

DATE: April 16, 2014
TO: Board of Commissioners
FROM: Patrick Quinton, Executive Director
SUBJECT: Report Number 14-14
Update on the Lents Five-Year Action Plan

BOARD ACTION REQUESTED

No action is requested; information only.

SUMMARY

The Lents Five-Year Action Plan (Action Plan) is a comprehensive initiative to create a vibrant, economically healthy system of commercial districts and neighborhood centers in the Lents Town Center Urban Renewal Area (a draft Action Plan is included as Attachment A). The Action Plan lays out a strategy for the next five years that focuses investments where they will have the most impact, ensures existing residents and businesses benefit, and takes some calculated risks. Implementing the Action Plan will require collaboration among public and private sector and non-profit partners. The Action Plan proposes to allocate approximately \$25,700,000 in Portland Development Commission (PDC) resources to neighborhood centers, \$6,700,000 to commercial corridors, \$3,500,000 to industrial areas, and \$9,100,000 to affordable housing. Ultimately, any budget allocations and implementation of the actions outlined in the Action Plan will be subject to PDC Board of Commissioners and/or Portland City Council budget approvals.

BACKGROUND AND CONTEXT

The Action Plan is the second of four geographically-based action plans to be developed in collaboration with the Mayor's Office and City of Portland (City) bureau partners. The Action Plan will serve as a five-year roadmap, identifying key challenges in the neighborhood, prioritizing appropriate objectives and actions, and making strategic investments in response. It builds upon previous plans and efforts for this neighborhood, particularly the Foster Lents Integration Partnership (FLIP), a multi-bureau initiative to coordinate City and community goals and objectives.

To date, collaboration on the Action Plan has included:

- Mayor's Office
- Neighborhood Economic Development Leadership Group – Redevelopment Sub-Committee
- Bureau of Planning and Sustainability
- Portland Housing Bureau
- Bureau of Transportation
- Bureau of Environmental Services
- Portland Parks and Recreation

Additionally, PDC staff presented the Action Plan to Lents stakeholders, including members of the Lents Neighborhood Association, local business and property owners, Foster Green EcoDistrict, and non-profit representatives. On May 9, 2014, staff will present the Action Plan to the Neighborhood Economic Development Leadership Group.

Prior to drafting the Action Plan, PDC staff led a robust public engagement strategy through the FLIP project from 2011 to 2013. This included four open houses, a unique collaboration with Foster Green as the lead for engagement and advisory capacity, a crowd sourced participatory budgeting tool, the first PDC video on Lents, stakeholder interviews with key investors, and various other engagement tools.

Through the FLIP project, PDC staff worked with the broader community to identify investment strategies, challenges, and opportunities for participation and collaboration. This work directly informed drafting of the Action Plan regarding the needs, desires, and interests of existing and potential redevelopments, prospective tenants, and affordable housing strategies.

ATTACHMENTS

- A. Draft Lents Five-Year Action Plan

PORTLAND DEVELOPMENT COMMISSION

Portland, Oregon

REPORT NO. 14-14

ATTACHMENT A

UPDATE ON THE LENTS FIVE-YEAR ACTION PLAN

Attachment A includes this cover page and contains 16 pages:

- Lent Town Center Urban Renewal Area, Lents Five-Year Action Plan, April 2014 Draft

A photograph of a restaurant interior, viewed through a window with a colorful, multi-colored frame (red, green, yellow). The interior is dimly lit, featuring a wooden table with a green top and black chairs. A red neon sign is visible in the background. The text is overlaid on the image.

**LENTS TOWN CENTER
URBAN RENEWAL AREA**

Lents Five-Year Action Plan

April 2014 DRAFT

ACKNOWLEDGEMENTS:

Neighborhood Economic Development Leadership Group Redevelopment Subcommittee

Annette Mattson, Subcommittee Chair,
Portland General Electric, East Portland Action Plan
Michele Reeves, Civilis Consultants
Jerry Johnson, Johnson Economics
Nathan Teske, Hacienda CDC
Nick Sauvie, ROSE CDC, East Portland Action Plan
Javier Mena, Portland Housing Bureau
Ed McNamara, Mayor's Office, City of Portland
Joe Zehnder, Bureau of Planning and Sustainability

