
- Receptivity and response to input
- Respect for affected parties

Northeastern University and IDEALS are committed to communicating early and often with neighbors and interested parties. Existing communication platforms – in-person meetings and calls; website; info@rouxcampusportland.org; and Neighborhood Forums will be supplemented with a dedicated construction webpage on the website, along with social media, texting, and a hotline to ensure the public has easy access to timely and accurate information.

Project Schedule
A Master Project Schedule will be prepared at the onset of each stage of construction, with distinct project schedules for buildings developed over the course of construction. Scheduling updates will be shared at the outset of each undertaking.

Public Safety Considerations
During construction of the initial phase, the site will be off-limits to the public. Thereafter, secured fencing and signage will be used to protect public spaces from construction areas and direct traffic flow. Pedestrian, bike, and vehicular access will be clearly marked throughout the campus. Appropriate lighting will ensure safe pedestrian routes. Where possible, buffers will be established between construction sites and vehicular and pedestrian ways. Following completion of initial phase, interim connections to bike and pedestrian ways will be provided when temporary construction impacts are necessary. All procedures will be OSHA compliant.

Construction Staging
Construction staging will occur inside the project's limit of work, as designated on the site plan submission or as approved by the Planning Board during the site plan review process.

Truck Routes
Truck routes and timing will be addressed in the projects' Construction Management Plan during site plan review and monitored throughout construction. In coordination with the city, wayfinding signage may be installed where specific locations are identified as no-travel zones for reasons of safety or traffic impacts. Every effort will be made to schedule construction traffic to avoid undue impacts when roadways are busy and/or queuing to gain access to the site. There will be no truck or construction-related parking within the city right-of-way.

Noise Impacts
Notwithstanding the existing buffers to the site, there will be noise impacts as a result of construction activities. For those noise events that are above the regular background level, advance notifications will be provided using the communications mechanisms described above. The City of Portland Noise Ordinance will be followed.

Air Quality Impacts
Construction Managers have a range of tools available to mitigate and manage dust and other agents effecting air quality. While the waterfront location and general westerly winds will partially alleviate these impacts, additional measures to be implemented as needed include covering loaded truck beds and soil stockpiles, use of wetting agents, and periodic cleaning of construction staging areas, roadways, and truck wheels.

Community Benefits

The Roux Institute at Northeastern University, through its programming and its publicly accessible waterfront campus, will provide numerous benefits to the residents of the City of Portland and beyond. At the core of the Roux Institute's mission is service to Portland and Maine's people by offering graduate programs in high-growth fields with generous scholarship support, launching startups and driving talent development, and supporting existing Maine businesses and institutions--all with the goal of bringing cutting edge technology capabilities to Maine through education, research, and entrepreneurship. The nearly billion-dollar investment in the Portland Campus will generate local jobs at all levels, both temporary and permanent. The very nature of an innovation hub like the Roux Institute is to create new opportunities.

Community Spaces
The Roux Institute's publicly accessible, waterfront campus will benefit the adjacent neighborhoods and greater Portland community. Some of those benefits include:

- At least three acres of open space will be built in the first phase of construction and maintained thereafter, available for use by all members of the public
- Safe public bicycle/pedestrian trails linking to the Back Cove and Eastern Promenade trails available for use by all members of the public
- Open space and a waterfront pedestrian walkway available for use by all members of the public
- Indoor spaces for use by members of the public, as available
- Convening space available for use by members of the public
- Snow ban parking for adjacent neighbors
- A pier available for public use with facilities for kayaking and paddleboarding

Workforce Development During Construction
Construction of the Roux Institute campus provides an opportunity to educate and develop our workforce for the future. The following are some examples of community benefit opportunities during the construction phase of the project:

Outreach to Local Schools - Portland Public Schools, Trade Schools and Community Colleges
- Host a Roux Institute Campus Construction Lab, where interested parties including future and current tradespeople will be invited to come learn from the project team about construction techniques, project management strategies, and trade work on this complex and technical project. This will gain exposure for a younger population to learn about the trades and construction industry and will contribute to the advancement of Maine's existing trade workforce
- Attend and participate in training programs within each of the established educational facilities interested in participating
- Involve field supervisory staff and craft workers in establishment of a curriculum for the core skillsets anticipated for the project
- Involve staff members as part time "adjunct professors" in the interested educational facilities and work to incorporate elements of the planning of the project in curricula via:
  - » ACE Mentoring and similar programs to engage with high school students
  - » Community College and Portland area Higher Education Institutions with the goal of incorporating project specific construction scheduling, estimating, and virtual design concepts into the curriculum

Apprentice Program Development
- Encourage and educate potential subcontractors on the incorporation of apprenticeship programs in their current business/recruiting and employee retention planning
- Incorporate the evaluation of trade contractors' apprenticeship programs in the selection of the subcontractors for the project
- Evaluate the current and past performance of the apprenticeship programs when evaluating potential subcontractors
- Establish goals for apprentice participation in construction workers on site and at off-site fabrication facilities

Local Worker Preference
- Hold local job fairs prior to the start of construction and throughout the construction phase of the project to ensure that the maximum number of local workforce participation is achieved
- Set goals and measure performance of each contractor for local resident worker participation including other measures of business level participation in the project, such as:
  - » Maine Based Business participation
  - » Women Owned Business
  - » Disadvantaged Business
  - » New Mainers

Community Benefits (continued)

Northeastern University's Roux Institute is delivering on its mission to erase the boundaries between the real world and academia. It achieves this goal by customizing learning programs and research initiatives to meet the needs of employers, by integrating classroom learning with professional experience, and by supporting the launch of innovative startup companies. The Roux Institute's collaborations with its employer-partners keep the institute in step with the economy's—and society's—changing needs and opportunities. They also enable the Roux Institute to identify and begin to address the state's urgent and most consequential challenges.

Together, the Roux Institute and its partners are:

- Co-designing educational programs that prepare workforce talent for today's innovation economy, focusing on STEM fields such as artificial intelligence and the computer, data, and advanced life sciences, and by integrating classroom learning with professional experiences afforded by employer-partners
- Conducting interdisciplinary research focused on solving challenges that affect Portland, the state of Maine, and communities globally. The explicit goal is to translate findings into knowledge and activities that make a significant, measurable impact on the world. Priorities include widening access to equitable and effective healthcare; providing broader and more reliable access to technology; and devising data- and technology-driven methods to mitigate dependence on unreliable supply chains
- Attracting, supporting, and launching new businesses throughout Maine, opening new doors to opportunity and prosperity for people across the state and region

Now in its third academic year, the Roux Institute is steadily laying the groundwork for transforming Maine's economy and is securely rooted in Maine and leading important, transformational impact throughout the state. From its launch through the start of the current academic term in September 2022:

- The institute's partnership ranks have grown tenfold as more than 110 Maine organizations now work with and benefit from the institute
- Five hundred graduate students are enrolled, and more than 900 employees of partner organizations have completed custom training programs
- Thirty-six startup companies have worked in residence at the Roux Institute, creating 52 new Maine jobs and raising $21M in investment capital to grow their new businesses
- Five, robust research programs are established, led by globally recognized leaders who are pursuing substantial governmental and private funding to spur growth
- And more than 125 Mainers are employed by the institute, 25% of whom relocated to Maine to join the effort and support the institute's mission

Commitment to Diversity, Equity, and Inclusion
The COVID-19 pandemic, a heightened awareness of the devastating impact of racial and ethnic discrimination, and other global disruptions have starkly illustrated the need for a new higher education model that empowers people to navigate and solve complex problems across a multiplicity of contexts, whether geographic, political, intellectual, socioeconomic, or cultural.

To this end, Northeastern University recently unveiled *Academic Plan: Experience Unleashed*, a strategic vision that aligns learning, research, and entrepreneurship to solve urgent challenges in collaboration with partners around the world. Central to the plan is a commitment to human diversity. Throughout the university's global system, Northeastern teams are working with local partners and communities to build a diverse, equitable, and inclusive community of learners, faculty, entrepreneurs, staff, and partners. This work is based on the truth that humankind's toughest challenges are dynamic, interconnected, and affect people and communities in ways that depend upon context. To maximize our impact within diverse and rapidly evolving contexts, we must immerse learning, discovery, and innovation in real-world experience.

Enabling Access for all Mainers
Through the transformational Roux Institute's *Alfond Scholars Initiative*, the university will distribute $67 million in scholarships to Maine residents who are studying at the institute, providing unprecedented support for Mainers to pursue academic and career advancement. More than $11M in need-based scholarships have been awarded inception-to-date. The Roux Institute's *Alfond Scholars Initiative* also supports the recruitment and retention of diverse learners through its co-op and post-doctoral research programs.

Benefits to Employers and the Business Community
The Roux Institute was founded on collaboration with employer partners and higher education partners, which keep the Institute in step with the economy's—and society's—changing needs and opportunities. Twenty-three of the institute's industry partners are headquartered in Portland. Collectively, these organizations employ more than 40,000 people. Eleven Portland-based community and academic partners, who collectively employ 12,000 people, also work with the Roux Institute. These partnerships enable The Roux Institute to support Portland-based companies and the people they employ, while also identifying and beginning to address the city's most urgent and consequential challenges.

Benefits to Higher Education and Community Partners
Northeastern University, through its work at The Roux Institute, is committed to working with higher education and community partners throughout Maine to decrease the barriers of entry to high tech careers, and to bring our talent and expertise to benefit these vital organizations.

Community Benefits (continued)

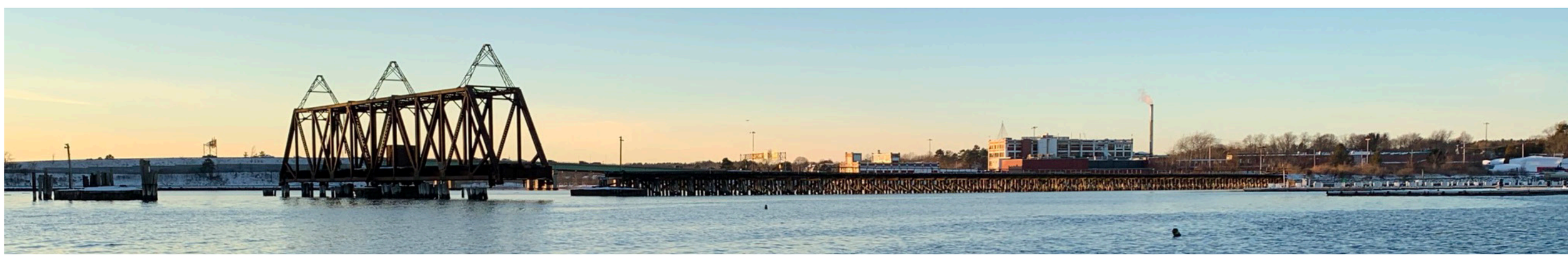
The institute's work with Maine higher education partners focuses on building an ecosystem that creates clear pathways for learners to and through college and onto graduate learning, as well as building the critical R&D capacity across the city and the region. Through its fourteen higher education partnerships, the Roux Institute and its partners feature joint expertise to ensure that Maine-based learners get a robust education and can contribute effectively to workforce and research needs. For example, the institute has developed accelerated matriculation and completion pathways with five higher education partners, helping college graduates to maximize returns on both time and tuition investments, while remaining in Maine to complete master's degrees at The Roux Institute on an accelerated timeline.

The institute's various community partnerships focus on leveraging people, space, and networks to advance the work of Maine's mission-drive, community organizations. For example, Roux Institute faculty volunteer to lead computer science training for teachers in Portland schools; Casco Bay High School students complete internships at The Roux Institute; and the institute hosts Girls Who Code camps for middle and high school students from throughout Maine.

Similar, near-term events are planned as well – some of which are directly linked to the university's diversity, equity, and inclusion commitments. For example, The Third Place and The Roux Institute are partnering to host networking events to support BIPOC professionals as they connect, live, and work in Portland. The institute is committed to expanding and scaling these offerings. In the future, the institute's community engagement programs will support educators, students, and community groups that share our commitment to a diverse, equitable, and inclusive high-tech ecosystem that is a possibility for all – and benefits all.

Supporting the Growth of Local Entrepreneurs
A final community benefit is the robust entrepreneurship programming supporting people to learn about business creation and supporting entrepreneurs to launch their ventures. Already, the Institute has hosted two "Maine Start Summits," which are three-day business creation hackathons and many other events for entrepreneurs, which create open and accessible on-ramps for anyone to bring an idea to life and begin to not only provide Portland with great products, but also generate more jobs and revenue at the same time.

Commitment to the City of Portland and our Region
Ultimately, the university's success will be inextricably linked to that of its faculty, graduates, and partners. Through the work of the Roux Institute and other organizations, Maine will be home to a thriving, tech-forward economy fueled by people and businesses leading innovations in realms from AI-driven healthcare to life sciences technology. This economy will attract new people and companies to the region. It will also provide unprecedented opportunities for all Mainers in a manner that honors and enriches their treasured lifestyle and culture.



Appendix A
Conceptual Massing Studies

Campus Concept | near-term

Campus Concept | near-term

Campus Concept | long-term

Campus Concept | long-term

Appendix B
Conceptual Shadow Studies

Shadow Study | December/June: 9am, 10:30am Noon, 1:30pm & 3pm, near-term & long-term

Appendix C
Supplemental Transportation Information

VHB's Technical Transportation Appendix

Trip Generation

The person trip generation estimates for the currently contemplated full development were determined including both internal trips between uses on the site and external trips that have either origins or destinations off site that use all modes to travel to and from the site. The total trips generating and their associated ITE Land Use Codes are provided in Table 1. Information on Roux projected population and programming and the resulting trip profile are provided in Table 2 below. For more specific information for the trip generation of the Academic Building, the detailed trips by academic population are illustrated in Tables 2, 3 and 4 for the near-, mid-, and long-term.

Table 1: Person Trips for IDP Full Build Development Program (including internal and external)

Site Land Uses and Descriptions				*AM Peak Hour*			*PM Peak Hour*		
LUC	**Land Use**	**Size**	**Unit**	**Total**	**Entering**	**Exiting**	**Total**	**Entering**	**Exiting**
N/A	Academic Building	400	1,000	314	288	26	562	138	425
221	Multifamily Housing (Mid-Rise)	650	Units	274	63	211	254	155	99
710	General Office Building	200	1,000 SF	304	268	36	288	49	239
760	Research and Development Center	50	1,000 SF	52	42	9	49	8	41
310	Hotel	125	Rooms	58	32	25	74	38	36
822	Strip Retail Plaza (<40k)	10	1,000 SF	24	14	9	66	33	33
932	High-Turnover Sit-Down Rest.	15	1,000 SF	144	79	65	136	83	53
	Total Trips			**1169**	**786**	**382**	**1428**	**503**	**926**

Table 2: Academic Building Trip Generation Components on a Typical Day (Near-Term)

		AM Peak Hour	*PM Peak Hour*
755 Enrolled Graduate Learners (hybrid)	in	14	22
	out	0	29
	total	14	51
1,000+ Corporate Learners (online and hybrid)	in	20	0
	out	0	40
	total	20	40
150 People at Special Events	in	15	50
	out	0	15
	total	15	65
30+ Embedded Startups (ITE LUC Office 70 emp)	in	30	10
	out	4	47
	total	34	57
65 Faculty & Staff (ITE LUC Office 65 emp)	in	28	9
	out	4	44
	total	32	53
10% more Visiting Faculty & Staff (ITE LUC Office 7 emp)	in	3	1
	out	0	4
	total	3	5
65 Researchers (ITE LUC R&D 65 emp)	in	33	4
	out	6	32
	total	39	36
Total Academic Building Population	**in**	**143**	**95**
	out	**14**	**211**
	total	**157**	**307**

Table 3: Academic Building Trip Generation Components on a Typical Day (Mid-Term)

		AM Peak Hour	*PM Peak Hour*
1,680 Enrolled Graduate Learners (hybrid)	in	32	48
	out	0	64
	total	32	112
2,500+ Corporate Learners (online and hybrid)	in	50	0
	out	0	100
	total	50	100
150 People at Special Events	in	15	50
	out	0	15
	total	15	65
50+ Embedded Startups (ITE LUC Office 100 emp)	in	43	13
	out	6	61
	total	49	74
120 Faculty & Staff (ITE LUC Office 120 emp)	in	52	14
	out	7	70
	total	59	84
10% more Visiting Faculty & Staff (ITE LUC Office 12 emp)	in	5	1
	out	1	7
	total	6	8
85 Researchers (ITE LUC R&D 85 emp)	in	42	6
	out	7	40
	total	49	46
Total Academic Building Population	**in**	**239**	**132**
	out	**21**	**357**
	total	**260**	**489**

Table 4: Academic Building Trip Generation Components on a Typical Day (Full Build out)

		AM Peak Hour	*PM Peak Hour*
1,680 Enrolled Graduate Learners (hybrid)	in	32	48
	out	0	64
	total	32	112
3,500+ Corporate Learners (online and hybrid)	in	70	0
	out	0	140
	total	70	140
150 People at Special Events	in	15	50
	out	0	15
	total	15	65
50+ Embedded Startups (ITE LUC Office 100 emp)	in	43	13
	out	6	61
	total	49	74
165 Faculty & Staff (ITE LUC Office 165 emp)	in	71	18
	out	10	88
	total	81	106
10% more Visiting Faculty & Staff (ITE LUC Office 16 emp)	in	7	2
	out	1	9
	total	8	11
105 Researchers (ITE LUC R&D 105 emp)	in	50	7
	out	9	48
	total	59	55
Total Academic Building Population	**in**	**288**	**138**
	out	**26**	**425**
	total	**314**	**562**

Target mode shares for each proposed Roux Campus land use were developed and discussed with City of Portland and Maine Department of Transportation officials at several meetings. These shares, as outlined in Table 5 below, were applied to external trips to determine the likely number of trips by each mode.

Table 5: Mode Share By Land Use

Land Use	***% Transit***	***% Ped/Bike***	***% Vehicle***	***% Carpool***
University	10%	20%	65%	5%
Residential	10%	20%	65%	5%
Office	10%	10%	75%	5%
Hotel	10%	10%	75%	5%
Retail	10%	50%	40%	0%
Restaurant	10%	50%	40%	0%
Overall Site Mode Shares	**10%**	**18/19%**	**67/66%**	**5%**

Applying each of these mode shares to the trip generation for the appropriate land use results in the trip generation by mode as shown in Table 6 below.

Table 6: External Trips by Land Use and Mode for Long-Term Build Out

Peak Hour	**Vehicle**			**Transit**			**Walk/Bike/Other**			**Total Trips**		
	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total
AM	424	141	565	62	22	84	107	46	153	593	208	801
PM	217	520	737	34	77	111	77	133	211	329	730	1058

Parking Demand

Parking demand will be determined by phase as the existing parking demand and anticipate mode shares are determined. In each phase, the existing and future parking will be evaluated. Base parking demand was estimated for each hour of the day using ITE Parking Generation Manual, 5th Edition rates and the same land use codes as for trip generation with the exception of the Roux Institute which used the evaluation of population travel profiles as outlined above. The estimates indicate that total parking demand across all uses on the site will peak at 4 PM as driven by Roux Institute parking needs.

Table 7: Estimated Peak Parking Demand based on Current Long-Term Buildout Development Program[1]

LUC	Land Use Group	Size	Unit	Peak Parking Demand (4:00 PM)
710	General Office Building	200	1000 Sq. Ft.	329
820	Convenience Retail	10	1000 Sq. Ft.	6
932	High-Turnover (Sit Down) Restaurant	15	1000 Sq. Ft.	24
222	Multifamily Housing (High Rise)	650	Units	153
310	Hotel	125	# Rooms	55
550	Roux Institute	400	1000 Sq. Ft.	1002
760	Research and Development	50	1000 Sq. Ft.	62
			Total:	**1631**

[1] Parking demand as calculated based on goal mode shares provided above

As indicated, the parking numbers are estimates based on target mode shares and the currently contemplated building program. As the site is developed, Site Plan Review and Traffic Movements Permits will be required that will involve monitoring and reporting on traffic and parking. Based on monitoring results and TDM measures included in these submittals, the parking demand and ultimately supply will be determined so that the site is properly parked for the context at that time. As stated in the Land Use Code, the Planning Board will establish the off-street parking requirement based on a parking study. The Roux Institute is actively pursuing strategies with the City of Portland to prevent on-street parking by campus visitors.

Transportation Improvements

Based on the evaluation of the IDP full build program and the anticipated impact on the transportation network, a series of potential projects have been identified that could mitigate these impacts, if they are found to occur in the future. Each project is listed with the anticipated phase of the program development at which the mitigation may be necessary based on operations. On page 29 and 30 in the main IDP document, please find maps showing the locations of the potential transportation improvements.