Lents community feedback

Jesse Cornett, Lents Neighborhood Association (Chair)
Nick Christensen, Lents resident
Juan Carlos Ocaña-Chiu, Leach Botanical Garden (Board Member)
Jonathan Brandt & Karen Wolfgang, Foster Green
Nathan Jones, Portland Enrichment, Livable Lents

Photo credit (cover, pages 3, 10 and 13):

Charley Zheng Photography, charleyzheng.com

This project was made possible through a Community Planning and Development Grant from Metro and in Partnership with the Portland Development Commission, Bureau of Environmental Services, Portland Bureau of Transportation, Bureau of Planning & Sustainability, Portland Parks and Recreation, TriMet and with Portland Housing Bureau. Special acknowledgement is given to the following staff:

Tyler Bump, Bureau of Planning and Sustainability
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Sarah Coates-Huggins, Portland Parks and Recreation
Karl Dinkelspiel, Portland Housing Bureau
Tom Mills, TriMet
Kimberly Branam, Portland Development Commission
Justin Douglas, Portland Development Commission
Trang Lam, Portland Development Commission
Kevin Cronin, Portland Development Commission
Alison Wicks, Portland Development Commission



INTRODUCTION:

Getting to Success in 2020

The Lents Town Center Urban Renewal Area is the second largest URA in Portland at 2,800 acres. It includes six distinct neighborhoods, three unique business districts, a highly accessible town center, and residents who are more ethnically diverse than Portland as a whole.

While the actions defined in the Lents Town Center URA Plan (1998) are being implemented, many of the hoped-for retail amenities, residential density, job growth, and private investment have yet to materialize. But the \$90 million of public investments in city infrastructure and facilities, redevelopment, business development, transportation, and affordable housing and hours of dedicated

public participation on advisory committees have laid solid groundwork on which to realize this vision.

So, what comes next? We're doubling down. The Lents Action Plan lays out a strategy for the next five years that focuses investments where they will have the most impact, ensures existing residents and businesses benefit, and takes some calculated risks. We're looking to change the game, and it's going to take a team effort.

Are you in?



Photo: "Where were you born?" Map of vendors and customers at the Lents International Farmer's Market. The Market is held every Sunday from June–October. As Portland's only internationally focused market, it provides fresh, affordable, and culturally unique produce to the diverse Lents Community and offers farm-direct sales opportunities for emerging farmers, and new business owners.