- Sherwood Street (short-term)
  - Improve Sherwood Street to accommodate bicycles and pedestrians in separate facilities (i.e., bike lanes and sidewalk) where possible with potential shared accommodations through the limited cross section under the I-295 bridge. A separate left and right turn lane on Sherwood is not anticipated to be required until the mid-term and a traffic signal that is required in the long-term.
- Shared Use Path Connection (mid-term)
  - A shared use path connection from the site to provide better connectivity to the Back Cove Trail, neighborhood, and/or Eastern Promenade Trail

- Washington Avenue at Veranda Street (mid- to long-term)
    - Addition of an eastbound right turn lane (Bates approach) and northbound right-turn lane (I-295 Ramp). With these lanes, and timing changes, the overall LOS will improve to a C during the AM peak hour and LOS D during the PM peak hour (was LOS F without improvement). Alternatively, the ramp from the Washington Avenue off-ramp to Sherwood Street could be considered.
- Veranda Street (mid-term)
    - Improve Veranda Street to accommodate bicycles in separate space.
- Veranda Street at Sherwood Street (full IDP build program as currently contemplated)
    - Provide signalized control including a separate northbound left-turn lane. These changes would result in an overall LOS C/D during the AM/PM peak hours.
- Bates Street at Baxter Boulevard (full IDP build program)
    - Provide an all-way stop controlled intersection. Under all-way stop control, the intersection would experience a slight increase in delay resulting in less than 19 seconds of delay for the westbound and eastbound approaches. However, it would improve the southbound left turn from LOS B during the AM and PM peak hours to a LOS A.
- Washington Avenue at Presumpscot Street (full IDP build program as currently contemplated)
    - Per discussion with the City's Consultant, VHB also looked at the intersection of Washington Avenue at Presumpscot Street based on its likely effect on the operations of Washington Avenue at Veranda Street. For the full IDP build program, a northbound left turn prohibition would need to be considered, a second southbound thru lane added and the southbound left advance phase removed to address the poor operations during the AM peak hour. In addition, the pedestrian crossing the south leg of the intersection would need to be removed in order to improve overall operations.

8.5 INSTITUTIONAL OVERLAY (IOZ)

8.5.1 Purpose

The Institutional Overlay Zone (IOZ) designation provides a regulatory mechanism available to the city's ~~four~~ five major medical and higher education campuses where an improved regulatory structure is needed to facilitate a consistent, predictable, and clear growth management process. The purposes of the Institutional Overlay Zone are to:

A. Acknowledge that the city's major academic and medical institutions play a prominent role in the health and well-being of the local and regional community, and in order to sustain that role, these institutions need flexibility to change and grow.

B. Encourage proactive planning for institutional change and growth which identifies and addresses likely long-term institutional needs and cumulative impacts while leveraging potential benefits at the neighborhood, city, and regional level.

C. Ensure that institutional change and growth both complements and, as appropriate, integrates adjacent or surrounding neighborhoods through carefully planned transitions.

D. Support the formation and continuation of mutually beneficial public-private cooperation.

E. Support an ongoing public engagement process that benefits both the institutions and nearby neighborhoods.

F. Reflect Comprehensive Plan and other policy objectives.

G. Provide a consistent regulatory approach to all major institutions which allows unique regulatory requirements that balance the particular needs of institutions with the needs of the surrounding neighborhood and wider community.

8.5.2 Location and applicability

The city's ~~four~~ five ~~primary~~ major medical and higher education institutions are eligible to apply for designation as Institutional Overlay Zones. The eligible institutions are the two major hospital institutions of Maine Medical Center and Mercy Hospital and the ~~two~~ three major academic institutions of University of Southern Maine, ~~and~~ University of New England, and The Roux Institute at Northeastern University, their successors and assigns. Designation as an IOZ is the preferred mechanism where the eligible institution's proposed development is inconsistent with the existing zoning.

REGULATORY FRAMEWORK

8.5.7 The Roux Institute at Northeastern University Overlay Zone Regulatory Framework

A. Applicability: All development proposed by The Roux Institute at Northeastern University ("Roux Insititue) within the boundary of the Roux Institutional Overlay Zone (IOZ) shall be consistent with the approved Institutional Development Plan (IDP), consistent with the Comprehensive Plan, and meet applicable standards of the Land Use Code, unless such standards are superseded by the following regulatory framework. This regulatory framework shall govern future development by the Roux Institute within the IOZ unless amended by the Portland City Council upon formal application of the Roux Institute. The Roux Institutional Overlay Zone shall have the boundaries depicted below and shall include the approximately thirteen-acre property located at 1 Bean Pot Circle and identified as parcels 447-A001 and A002 in the City's assessing records.

Figure 8-E: Roux Institutional Overlay Zone Boundary

B. Phasing and monitoring.

1. The Roux Institute Campus will be developed in phases, as set forth in the IDP. The IDP will be updated on a regular basis to ensure that the data is current and that the document remains accurate. Accordingly, monitoring reports will be filed every three years and shall include a summary of progress on IDP implementation and of acquisitions and divestment since the date of IDP approval. At the time of the submission of the monitoring report, any updates to the IDP shall be identified which may result from updated master planning, changes in baseline information, or changes in the adjacent neighborhood which affect the campus, to allow the IDP to remain current. Updates and minor amendments not described below shall be reviewed administratively by the Planning Authority.

2. At completion of each phase, the Roux Institute Campus shall have the appearance of a complete and comprehensive design. Permanent and meaningful public space shall be established in the first phase, to ensure public benefit. Interim conditions shall be designed for a pleasant pedestrian experience through planting, lighting, wayfinding, graphics, artwork, or ornamental fencing to provide screening, buffers, and enhancement. Interim areas of the site which are not actively used for parking or construction staging will be appropriately landscaped or accommodate gathering on lawns or other aesthetically hardened spaces.

3. Minor amendments that change the approach to parking, transportation, neighborhood engagement or design shall be reviewed by the Planning Board for consistency with the objectives of the IDP. This review may occur simultaneously with the site plan review of a proposed project.

4. Major amendments shall be reviewed by the Planning Board and are required under the following circumstances:

a. A change to the regulatory framework is required.

b. The IDP is no longer representative of the institutional mission or approach to community as a result of redevelopment in the area or City upgrades to neighborhood planning (such as roadway changes, infrastructure upgrades, community design, lighting).

c. A change in approach to parking, transportation, neighborhood engagement or design is inconsistent with the objectives of the IDP, resulting in a modification to the applicable objectives.

Review of major amendments may occur simultaneously with the site plan review of the proposed project.

C. Uses. The Roux Institute Campus will encompass a variety of uses to support the mission of the Roux Institute to spur innovation, build talent, and drive economic growth. Partnerships with industry, academia, and government are essential components of the Institute's success. Campus uses will include classrooms and laboratories, housing, faculty offices, dining areas, convening spaces, fitness centers, retail facilities, entrepreneurial spaces, light manufacturing, incubator space, research and design facilities, hotel, and office space. The uses on the campus will support collaboration with private industry, other institutions, and community organizations, which is essential to the Roux Institute's approach to learning through integrated research, student work opportunities, and entrepreneurial endeavors. Hotel rooms will cater to prospective students, faculty and staff, visiting lecturers, specialists, and business partner guests, providing multiple opportunities for informal and unplanned interactions and collaboration that would otherwise not be available if staying in a hotel miles away

from campus. A range of rental housing options will foster community and provide on-site opportunities for students, faculty, staff, and their families. These units will ease some of the housing pressure and traffic that might otherwise result from new residents attracted to Portland by the Institute. Housing units not occupied by residents affiliated with the Roux Institute may be made available to the public to further assist in easing the housing pressure.

Recognizing the community value of a large waterfront parcel in close proximity to a primary bike and pedestrian trail system, the Roux Institute Campus will be designed to include those uses that will welcome the neighbors to the campus, including publicly available open space, waterfront access, recreational opportunities, restaurant, dining, small neighborhood grocery, and/or other limited retail options. These uses will provide a means for serving the residents and other users of the campus, as well as welcoming the neighborhood to foster connectivity and community engagement, activating the public realm, and reducing dependence on automobiles.

1. In addition to the uses permitted in the underlying zone, the uses in Table 8-E shall also be permitted as a matter of right in all buildings that are located within the IOZ and on land owned or leased by the Roux Institute. In recognition that the Roux Institute is a graduate-level educational and research institution with a number of corporate partners, and in recognition of its location outside of the downtown, the following uses and many that are permitted in the underlying zone, such as multi-family housing, hotels, offices and retail, are ancillary to and support the vision and mission of the Institution. In addition, ground floor retail, restaurant, or comparable community-oriented uses that provide services to local residents, students, faculty and staff shall be provided. Such uses are expressly permitted whether ancillary to or supporting the educational institution, and shall be open and welcoming to the general public in addition to students, faculty, staff, or visitors of the Roux Institute.

Table 8-E: Permitted Uses
Laboratory and Research Facilities
Low-impact Industrial (>10,000 SF)
High-tech Manufacturing

2. Within the boundary of the IOZ hotels shall be limited as follows:

a. No more than one hotel shall be located in the IOZ.
b. The hotel shall contain no more than 130 rooms.
c. The hotel shall be no more than eight stories in height, not including structured parking. There shall be no more than two levels of above grade structured parking beneath the first floor of the hotel. Nothing herein is intended to preclude the co-location of hotel use and structured parking on one or more levels of the hotel.

D. Dimensional requirements.

1. Applicability
   All principal buildings and structures located within the IOZ and located on land owned or leased by the Roux Institute shall be subject to the dimensional requirements of the underlying zone, except where modified by the provisions of this Section.

Table 8-F: Dimensional Requirements	
Building Height (max.)	Maximum building heights for new principal buildings in the IOZ shall be governed by the Roux IOZ Height Map (Figure 8-F)

2. Rules of Measurement

Publicly accessible corridor: A corridor accessible to the general public that is open to the sky or enclosed with a minimum width of 20 feet. Enclosed portions of publicly accessible corridors shall have a minimum height of 30 feet.

Street wall: Within the Roux IOZ the term "street wall" shall mean a wall or portion of a wall that includes the principal entry to a building facing a street, public right-of-way, major pedestrian access routes, or open spaces. Orientation of the principal entry to a building shall be determined by the applicant.

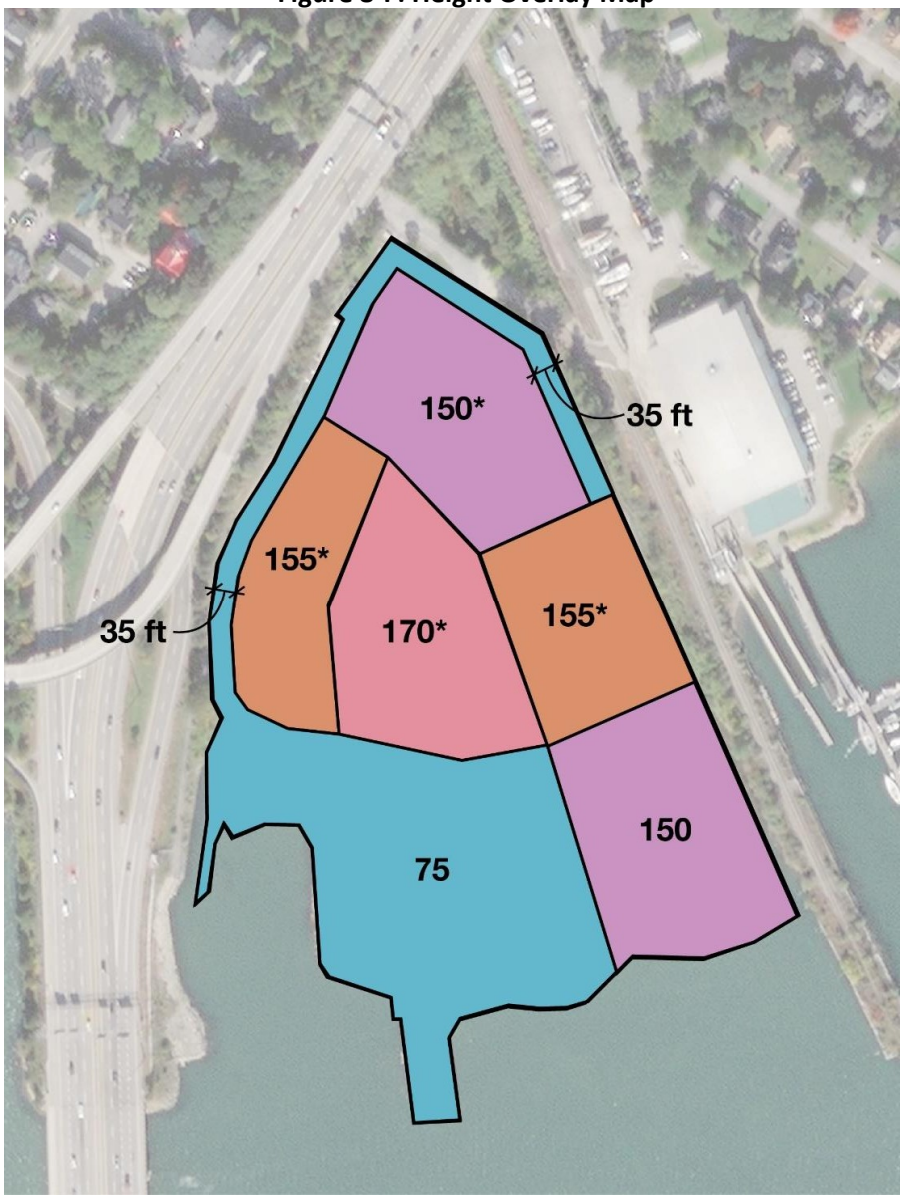
3. Minimum and maximum street wall heights
   New principal buildings in the IOZ shall rise to a minimum street wall height of forty-five feet (45'), and may rise to a maximum street wall height of one hundred and five feet (105').

4. Stepback requirements
   At a height not lower than the minimum street wall height or higher than the maximum street wall height, a stepback with a minimum depth of at least 10 feet shall be provided. Required stepbacks shall only apply to a building's street wall.

5. Building length requirements
   a. For buildings with a length greater than 250 feet, a continuous, publicly accessible corridor that connects two streets, public right-of-way, major pedestrian access routes, or open spaces shall be provided, with the precise location to be identified, defined, and reviewed under site plan review. Building length shall be measured at grade in a straight line between the outer corners of the designated street wall.
   b. Publicly accessible corridors need not be linear and may have necessary grade changes.
   c. Any building wall situated along a publicly accessible corridor shall be designed to provide sufficient architectural and graphic amenities to provide visual interest, transparency between interior activities and pedestrian activity, or active uses and relate the building, and its use to passersby.
   d. Publicly accessible corridors shall:
      1. Include pedestrian amenities such as benches and other seating;
      2. Be illuminated to levels that are adequate but not excessive for the safety, comfort, and conveniences of occupants and users of the site, and
      3. Provide access to the public during regular operating hours of the Institute.
   e. The Roux Institute may close off public access to a publicly accessible corridor during special events or when determined necessary by the Institute for security or public safety purposes.

6. Transitions and Buffers
    a. The campus is surrounded by existing buffers, with I-295 to the west, state-owned vacant parcels to the north, the rail corridor and marine business to the east, and Casco Bay to the south. In addition to the existing buffers, development shall further ease the transition to and from the campus through the following design methods in areas shown on Figure 8-G.
    b. Public open space will ease transition from the smaller scale of Sherwood Street. A transition onto the campus will also be accomplished through thoughtful facade design at the pedestrian level. Potential nuisance features like dumpsters, air handlers, and parking will be appropriately screened. Buildings will avoid blank walls to respect the adjacent neighborhood and facilitate a sense of permeability and welcome.
    c. The shoreline transition area between the buildings and the water will serve as meaningful public open space. Building facades facing the water will be considered public-facing, with views designed for interest from the water and Eastern Promenade Trail.
    d. The transition area between the campus and I-295 contains a height limitation of 75 feet along the edge and between the highway and the B&M Cannery Building, preserving the historic view of the building from the highway and easing the transition to the greater allowable building heights in the center of campus.
    e. The transition area along the edge of the campus adjacent to the rail corridor also contains a height limitation of 75 feet along the edge of the property closest to the residential neighborhood, further easing the transition to the greater allowable building heights at the center of campus, mitigating shadow impacts to adjacent properties.

Figure 8-F: Height Overlay Map



NOTES:

1. Applies to zones shown with an asterisk (*): above height of 75 feet, no building floorplate shall exceed 35,000 square feet.
2. Above height of 50 feet, no two buildings shall be closer than 40 feet apart.
3. Building heights for buildings that span two or more height zones shall be measured by calculating the highest point (as defined in the Land Use Code) of that portion of the building within a particular height zone. If the roof is sloped, height is measured at the midpoint of that portion of the slope located within the particular height zone.

Figure 8-G: Transition Areas and Buffers

E. Transportation.

1. Transportation Demand Management (TDM)

a. At the time of the first site plan review following IDP approval, the developer shall submit a campus-wide TDM Plan substantially in accordance with those TDM objectives and strategies identified in the approved IDP. The TDM Plan may be phased into short-, mid-, and long term actions to allow for progressive implementation over time.

b. The TDM Plan shall be designed to provide transportation choice with the goal of reducing parking demand and single-occupancy vehicle trips to and from the Roux Institute Campus by students, faculty, staff, institutional partners, and visitors.

c. The TDM Plan shall establish parking, mode share, and trip reduction targets associated with each phase of development, as well as a data collection plan.

d. Annual monitoring reports will be submitted for the TDM Plan. TDM monitoring reports shall include a summary of progress towards targets established in the TDM Plan. If deficiencies are identified, they will be resolved in accordance with the Site Plan approval.

2. Traffic Movement Permit (TMP)

a. Any development that will generate over 100 passenger car equivalents will trigger TMP review which will determine applicable mitigation for that development program. There are

contributions anticipated to areawide elements to support trip reduction targets, such as contribution to the development of shared use path infrastructure and support for additional transit service to the campus. The TMP review may consider an individual site plan or may cover more than one site plan. Each of the TMP submissions and review will continue to contemplate capacity for multimodal connections to continue to reduce automobile trips.

b. Mode shares and trip reduction targets have been identified in the IDP and will be updated and modified with each TMP submission as necessary.

3. Bicycle and Pedestrian Access and Safety.

a. A Transportation, Access, and Circulation Plan has been provided in the IDP. At the time of the first site plan review, the developer shall submit an updated Plan. Where possible, the bicycle and pedestrian access routes shall connect to established bicycle and/or pedestrian facilities. The developer shall look to establish new bicycle and pedestrian bicycle and/or pedestrian facilities where feasible.

b. The site and building design shall not prohibit the enhancement of transit service to and from the site.

c. Bicycle, pedestrian, transit, and motorized vehicular facilities proposed to and from the site shall provide sufficient capacity and allow for safe connections for all modes of transportation.

d. Sherwood Street shall be improved to accommodate bicycles and pedestrians within the existing right-of-way. Separate sidewalks and bicycle lanes shall be provided where feasible.

4. Parking.

Parking requirements in the IOZ, including but not limited to parking ratios, shall be established at the time of site plan review for each phase of development based on a parking study that includes a campus-wide analysis of demand and supply. Parking studies shall integrate parking and trip reduction achievements and data contained in the TDM Plan. Parking requirements shall be determined in accordance with the requirements in the Land Use Code in effect at the time of site plan review.

5. Circulation

a. The campus shall contain a bike and pedestrian circulation network which includes a perimeter access loop, an internal system of pathways and a major campus “promenade” which will link campus developments, the upland, and the waterfront.

b. The perimeter access path for bicycles and pedestrians will serve to connect the campus to primary site entry points from the community and provide a continuous recreational loop. Where appropriate, the perimeter access path will be enhanced by wayfinding, lighting, landscaping, and safe crossings at vehicular intersections. Where possible, building facades will respond to the perimeter access path for views into the building and periodic activation to building entrances.

c. Internal campus circulation pathways will connect major open spaces, building entrances, and outdoor plazas to create a network of multiple pathways including the perimeter access path. Pathways will be located along or oriented toward facades that have active programs, architectural articulation, appropriately scaled entrances, and windows. Pathways will avoid traveling along stretches of undifferentiated or blank facades back doors or service areas. Pathways will be generally lower-velocity systems than the access loop. Where appropriate, the

internal campus circulation pathways will be enhanced by wayfinding, lighting, landscaping, and safe crossings at vehicular intersections.

d. The campus promenade will serve as a major organizing feature connecting the upland and the water and providing access to open spaces, allowing views of principal campus of buildings, and connecting to the internal campus circulation pathways and perimeter access path. The promenade will be enhanced by lighting, wayfinding, landscape buffers, and open spaces. Viewsheds and topography along the promenade will emphasize the Roux Institute and Burnham & Morrill (B&M) Cannery building, pier and other principal buildings and spaces.

F. Environment.

1. The IOZ shall contain a minimum of three acres of public open space designed to enhance waterfront access and provide bicycle/pedestrian network connectivity. This open space requirement shall be met at the completion of construction of the first site plan approval and shall be maintained at all phases of development. The three acres need not be contiguous and may be provided in new and/or different locations following completion of development phases. The public open space shall be meaningful space, functioning as recreation areas, social gathering spaces, or natural buffers. The method of assuring public access to the public open space shall be determined at site plan review.

2. A Sustainability and Resilience Charter will be created by the Roux Institute for the campus. The Charter shall contain sustainability goals related to development categories such as energy, water, transportation, equity, and resilience and may be revised over time in response to evolving technology and industry standards. The Charter will require all development on the campus to utilize critical components of industry standard benchmarking systems such as LEED, SITES, WELL, ILFI, and Passive House. The Charter will be submitted to the Planning Authority prior to submission of the first site plan application. Proposed site plans shall be consistent with the goals outlined in the Charter.

3. Development shall utilize lighting designs required for safety and comfort and that minimize impact to the night sky in accordance with light pollution reduction standards in ANSI/ASHRAE/IESNA 90.1-2007 or its most current edition.

4. Development shall be carried out in such a way as to minimize the impacts of sea level rise, protecting infrastructure and site features by designing to a minimum of 2-feet above the Base Flood Elevation (BFE) as shown on the most current FEMA Flood Insurance Rate Map.