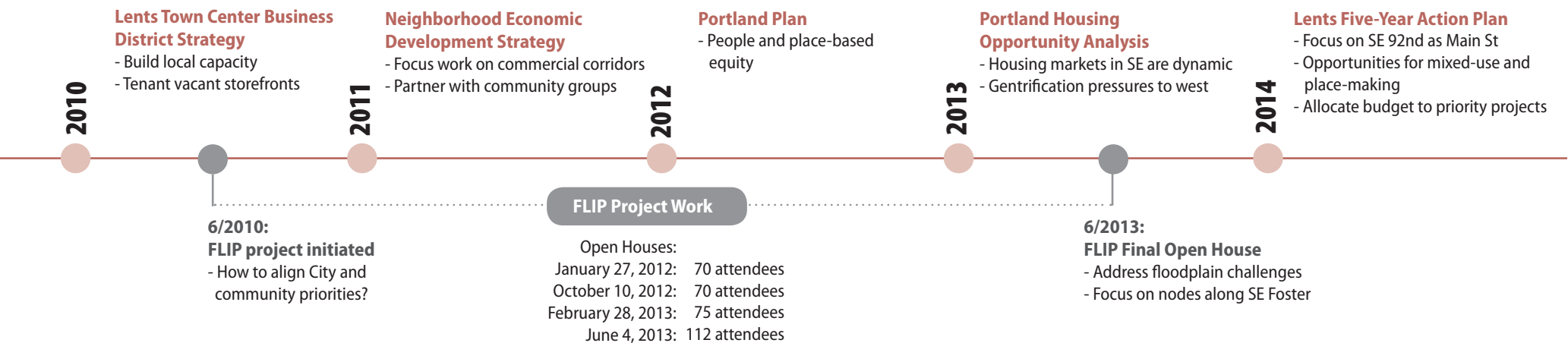
Photo by Charley Zheng Photography

PLAN PROCESS & PUBLIC PARTICIPATION

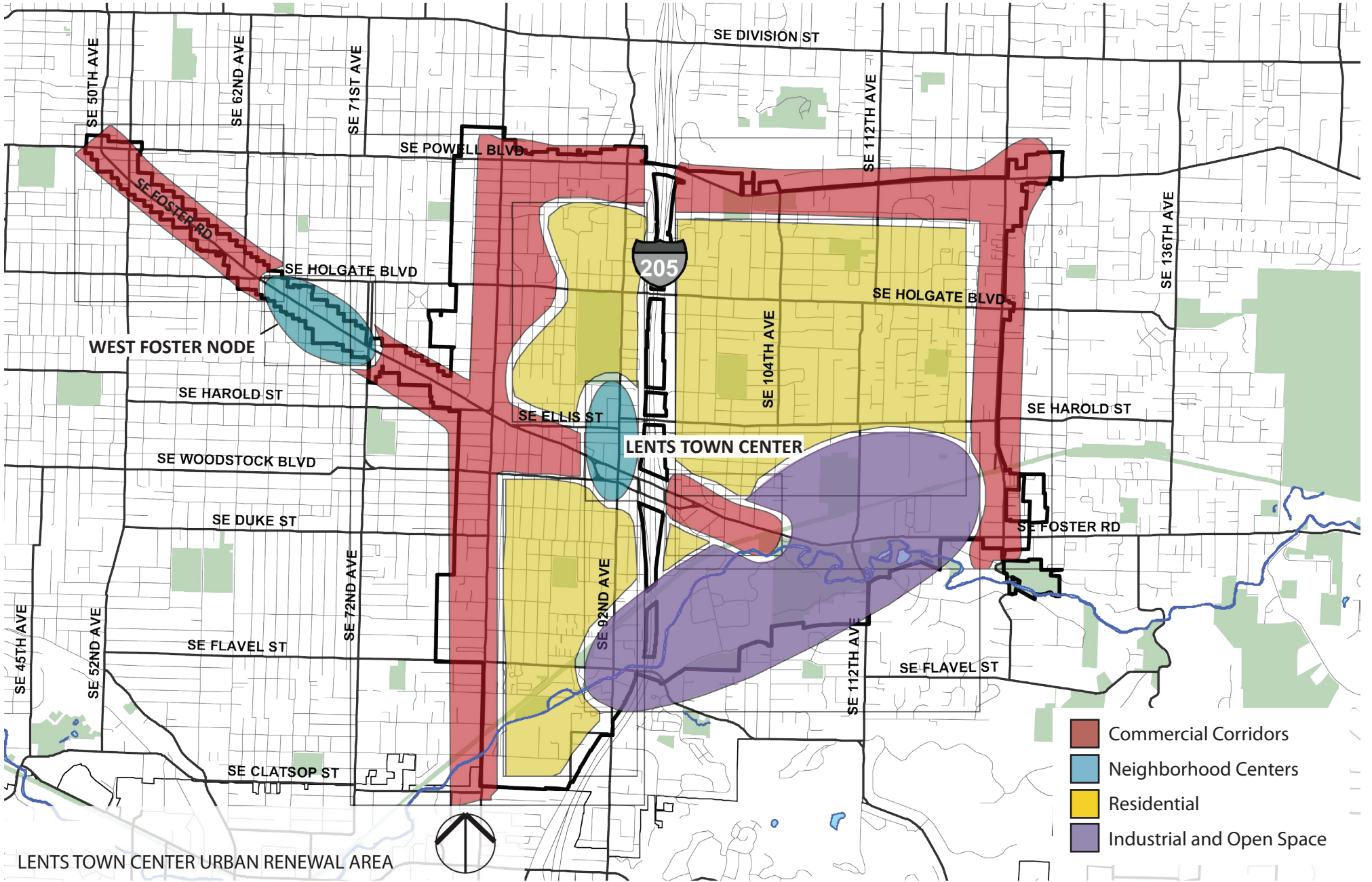
How did we get to the Lents Five-Year Action Plan?