5. The shoreline edge and immediate adjacent upland shall be protected through shoreline armoring and vegetation to prevent erosion and enhance natural resource protection. Work in coastal wetlands and significant wildlife habitats (as defined by the Maine Department of Environmental Protection) will be minimized to the maximum extent practicable and shall comply with all applicable local, state and federal permitting requirements in effect at the time.

6. Design of exterior building envelopes will be in developed in conjunction with the American Bird Conservancy and Cornell Ornithology Lab standards to mitigate bird strikes to the extent practicable.

G. Mitigation measures.

1. Site plan impacts to off-premise infrastructure shall be mitigated in a manner proportionate to those impacts. Mitigation may include financial or in-kind contributions to existing or planned City projects focused on mitigating the impacts of the development. Mitigation contribution shall be determined based on the City's standard procedure in effect at the time of site plan review.

2. Impacts to natural resources shall be mitigated in accordance with local, state and federal

permitting standards in effect at the time.

H. Design.

1. Introduction and intent.

New development in the IOZ shall adhere to the following design guidelines and the site plan standards of the City of Portland. All new development shall be designed to create a visual connection with the goal of achieving a cohesive campus appearance with a strong identity and sense of place. New development may be contemporary and forward looking in architectural style, but shall be informed by or responsive to the iconic B&M Cannery Building as an example of Portland's unique legacy of innovation, adaptation and durability. Reference to the building specifically and in general to the early 20th century industrial factory building type may inform the architectural principles of highly functional yet articulated human- centered facades and details, a combination of local and innovative materials, use of natural daylighting, high degree of flexibility and scalability and capacity for long service life. New development shall be characterized by excellence in architectural design, craftsmanship, materials, streetscape, resilience, sustainability and landscape improvements, signage, and lighting appropriate for a campus development on a coastal site.

These principles and standards are intended to regulate the future build out of the Roux Institute Campus while ensuring that new development is sensitive to adjacent residential neighborhoods and commercial areas and successfully integrates the existing site into the public realm while establishing a global beacon for thought leadership in artificial intelligence, computer and data sciences, digital engineering, and advanced life sciences.

2.Standards

a. Waterfront
    1. The waterfront will be publicly accessible to provide a variety of open spaces throughout all phases of development that foster social interaction.
    2. New principal buildings on the waterfront shall include a publicly accessible entrance to interior public space (if provided) from the waterfront side and upland side of the building along an anticipated desire line. Said interior public space, if provided, may be closed to the public during special events, outside normal operation hours, and when necessary for security or public safety purposes.
b. Cohesive campus
    1. The overall composition and experience of the campus will be considered for cohesive identity from approaches along I-295 and views from the East Deering neighborhood.
c. Historic preservation
    1. Buildings, site development, circulation, and open space will respect the B&M Cannery Building, a designated historic landmark.
d. Connectivity
    1. Prioritize the bicycle and pedestrian circulation network on campus while providing connectivity for auto, public transit, service and emergency vehicles at each development phase.
    2. Surface parking lots shall be located to the maximum extent practicable toward the rear or side of a building not occupied by a principal entry to a building facing a street, public right-of-way, major pedestrian access routes, open spaces, and/or the waterfront.
e. Open space

1. Open space will be publicly accessible to provide multiple functions for recreation, social gathering and buffers that integrate within the overall composition and experience of the campus at each development phase.

f. Sustainable practice
   1. Buildings and site development will incorporate sustainable technologies in building design, orientation, energy production and sensitivity to natural resources at each development phase.

g. Resilience
   1. Buildings and site development will incorporate resilience strategies to account for flooding, severe weather events and integration of publicly accessible spaces at each development phase.

h. Building design
   1. Building facade materials will be of high quality, durable to the marine climate and contribute to an attractive public realm. The first 35 feet of building height shall complement the pedestrian character in materiality, transparency and detailing.
   2. Rooftop appurtenances will be incorporated, screened and set back from roof edges to reduce visual impact from the surrounding neighborhood.

i. Building entrances
   1. Building entrances will include prominent facades and be oriented toward, located adjacent to, or accessible from rights-of-way, major pedestrian access routes, or open spaces.

j. Mitigation of impacts
   1. Buildings and site development will endeavor to minimize potential negative impacts related to shadows, wind, noise, heat, glare, lighting, contaminants, and the environment.

I. Neighborhood integration.

1. Neighborhood Engagement

a. For the purpose of keeping surrounding residential areas appraised of its future development plans, and to address any neighborhood issues related to the operations of the Roux Institute Campus, the Roux Institute shall adhere to the ongoing neighborhood engagement principles identified in the IDP.

b. Ongoing community engagement shall be conducted, including the continuation of neighborhood forums and maintenance of the Roux Institute Campus website.

c. A Community Advisory Group shall be created for the purpose of sharing information on project development, planning, and seeking input. To the extent practicable, the group shall be comprised of representatives of interested groups such as the East Deering Neighborhood, recreation, parks and trails, sustainability, rail, bicycle/pedestrian, public transit, Portland Harbor, Portland Public Schools, higher education, and the business community.

d. A designated community contact shall be engaged to be the point of contact for providing information to the neighborhood and receiving feedback.

2. Construction Management

At the time of site plan review, Northeastern University shall submit a Construction Management Plan substantially in accordance with the construction management principles identified in the Institutional Development Plan for review and approval by the Planning Authority.

J. Historic Preservation

1. Historic Preservation Review

The B&M Cannery Building has been designated as a local historic landmark. The area of designation includes the B&M Cannery Building, as well as the area of the former cod fish building and pier. The Historic Preservation Board's review of activity within the site of the former codfish building and pier is limited to review of any activity that would require a Certificate of Appropriateness that is proposed on a newly constructed pier. A Certificate of Appropriateness will not be required for the demolition of the codfish building or construction of a new pier and related infrastructure, including future alterations to the pier structure.

2. Required Interpretive Elements

Northeastern University shall include interpretive element(s) on top of or within the surface of the new pier that convey the history and significance of the codfish building. Prior to construction of said elements, the University shall submit the proposal to the Historic Preservation Board for its review and approval. The interpretive elements shall be designed in a manner that does not interfere with the use and functionality of the pier as a marine passenger facility and for water access by the Roux Institute and the public.

3. 100-foot Review Exemption

The B&M Cannery building is exempt from Section 14.6.4.E.2. for review of development within 100 feet of a landmark.

IDEALS
Initiative for Digital Engineering and Life Sciences

Charles E. Hewett, Ph.D.
Executive Director

chuck.hewett@ideals.org
207.664.3427 cell

June 6, 2022

Zachary Powell, Planner
City of Portland
389 Congress St.
Portland, ME 04101

RE: The Initiative for Digital Engineering and Life Sciences
Neighborhood Meeting Information

Dear Zach:

On behalf of The Initiative for Digital Engineering and Life Sciences (IDEALS), I have enclosed the required information pertaining to our two formal Neighborhood Meetings held prior to and following submission of our application in accordance with Section 8.5.3(B) of the Land Use Code. The meetings were held on November 18, 2021 (23 attendees) and April 6, 2022 (47 attendees). Although the Code only requires that abutters within 500 feet of the project be notified of the public meeting, we expanded that radius for the second meeting and mailed over 1700 meeting notices.

In addition to the required neighborhood meetings, we have also held informal meetings with the neighborhood that we have called "Roux Campus Round Tables." These meetings were each also noticed to over 1,000 property owners and tenants. To date, we have held four Round Table meetings, for a total of six public meetings regarding our application. We were able to hold the April 6th meeting in public, but the other meetings have been held via Zoom, due to public health concerns. The first Round Table was held on December 14, 2021 and we had 36 attendees from the public; the second was held on February 1, 2022 with 44 attendees from the public; the third was held on March 23, 2022 with 44 attendees; and the fourth was held on June 2, 2022 with 50 attendees.

Please let us know if you have any questions or need additional information.

Sincerely,

Charles E. Hewett, Ph.D.
Executive Director

THE INITIATIVE FOR DIGITAL ENGINEERING AND LIFE SCIENCES
PROPOSED INSTITUTIONAL OVERLAY ZONE FOR THE ROUX INSTITUTE
PRE-APPLICATION SUBMISSION NEIGHBORHOOD MEETING
November 18, 2021

The Neighborhood Meeting was held via Zoom Webinar, beginning at 6:30 pm and lasting approximately one hour. Twenty-three members of the public were in attendance, as well as eight representatives of the applicant, IDEALS.

The public comment and questions are summarized below. Major areas of focus included traffic, construction impacts and sustainability.

- I am with the Laborers International Union of North America. This is a big opportunity for construction in this town. I'd like to hear more about the employment opportunities for our union workforce, in terms of construction and environmental work.
- I am so excited that this institution has chosen our neighborhood. I live behind the Martins Point Bridge. We knew it would become something other than the Bean factory, and we are thrilled it's you. There is a big construction project on Veranda Street. Part of that is a multi-use pathway, from the Martins Point Bridge, possibly to connect to Back Cove. Have there been any discussions about connecting into that short span? MDOT had a plan to connect but it never came to fruition. It would be a big deal for those of us nearby.
- I was just wondering about the bridge at Kensington Street, and the rail and trails. It would be possible to have a walkway, but the trail takes a steep drop. That path is supposed to be done, but the MDOT has not completed it. As an alternative commuter, I want to know if you are invested in that? The connection to the rail/trail has not occurred.
- We own one of the two multi-families on the street from Veranda to Sherwood. We think it's wonderful to repurpose this facility. We have concerns about access on Sherwood Street, which is very narrow. And we are also concerned about the duration of construction for our tenants.
- I am a neighbor and a data scientist for one of your partner companies, and very excited about what the Roux Institute means for Portland. Veranda Street can back up a lot from Washington Ave traffic.
- I am really grateful to be a part of this conversation. I'd like to recognize that I'm most impressed that you are going above and beyond what is required for public engagement and planning the roundtables (Roux Campus Roundtables) to make sure people are heard and their input is requested. Being open and honest is very refreshing. There is a lot of excitement, about the Roux Institute potential for education and the city. Hopefully we can get as many residents and businesses as possible to participate.
- How are you going to build the physical infrastructure with respect to climate change. We all know the flood zone figures will be changing.
- What will the area lighting be? We already have the lights from Rt 295.

Neighborhood Meeting for the IDEALS Roux Campus Project
Thursday, November 18, 2021
Via Zoom

First Name	Last Name	Email	Address	City
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Cheryl	Leeman	cal4161@yahoo.com	37 Savoy Street	Portland
Brian.Harris		BRIAN@MAINEYACHT.COM	100 Kensington Street	PORTLAND
Denise	Kaserman	dkaserman@me.com	4 Country Lane	Falmouth
Julie	Carling	captainjulie225@gmail.com	81 Sherwood St	Portland
Jason	Shedlock	jshedlock@LNEROF.org	93 High Street #303	Portland
Jeraldine	Herrera	jeraldine.herrera@powereng.com	45 Harpswell Rd	Brunswick
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Michael	Flaherty	michaelflaherty58@yahoo.com	45 Berwick St.	Portland
John	Napolitano	johnlocal716@gmail.com	86 Walnut Hill Rd	N. Yarmouth
Justin	Desmond	jdesmond@iupatdc35.org	DC 35 Member Representative	DC 35 Member Representative
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Andrew	Zarro	azarro@portlandmaine.gov	389 Congress St	Portland
Paul	Goodrich	paulgoodrich@yahoo.com		

THE INITIATIVE FOR DIGITAL ENGINEERING AND LIFE SCIENCES
PROPOSED INSTITUTIONAL OVERLAY ZONE FOR THE ROUX INSTITUTE
POST-APPLICATION SUBMISSION NEIGHBORHOOD MEETING
APRIL 6, 2022

The Neighborhood Meeting was held at the Ocean Avenue School, beginning at 5:30 pm and lasting approximately two and a half hours. Forty-seven members of the public were in attendance, as well as eight representatives of the applicant, IDEALS.

The public comment and questions are summarized below. Major areas of focus included traffic, parking, proposed uses, and scale and height of buildings.

- When did you first become interested in buying this property?
- When do you plan to break ground?
- Will there be blasting?
- We haven't talked about the new construction on Dalton Street, a large apartment complex with 48 units, that will empty out onto Sherwood Street. And the school is also growing, both of which will increase pedestrian and vehicular traffic. I have concerns about all the additional traffic. It's pretty heavy as it is. I want all of it to be taken into consideration.
- How would the hotel add to traffic concerns? There's one way in and out. I drive on Sherwood Street twice a day. Is there secondary access? Are there any traffic predictions?
- Do you have data about the current use of cars at the Roux Institute?
- The height and scale of the buildings do not respect the neighborhood context.
- What will stop people from parking in the neighborhood?
- There is a lot of missing information – wind studies, shadow studies. These are missing from your IDP.
- What percent on campus will be using the hotel and what will be outsiders?
- I am conflicted on this project. While it seems like just what this city needs, no one wants an industrial site in their back yard. How will it change access to the water? I am also concerned about increased traffic.
- We are concerned about traffic as there is only one egress. We think what you say you will do about the traffic (turning lane, etc.) is unrealistic. I suspect you have a backup plan we do not know about. I don't believe the traffic will only be impacted by 10
- Your plans go far beyond what is needed for an educational technology center. You are a developer. You wouldn't be developing this area if there wasn't a profit.
- I don't trust that one hotel will be enough.
- I have friends and family who have had to move out of Portland, because working class people can't afford to live here anymore. We feel you are taking something symbolic of Portland and replacing it with something that has gutted other cities.

- Maine Med has a micro bus system that maybe you could partner with. And consider a satellite parking lot.
- Do you have an estimate of trips in and out of Sherwood Street? How many cars will be coming and going?
- At the last meeting you had a drawing of ideas for Veranda Street. Do you have one for Sherwood?
- This is a nice use of the space. You guys are being considerate. However, the large scale of your plans doesn't seem appropriate for that space.
- I'm excited about your vision but I am very concerned about the traffic and the scale of the project. We have a quiet neighborhood and what you are proposing is going to completely change it. I don't know who came up with the 10% traffic increase, but if the study was done from May-October, it would be much higher. The traffic just sits there.
- We are working on bringing battery electric train power, from Portland to Lewiston. This might alleviate the serious traffic impact on not only this neighborhood, but the climate. This is a solution that is environmentally friendly and economically feasible.
- We have a number of questions that you say are in process, undetermined, etc. It makes us a little nervous that you are pursuing maximum zoning flexibility before you figure those things out.
- As a result of the study, is there a bottom line where the City says "no" to Sherwood Street, that this is not going to work for IDEALS?
- What is the tax gain for a non-profit in this location?
- What is the current waterfront access for the neighborhood? How will that be impacted? How is the neighborhood using that waterfront right now?
- What was your impression of our neighborhood when you were there? Did you notice the noise? As our neighbor, we want to know that you care about our lives and our homes.
- Human behavior being what it is, people aren't going to use public transportation. Have you considered the symbolic impact of building on this property? It represents Maine, as people drive past on I-295. What gives you the right to put the Roux Institute there?
- I want to compliment Roux for meeting with me. I'm offering an alternative for public transportation – Micro Rail. Metro has a long history of keeping people waiting. Have you looked into possible pollutants inside and outside the B&M building?
- At times it sounds like it's going to be a conference center maybe being supported by an education facility. At what point are you able to scale back the project if you're not able to overcome some of the objections? Would you continue with the project if the only thing that was approved was the Roux Institute? Would Phase 1 just be for the Roux Institute, hotel, housing, etc.? And Phase 2 would be to expand all that?
- What advantages are you going to bring to the neighborhood?
- Will you want more space than what you have right now?

- The process I have seen you display in these round tables, has been more transparent than most development projects. You're doing a good job.
- Have you guys purchased other land or intend to?
- What is the % of domestic/international learners?

IDEALS
Initiative for Digital Engineering and Life Sciences
Roux Campus

Neighborhood Meeting Sign-In Sheet

Wednesday April 6, 2022

Ocean Avenue Elementary School - 150 Ocean Ave, Portland, ME 04103

IDEALS: Roux Campus 1 Bean Pot Circle, Portland, ME

Developer and Consultant Team in Attendance:

Name:		Email:
Chuck Hewett	IDEALS	
Sam Reiche	IDEALS	
Elizabeth Swain	IDEALS	
Jenn Conley	VHB	
Mary Costigan	Bernstein Shur	
Jamie Broder	Bernstein Shur	
Barry Sheff	Woodard & Curran	
Denise Cameron	Woodard & Curran	

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Roux Campus

Neighborhood Meeting Sign-In Sheet

Wednesday April 6, 2022

Ocean Avenue Elementary School - 150 Ocean Ave, Portland, ME 04103

IDEALS: Roux Campus 1 Bean Pot Circle, Portland, ME

Members of the Public in Attendance:

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Roux Campus

Neighborhood Meeting Sign-In Sheet

Wednesday April 6, 2022

Ocean Avenue Elementary School - 150 Ocean Ave, Portland, ME 04103

IDEALS: Roux Campus 1 Bean Pot Circle, Portland, ME

Members of the Public in Attendance:

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Neighborhood Meeting Sign-In Sheet

Wednesday April 6, 2022

Ocean Avenue Elementary School - 150 Ocean Ave, Portland, ME 04103

IDEALS: Roux Campus 1 Bean Pot Circle, Portland, ME

Members of the Public in Attendance:

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Initiative for Digital Engineering and Life Sciences
Roux Campus

Neighborhood Meeting Sign-In Sheet

Wednesday April 6, 2022

Ocean Avenue Elementary School - 150 Ocean Ave, Portland, ME 04103

IDEALS: Roux Campus 1 Bean Pot Circle, Portland, ME

Members of the Public in Attendance:

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IDEALS
Initiative for Digital Engineering and Life Sciences

Charles E. Hewett, Ph.D.
Executive Director

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207.664.3427 cell

October 6, 2022

Zach Powell, AICP
Senior Planner
Planning & Urban Development Department
City of Portland
389 Congress Street
Portland, Maine 04101

Dear Zach:

Six public forums have been held between December 2021 and June 2022. In addition to the two required Neighborhood Meetings, representatives from the Roux Institute at Northeastern University and IDEALS conducted four neighborhood engagement forums, entitled Roux Campus Roundtables. City staff requested submission of meeting notes from these roundtable meetings. Enclosed please find meeting notes for the four Roux Campus Roundtables held to date, including sessions on December 14, 2021, February 1, 2022, March 23, 2022, and June 2, 2022.

Notices for the Roundtable meetings were sent to over 1,700 households and included both owners and tenants. Emails were regularly sent to commenters offering a personal meeting or calls to follow up on the input or questions received. It was as a direct result from public feedback received at these sessions that the project was downsized by 27%, almost 500,000 square feet, and that heights were reduced by 19%.

In addition to the Roundtable meetings, extensive effort has been made to talk to and/or meet with a wide variety of interested individuals and groups. The outreach began in the fall of 2021 after announcing the selection of the B&M project site. Neighbors, both commercial and residential, were at the top of the list with a particular focus on those neighbors closest to the project site. Soon thereafter, meetings commenced and have continued to this day with neighbors, local businesses, numerous rail and trail organizations, bike and pedestrian advocacy groups, Greater Portland METRO, recreation and parks organizations, historic preservation interests, waterfront organizations, economic development interests, state representatives, climate and sustainability organizations, and neighborhood associations across the city. The Info@rouxcampusportland.org link on the project website has also generated requests for meetings, all of which have been fulfilled.

Most recently, the project team and the Roux Institute hosted a publicly advertised Open House, where the public was invited to explore the site and see renderings and site plans in their proposed surroundings. It also provided them the opportunity to speak candidly with various project team members, faculty and staff from the Roux Institute, Roux Institute students, and other neighbors.

IDEALS
Initiative for Digital Engineering and Life Sciences

Charles E. Hewett, Ph.D.
Executive Director

chuck.hewett@ideals.org
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Over 130 guests came to the Open House, and there were many great discussions that enabled us to understand their ideas, and hopefully also helped them understand the project vision.

All of this input, through dozens of meetings, site visits, and the public Open House has resulted in micro and macro level changes that make the project a greater reflection of the values of the Portland community and nearby neighborhoods. We have forged relationships with interested organizations, such as bike/ped, parks/recreation, and travel/transport, that will help guide elements of development going forward. We are grateful for the time and interest so many have invested in making this the best possible campus for the Roux Institute, the neighbors, and the City of Portland, and we look forward to ongoing communications and input.

Sincerely,

Charles E. Hewett, Ph.D.

Enclosures: RCR #1 Meeting Notes – December 14, 2021
RCR #2 Meeting Notes – February 1, 2022
RCR #3 Meeting Notes – March 23, 2022
RCR #4 Meeting Notes – June 2, 2022

THE INITIATIVE FOR DIGITAL ENGINEERING AND LIFE SCIENCES
PROPOSED INSTITUTIONAL OVERLAY ZONE FOR THE ROUX INSTITUTE
POST-APPLICATION SUBMISSION

Roux Campus Roundtable #1

December 14, 2021

The first Roux Campus Roundtable meeting was held on December 14, 2021, via Zoom. The meeting began at 5:30 PM with a welcome from Chuck Hewett and introductions of the IDEALS team, which numbered 10, and Chris Mallett from the Roux Institute. 36 participants were in attendance at the outset.

Following a PowerPoint presentation from IDEALS, questions and discussion began at 7:00 PM, focusing largely on the site, project scale (pro and con), traffic routes, and the institution applying for an IOZ.