What did we learn along the way?



FOCUS GEOGRAPHIES



GOALS & OBJECTIVES

LENTS TOWN CENTER

Stimulate development that positively changes the reputation and increases the vitality of the Lents Town Center.

1. Concentrate investment along 92nd Avenue and initiate “game changing” redevelopment
2. Promote redevelopment and/or occupancy of PDC-owned properties.
3. Invest in planned infrastructure
4. Promote business development

WEST FOSTER NODE

Leverage infrastructure improvements to facilitate place-making along the West Foster Node by tenating and redeveloping PDC-owned properties, promoting private investment, and supporting businesses.

5. Promote redevelopment and/or occupancy of PDC-controlled properties.
6. Facilitate redevelopment and occupancy of privately-owned properties
7. Invest in planned Infrastructure
8. Promote business development

EAST FOSTER

Intensify industrial uses and plan for mitigation of 100-year flooding.

14. Promote traded sector business development
15. Facilitate redevelopment and expansion of privately-owned properties
16. Explore ways to initiate master planning to mitigate for 100-year flooding

NEIGHBORHOOD CENTERS

PDC - \$25.7 Million*
PBOT - \$5.2 Million

COMMERCIAL CORRIDORS

PDC - \$6.7 Million*
PBOT - \$1.7 Million

INDUSTRIAL AND OPEN SPACE

PDC - \$3.5 Million*
BES - \$2.4 Million
Parks - \$1.0 Million

AFFORDABLE HOUSING

PHB - \$9.1 Million*

82ND, POWELL BLVD, 122ND, FOSTER WEST & FOSTER EAST

Increase safety and vitality of Lents commercial corridors.

9. Invest in commercial corridor safety
10. Promote commercial corridor vitality & business development

FOSTER-POWELL, CRESTON-KENILWORTH, MOUNT SCOTT-ARLETA, LENTS, PLEASANT VALLEY & POWELLHURST-GILBERT

Encourage construction of units and preserve housing affordability for homeowners and renters

11. Encourage construction of additional housing units through the use of non-tax increment financing programs
12. Preserve housing affordability for homeowners and renters
13. Take advantage of opportunities to construct new multifamily housing units

*Estimated investments, subject to availability of resources, PDC Board and/or City Council budget approvals.

NEIGHBORHOOD CENTER - LENTS TOWN CENTER

Stimulate development that positively changes the reputation and increases the vitality of the Lents Town Center.

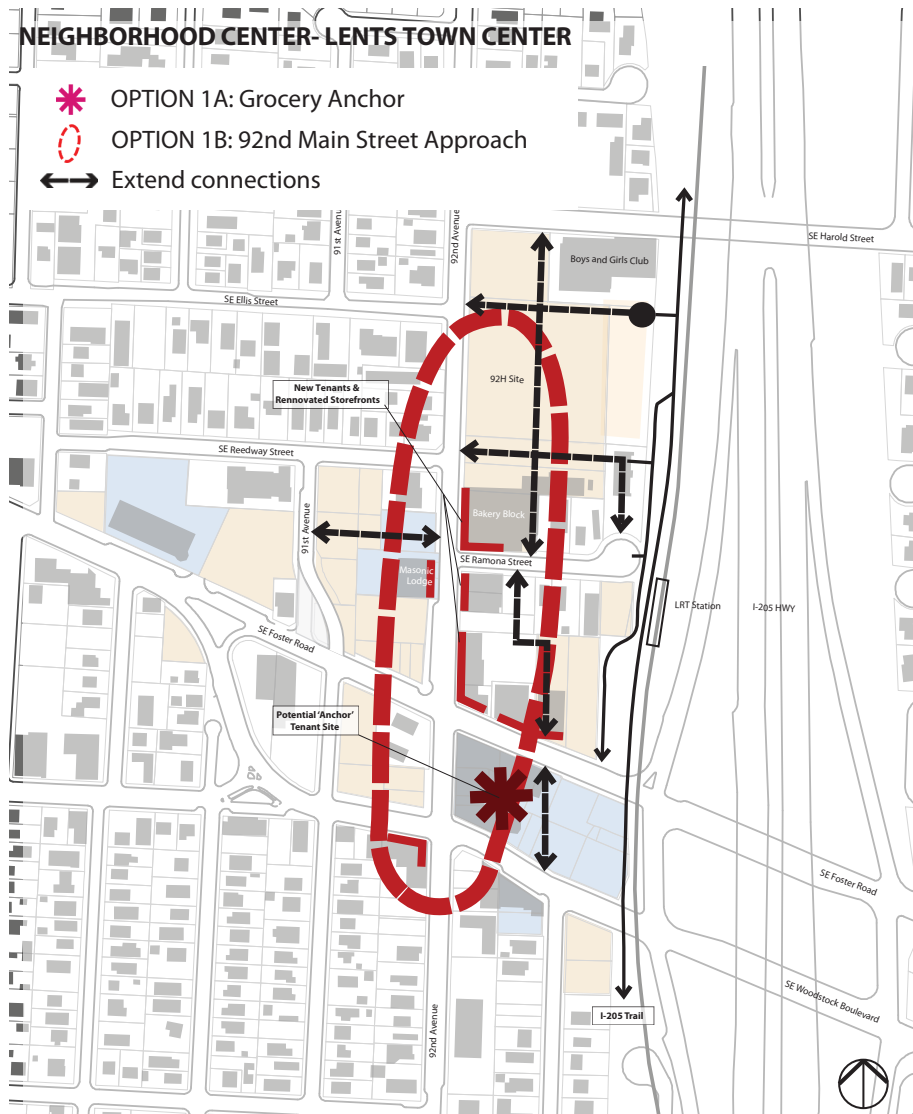
Leads: Portland Development Commission & Portland Bureau of Transportation