- I live off Veranda Street. Some of my major concerns are road access. Will the project start after the Veranda Street changes are completed by MDOT? How will your project impact local internet service and traffic? Do you see local jobs created and will this impact the rail line? B&M pays a good deal in property tax. How will this non-profit refund the city going forward?
- I work for Bates so was wondering whether the internet access might be impacted in the neighborhood. I'm also interested in local jobs, are you expecting increases?
- I support any height you want. What is the tallest height you are going to look for?
- Are you looking at potential secondary access so there is not just one road?
- It could be more than a bike path, it's a multi-modal path for bike and pedestrians. I'm involved in the city's bike and pedestrian advisory committee and will be following this project. Your proposed trail would mirror what is on the opposite side of the bridge; has there been any contemplation of hanging a multi-modal path off the south side of the bridge so you could go from one side to the other? There would be significant support for that.
- What about the railroad bridge, what is your thinking about that?
- There is a path toward Falmouth but it's so disjointed and it ends as you get to the Veranda Street off ramp. We advocated to move that off-ramp to allow for continuation of the path into a new park site created by the Veranda Street project. I hope you advocate for that to be done so you have that access between the Roux Campus and Martins Point.
- I personally support your project and look forward to working with you. We encourage not building a parking garage, but it will be well received that you will make it expensive to park and encourage other means of transport. It's good Northeastern University will subsidize METRO ridership for students. They understand the value of public transportation because they are from an urban area (Boston).

- You say you had a public meeting on November 18. I live two blocks away and received no notice, who did you notify?
  How many live within 500'?
- I can see your site from my second floor and would have appreciated notice.
- Thank you for the presentation. It looks very interesting. I realize you are in a conceptual phase. Your concept looks suburban. I have zero problem with tall buildings because you can fit more people in them, but towers in a park seems suburban. Will you have a mix of buildings, like tall buildings with shorter buildings like in the old port and other urban spaces?
- Brick is always a good way to go. Are you planning to eliminate any possibility for the rail later?
- I also support the trail across Tukey's Bridge. Many people in Portland see another trail as a necessity. Crossing Washington Ave is a challenge. On your side of Tukey's Bridge, there are still some elements of the sidewalk that could be created. The city often makes a developer contribute to traffic related improvements. Would you consider directing your financial contribution to be a bike-pedestrian trail on the other side of Tukey's bridge, the southeast or northwest side?
- I am also very happy to see the trail on the East Deering abutment of the bridge that you are planning. Your numbers of people who could arrive on foot or bike could be increased by a trail on the other side of Tukey's bridge.
- I think you have probably done a lot of viewing of the surrounding area because only inviting meeting attendees 500' from the site is a problem. This is good for Portland. I live in Windsor Heights. How do you plan on engaging neighbors in the design who are used to their quiet way of life?
- As a commercial real estate developer, I am excited about this project. I'm working on the rail project, and we want to know how you feel about the rail line. We have tried to reach out to you. I am surprised you are not considering use of the railroad to reduce car access. The rail line can help the climate – I haven't heard that word tonight. I wouldn't want to work in that neighborhood with the number of cars coming in. There is a solution and it's right on your property.
- I think the Roux Institute is doing great things. I took a class there last semester. I have a home on Veranda Street with a slight view of the water that will probably be blocked. I'm wondering how this will benefit us and our tenants?
- Change is a good thing but it's also difficult. For those who don't speak English what can you do?
- I read an article in the PPH that said East Deering should be careful because the peninsula had become so saturated and East Deering was the next popular area. I live on Randall Street so we are seeing more development, such as 18 row houses on city land. In the last three years you can't come off Randall and take a left on Washington Avenue easily. It's changed a lot. Will this be a traditional college or university campus with daytime traffic? Now I'm hearing information about bars and restaurants etc., so should this neighborhood be prepared for 24:7 type of activity? And if so, I agree with all the concerns about traffic. Light pollution will be a main concern with tall towers. I encourage you to remember that

we aren't moving the Old Port to this neighborhood and if that is the goal you can anticipate some opposition from those of us who now live here and have been paying taxes.

- I hope so too. My concern is what is in it for East Deering? I get that we are running out of space in Portland. We want to make sure we maintain that character.
- I raised my family in East Deering and was honored to serve Portland in the Legislature. I think this project is deeply out of scale with the neighborhood. It is very selfish to come in with high buildings that will impact neighbors. You should work closely with the neighbors to find something that is more appropriate. Nothing restricts you to communicating to only those within 500'. I would be very interested in understanding the financials. What is the education piece and what is not? It's odd to have faculty stay in a hotel, is that how you are paying for the hotel? Who do you work for? You say you don't work for Northeastern University. We have conflicting messages. There were criteria that led you here, so I'm feeling concern about how it's presented, like it's fully finished without adequate input.
- Are you authorized to speak on their behalf?
- It's an iconic site where people can have views and your plan will limit that, which is problematic.
- With global warming, the lower portion of the B&M factory was a concern. Is this a problem?
- Is the elevation 9' above MSL?
- Will there be any kind of tours or public access before demolition? I'm glad to see the B&M building preserved. Is that a requirement or a preference?
- As someone who was born in Portland and bought a house here, I think people will respond much more positively than what you have heard tonight. I would challenge people to think about what other use it could be, like luxury condos and we know how they are (not) concerned with public input.
- We live at the east end of Sherwood Street. I want to echo the comments that we would rather see an educational situation come here rather than luxury housing or industrial space. But I'm concerned that the Sherwood Street entrance is not a good idea. 40-80 employees use it now, but it could be over 2,000 people using it. We are only 15 – 20 car lengths from exit 8. I'm not convinced that it can handle it, despite what your consultant said. Those of us impacted on Sherwood and Veranda St would like to meet with you to map out what you are thinking. A turning lane will eliminate parallel parking that the residents depend on. This is a sleepy neighborhood; kids could play street hockey when it's not a commuting time. That is going to change. Our community is underserved by public transportation. The #7 bus goes from downtown where no one can afford to live to Falmouth, and back again. Most of your campus workers probably won't live downtown and will have to take their cars. A neighborhood meeting should be set up.
- I echo the statement about the traffic. I would love to meet and chat about this. Did you say it will be changed to a B-5 zone?

The meeting ended at 8:09 pm

THE INITIATIVE FOR DIGITAL ENGINEERING AND LIFE SCIENCES
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Roux Campus Roundtable #2

February 1, 2022

The second Roux Campus Roundtable meeting was held on February 1, 2022, via Zoom. The meeting began at 5:30 PM with a welcome from Chuck Hewett and introductions of the IDEALS and Roux Institute team, which numbered about 15, including Chris Mallett and Margaret Angell from the Roux Institute. 44 participants were in attendance at the outset.

Following a PowerPoint presentation from IDEALS, questions and discussion began at 6:12 PM, focusing largely on project scale and traffic.

- We live on Veranda Street between Sherwood and Washington Avenue, so we will experience 100% of the traffic, including construction traffic. I'm an architect, so I understand where you are coming from. What is the gross traffic you anticipate, and how much might be shifted to alternative transportation? What requirements must you meet for your traffic and TDM report. Have you thought about an exit off Washington Avenue directly? I think you said earlier that you didn't think that would be safe, but it's the same distance to the Washington Avenue intersection.
- In terms of space for parking, there are a lot of under-utilized potential parking places, and perhaps you could consider restoring some of the rail for commuting from a satellite lot to the campus.
- It is a large site and I appreciate the need for green space and redevelopment. The ground is high on the site which will help with sea level rise. The 210' building area is a concern. The other areas are tall but reasonable. If you increase the height in the other areas, you could lower the 210'. Is the pier disappearing? I hope not. It could be a real draw for the people living there and visiting. I suggest having white roofs not black, to lower heat reflection. The railroad is not narrow gauge in that area. I had hoped for a restaurant on rail cars when I first moved here and saw the site. Overall, I am a proponent. What you are doing is wonderful, and I look forward to biking through there in the future.
- I live on Kendall Street beyond the Maine Yacht Center. I see this has great potential for East Deering, but I have concerns about the heights. Our neighborhood is zoned as R-3 "medium density development with single family homes, unless grandfathered, with structure height of 35'. Your buildings could be overwhelming and shadow our neighborhood.
- Could you give us more detailed information about the draft application? What is the zone change you are looking for and could you provide detail about the Industrial Overlay Zone? It's difficult to participate in a discussion and have to react on the spot. It would be helpful

to have that information on the website, so the neighborhood would have more transparency.

- MMC's regulatory framework is pretty specific with regard to dimensions in the IOZ. Will those types of specifics be in your application? In the code there are dimensional standards. There are not a lot of specifics in the B-5 zone. In asking for the height exception, how does that process work? I personally like the idea of developing this into an educational campus, and a home for the Roux Institute. But, I, along with neighbors have a lot of concerns about the massive scale and height of this development. There will have to be concessions to accommodate the height you want. This is not in keeping with what we have in the city on educational campuses. UNE and USM have kept their facilities in scale with the neighborhood. There must be a way to do what you want with a smaller version of your proposal. This will have a profound impact on our neighborhood. The proposed commercial uses like a hotel don't seem to fit the requirement of the IOZ, for being substantially auxiliary to the educational institution. It's hard to say a hotel is auxiliary to the Roux Institute. It's important that the information be uploaded prior to the meeting. We need more detailed information.
- I commute from Presumpscot to Veranda on out toward Falmouth. Does your project pay for improvements to the entire intersection there or are the taxpayers going to be responsible? Will you be filling in the submerged lands or building on them? Will there be any increased public hazard from the labs?
- I have a lot of questions and remain puzzled about the interplay between the Roux Institute and the entity that owns the property. What percentage of the property is dedicated to educational purposes? I remain concerned about the height and size of the buildings. Why is a waterfront property necessary for this institution? I don't get the decision to come in and propose such massive buildings in this iconic location. I am concerned about traffic. I like the idea of satellite lots. The Washington Ave exit is dangerous. Bringing in 2,000 – 4,500 students will add to that. How do you intend to work with the neighbors to design this facility?
- What percentage is dedicated to education?
- I live within the 15-minute walking distance. Will the city take into account all of the development going on in the area, from a traffic perspective? Within 1-5 years there will be a lot more pressure on Exit 8, what we locals call the luge. Also, what about dark sky impacts from the campus, and how much will it be lit at night? I fully support what you are looking to do, but have a concern about the height, and how much is pure institutional vs just developing. As a charter boat captain, I can tell you the buildings will have to be tall to be seen around the western point of the Eastern Prom.
- I have more questions, but how do we follow the rezoning process, and will Veranda Street be widened and what is the tax structure of the development?
- How will we know about the next meeting?

39 participants remained at the close of the meeting at 7:26 PM.

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Roux Campus Roundtable #3

March 23, 2022

The third Roux Campus Roundtable meeting was held on March 23, 2022, via Zoom. The meeting began at 5:31 PM with a welcome from Chuck Hewett and introductions of the IDEALS and Roux Institute team. 43 members of the public were in attendance, as well as 8 representatives of the applicant, IDEALS, and 1 from the Roux Institute, in addition to those making a presentation described below.

Margaret Angell of the Roux Institute was joined by 2 students and 1 Roux Institute Partner, each of whom described their experiences at the Roux Institute.

Questions and discussion followed, focusing largely on transportation and traffic, train service, sustainability and the bean building.

- A passenger train stop could be located right where the circular drive is in front of the Roux Institute.
- Access on Washington and Sherwood are over capacity. The average daily traffic on Tukey's Bridge is the highest in the state. What plans do you have to mitigate the impact on traffic with the 2000+ students and visitors you expect on the Roux campus?
- I appreciate what you are saying, and like bike paths and pedestrian walkways. We've lived here nine years. There is no way to access Portland and points south without going on I-295. Portland has a miserable bus service.
- There is a great deal of concern over the height of the buildings. Can you explain the necessity of those building heights, what is the capacity of the parking garage and is a hotel really necessary?
- How many students are enrolled both online and in person?
- People in the neighborhood are happy you are coming but we want to be able to live together comfortably. I hope we can continue the conversation.
- I was going to ask about the Christmas tree. We've lived here for 30 years. I'm involved with the Portland Climate Action Team. We work closely with the Director of Sustainability in Portland and the Portland Sustainability and Transportation Committee. Our goal is the One Climate Future, which is a combined plan between Portland and South Portland to mitigate climate change by reducing greenhouse gasses. Can you confirm that the Roux campus will be generating its own energy?
- I understand that last 5% could be difficult but you can buy carbon credits.
- At a previous Roundtable it was mentioned there may be a water shuttle, is that still on the table.
- We are really excited you will be coming to our neighborhood, particularly given the access to trails and the water that you will provide. We are proponents of the Casco Bay Trail Alliance. The option to put bike trails on Veranda is great, but off-road options are critical. The Casco Bay Trail would provide that kind of trail access to the Roux Campus, without going on Sherwood. There is a process

at MDOT to move that forward. Have you given thought to how you would participate in that process and support the trail?

- We have reached out to Roux and will connect one of these days. We envision train service from Auburn to behind Eldridge Lumber. Would your developers be willing to meet with us to talk about a train center at the campus? Because our plans are quite advanced, we believe we have a solution to traffic, parking, congestion, climate change, and all the other problems which will certainly come from the 2,000+ parking spaces you are allocating for cars on your campus. I am an environmental warrior, and the automobile impacts from your development will be ungodly. I believe we can elevate that with the passenger train which will be electric or hybrid.
- Congratulations on being our neighbor! Regarding the previous comments, traffic is a primary concern. We live on Veranda at Ground Zero. Thank you for showing that diagram. You mentioned the 10% increase in traffic, which implies there is data being generated. Is there data you can share with us, we are hungry to see this. The scale of the traffic increase in this little neighborhood is huge! It's a mystery to us how you guys are going to be solving the traffic problem.
- You are asking for an IOZ that accommodates the full 20-year development.
- Maybe this has been answered, but do we go through this process with each phase? What about the hotel and the towers, what phase are they in? Has anything changed since your original presentation?
- Will the hotel be open to the public so I can reserve rooms for my family?
- I also want to reiterate what my neighbors said about traffic, especially to note that there are many other related projects going on in the city that will also generate new traffic.
- Regarding the history of the site, I live in west Bayside with a deck off the attic. I enjoyed seeing the smokestack, which is now gone, which the city knew about but didn't involve the public in letting it go. I hope the wharf building doesn't go. It's a critical part of why B&M chose this site, the wharf was an essential part of their operation. Some have said you can't save that wharf building. I don't like that, it feels wrong. You aren't planning on doing much on that wharf, so it doesn't need a lot to maintain the platform. The city has said they aren't going to have an independent analysis. We ask a lot of owners of historical properties, and sometimes their finances are strained. But sometimes those owners have resources, like you do. It would be a gesture of goodwill to preserve the history there, you should pull out all the stops.
- I hope everyone appreciates the irony that I had to upgrade my Zoom on a call about a graduate tech school! I was very much excited about this coming to Portland. As I read through your documents online, it doesn't sound like a plan for a graduate school campus, but like a plan for a small village, with a priority to invite the general public to come and recreate. I'm not sure why it's critical for the key players to be on site together. Other campuses function ok without a hotel. I don't see other campuses make kayak and paddleboard rentals either. Why do you need the general public so involved? Wouldn't lowering that priority solve a lot of problems. And thank you for taking my question.
- Sam just admitted that this property isn't accessible to the rest of Portland. We are in a bottleneck. What about getting Maine students into the Roux Campus. It sounds like you have at least 15 students from Maine (one from each county).

- That was a very satisfactory answer, about your work for good. There was no hiding of details, such as we are all frustrated about. I know there is survey work being done on Sherwood Street. (NOTE: IDEALS notified Ben and others in advance of the survey work.)
- I live on Berwick Street, which is the street next to the marina. I walk all over the neighborhood, including on the RR tracks. There is an osprey nest by the trestle. Do you plan on having any impact on that area?
- I contacted Audubon, and they said that development doesn't usually have much of an effect on ospreys. It would be great if that little area could stay as it is. Thank you for your answer.
- What are the options for Veranda Street? Would there be any "taking" of abutting properties, in your plan?
- Your plan didn't show the end of Sherwood.
- You're going to widen Sherwood Street, how would you do that without taking? I think you are in a bottleneck; we are looking for your projections. I want to see the problems addressed now.
- On your diagram, have you done a traffic study of increased traffic? If you need to add another lane on Veranda Street, you will take out the dining room of the Veranda Noodle Bar and the awning of Beal's Ice Cream. I wholly support what you are doing with the Roux Institute.
- Regarding scale and height – there has been a lot of talk about finding the right balance. UNE and USM fit into their neighborhoods in an appropriate way. Your rendering overwhelms the neighborhood, and even the Maine Yacht Center.
- We are happy to have you here but want you to be respectful of us neighbors.
- Thank you, Sam, Jenn, and Elizabeth for our meeting. I need to schedule my plowing around the B&M schedule now, it will be much more challenging with all the new traffic. When plowing and backing out into the traffic, I take my life in my hands.
- I am confused about Sherwood Street, is this just the side you will be on?
- Are you hoping to funnel a lot of traffic through Sherwood onto Morse to get out onto Washington Ave, to mitigate some of the traffic issues?
- Will you pay homage to the factory building? Are you going to keep Bean Pot Circle? I appreciate everyone's sensitivity to how we feel about B&M. I worked there, so did my father and uncles. There is a lot of connection. I am looking forward to the Roux. Thank you.

The meeting ended at 7:36 PM.

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Roux Campus Roundtable #4

June 2, 2022

The fourth Roux Campus Roundtable meeting was held on June 2, 2022, via Zoom. The meeting began at 5:31 PM with a welcome from Chuck Hewett and introductions of the IDEALS and Roux Institute team. 41 members of the public were in attendance at the outset, as well as 12 representatives of the applicant, IDEALS, and 5 from the Roux Institute, in addition to those making a presentation described below.

Students and a faculty member from the Roux Institute shared some vignettes and personal stories for about ten minutes.

The IDEALS team presented 53 slides highlighting the changes proposed for the Roux Campus, in response to public input. Questions and discussion followed, focusing largely on transportation and traffic, sustainability measures, and visibility.

- A passenger train stop could be located at the site.
- I commend IDEALS for the changes, this is a real difference in the level and scale of the project, and I compliment the team on the details included in the presentation. Traffic will continue to be an issue. Signage encouraging people to turn in the opposite direction of where they want to go, confirms that this is anticipated to be problematic. It's encouraging to see IDEALS working on this problem and thanks to the team for sharing the traffic numbers.
- I would like to meet with the architects to discuss how to reduce carbon in the building design.
- I live in the East End. My priorities are carbon footprint, sustainability and bird-safe measures. The WEX building is one of the more lethal buildings for migratory birds and the Roux Building looks so attractive to birds.
- I encourage you to invite your community to an in-person meeting, and even better on the site. Put a tent up and show what you are planning. Some of your traffic numbers, that anticipate alternative transportation modes, are not accurate as to how people in Maine actually get places. Bicycles don't work in the winter. I think what you are doing here is amazing, I don't want to be negative, but I have massive concerns about you fitting into this neighborhood. You found other locations that didn't work out, so you ended up here. This state needs to take account of its working waterfront. The pressures will increase in downtown Portland and the B&M site could have been an alternative for the working

waterfront. This was a really nice presentation, though my Zoom was shut off during the traffic presentation. Please resend me those slides.

- There is a little inlet between the highway and the campus. Do you own that, can you put piers and ramps there? Are you going to remove the existing pier? I'm surprised you aren't building the RI over the water.
- It's great to see the vision. I live in North Deering and am concerned about the traffic. I'd love to be invited to an on-site meeting. Our neighbors in North Deering would like to be invited.
- What percent of current students and staff drive to the Roux Campus vs taking other modes of transportation? You said you would look into it. If you don't meet your goals at your existing campus, how will you meet them in the new one?
- What are the next steps to engage the public? There are so many neighbors who don't use Zoom. Could you offer a hybrid meeting?
- It's important to have the minutes of the meetings in the public record.
- I live at 45 Berwick Street, could you create a diagram looking from the end of Berwick west, to see what would be visible, protruding out from the Maine Yacht Street? You have done a good job addressing the neighbors' concerns, I think it will all work out.
- Thank you to everyone at IDEALS and the Roux Institute for being responsive. This is a massive project for the city and the impacts will extend beyond District 4 where it will live. I appreciate the neighbors working with me, and IDEALS for listening, and engaging with the community. It's been a challenging time to do that. I've been advocating for an in-person meeting on the site. It was very impactful for me when I went there. Tonight is just one step. The June 14 Planning Board meeting is important. There will be a public hearing when staff think they are ready for a vote. There will be many opportunities for all of us to connect. My role is to facilitate that connection for everyone. I am here for anyone and everyone listening. Thank you for this level of collaboration and putting your best foot forward. You don't see that often.
- Thank you, Councilor Zarro. This is an awkward format for such a meeting, and it gives you (IDEALS) an advantage, though you are a wonderful group of people. Covid has created a thing where we are so apart from each other. We need to be in a room. Don't hide behind a computer. You all are great people.
- Every commenter has traffic as an issue. Perhaps one of your traffic scenarios could do an impact analysis with the railroad coming through from Ocean Gate to Yarmouth. VHB did a study of the rail coming through to Portland from the Rock Row project. I'll be asking for that at the Planning Board.

The meeting ended at 6:52 PM.