Potential Partners: Lents Grown, property owners, developers

Estimated investments*:

PDC - \$20,222,500

PBOT - \$1,900,000



92nd Avenue from Ellis to Woodstock

1. Concentrate investment along 92nd Avenue and initiate “game changing” redevelopment (PDC)

Phase I (FY13/14 – FY15/16): Implement Options 1A and 1B in tandem:

OPTION 1A: Grocery Anchor

Action 1.1: Grocery Anchor

- Facilitate development of mixed-use project with grocery anchor.

OPTION 1B: 92nd Main Street Approach

Action 1.2: Bakery Blocks

- Re-tenant the PDC-owned building with active retail uses.

Action 1.3: 92H- 92nd Avenue frontage

- Facilitate development of portion of the PDC-owned 92H property that fronts 92nd Avenue with a mixed-use commercial and housing project that supports retail focus on 92nd Avenue.

Action 1.4: 92H-East portion

- Facilitate development of Innovation Park in partnership with Building Research Establishment (BRE) and leverage private investments.

Action 1.5: 92H-Southwest corner

- Facilitate development of a public plaza on the 92H site

Action 1.6: McGalliard/Foster Rd/Crossroads Plaza

- Facilitate redevelopment of PDC-owned parcel with a mixed-use project that supports retail focus on 92nd Avenue.

2. Promote redevelopment and/or occupancy of PDC-owned properties (PDC)

Phase I (FY13/14 – FY15/16): Facilitate development of the following sites:

Action 2.1: 93rd & Woodstock

- Facilitate redevelopment of PDC-owned parcel with mixed-use commercial and housing project.

Action 2.2: Architectural Iron Products building

- Facilitate redevelopment of PDC-owned building through re-tenanting or sale of property.

Action 2.3: Tate

- Facilitate redevelopment of PDC-owned parcel in a way that interacts appropriately with Lents Town Center/SE Foster Rd MAX station.

*Estimated investments, subject to availability of resources, PDC Board and/or City Council budget approvals.

NEIGHBORHOOD CENTER - LENTS TOWN CENTER

Stimulate development that positively changes the reputation and increases the vitality of the Lents Town Center.

Leads: Portland Development Commission & Portland Bureau of Transportation

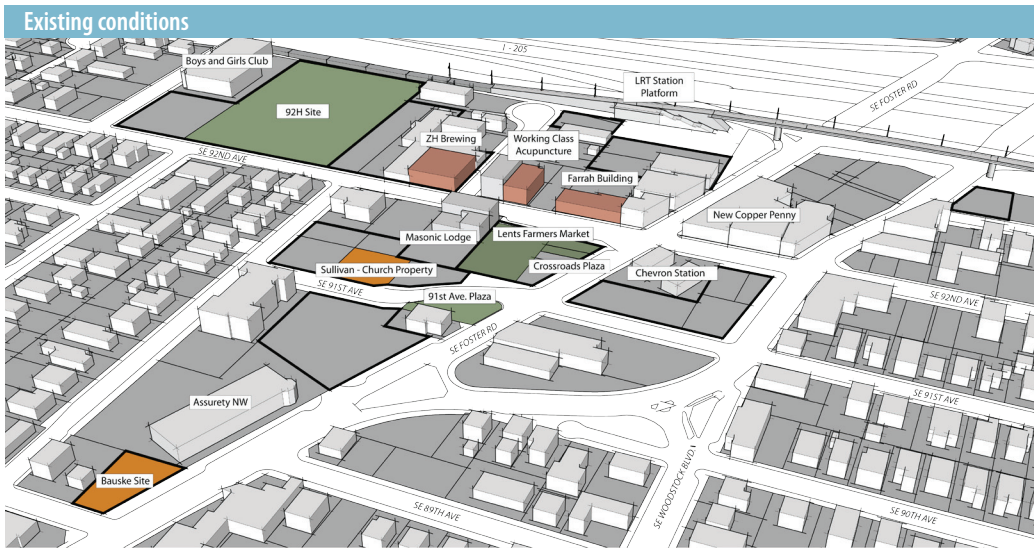
Potential Partners: Lents Grown, property owners, developers

Estimated investments*:

PDC - \$20,222,500

PBOT - \$1,900,000

Lents Town Center Potential Future Uses



- Mixed Use Residential w/ Ground Floor Retail
- Mixed Use Development w/ Office and Ground Floor Retail
- Mixed Use Development w/ Housing or Office and Ground Floor Retail
- Mixed Use Development w/ Grocery Anchor
- Interim Projects
- PDC-owned Property
- Potential Innovation Park
- Parking Lots
- Parks and Open Spaces
- Retenanted Building and Storefront Improvements
- Retenant or Sale of Property
- Private Property Owner Opportunity Redevelopment Sites

2. Promote redevelopment and/or occupancy of PDC controlled properties (PDC)

Phase II (FY16/17 – FY18/19): Facilitate development of the following sites:

Action 2.4: Sullivans/Church Lots

- Facilitate redevelopment of PDC-owned parcel with housing project.

Action 2.5: LTC II

- Facilitate redevelopment of PDC-owned parcel with commercial project.

Action 2.6: Bauske

- Facilitate redevelopment of PDC-owned parcel with commercial project.

Action 2.7: Edmondson

- Facilitate redevelopment of PDC-owned parcel with mixed-use project that supports retail focus on 92nd Avenue.

Action 2.8: Dagel

- Facilitate redevelopment of PDC-owned parcel with commercial project.

3. Invest in planned infrastructure (PBOT)

Action 3.1: Implement Lents Entryways and Foster/Woodstock Streetscape Project.

- Implement the Lents Entryways and Foster/Woodstock Streetscape Project at the Foster/Woodstock couplet from SE 88th – SE 97th from design through construction.

4. Promote business development (PDC & Lents Grown)

Action 4.1: PDC business assistance in the form of outreach, financial and technical assistance programs.

- Support businesses and property owners with direct outreach from PDC staff, by connecting to technical assistance programs, and through PDC grants programs including the Storefront Improvement Program, Green Features Grant, Development Opportunity Services Grant Program, and the Business Finance Program.

Action 4.2: Support new business district formation.

- Support the creation of the new Lents Grown business district through capacity building and training.

Action 4.3: Facilitate redevelopment and occupancy for private property owners

- Work with property owners through the Development Opportunity Services Grant Program to explore opportunities for development or building improvements. If appropriate, utilize the PDC Commercial Property Redevelopment Loan Program to facilitate a real estate development deal.

*Estimated investments, subject to availability of resources, PDC Board and/or City Council budget approvals.



NEIGHBORHOOD CENTER - WEST FOSTER NODE

Leverage infrastructure improvements to facilitate place-making along the West Foster Node (64th – 72nd) by tenancing and redeveloping PDC-owned properties, promoting private investment, and supporting businesses.

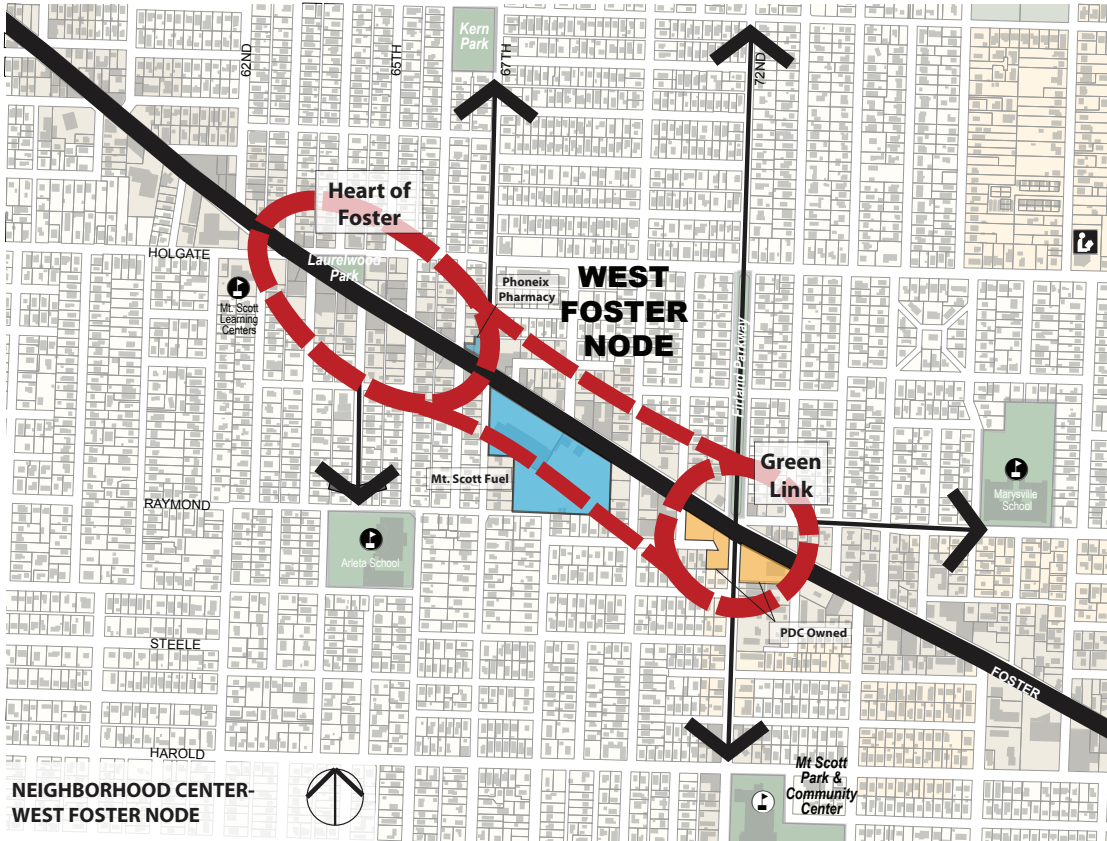
Leads: Portland Development Commission & Portland Bureau of Transportation

Potential Partners: Foster Area Business Association, property owners, developers, Bureau of Environmental Services

Estimated investments*:

PDC - \$5,470,000

PBOT - \$3,345,000



NEIGHBORHOOD CENTER - WEST FOSTER NODE

Foster Road from 64th to 72nd

5. Promote redevelopment and/or occupancy of PDC-owned properties (PDC)

Action 5.1: Facilitate redevelopment of 72nd & Foster – East site (aka Mercado)

- Lease the PDC-owned parcel to Hacienda Community Development Corporation to renovate the existing onsite structure and develop the Portland Mercado.

Action 5.2: Facilitate redevelopment of 72nd & Foster - West site

- Facilitate redevelopment of PDC-owned parcel with a commercial or mixed-use project.

6. Facilitate redevelopment and occupancy of privately-owned properties (Property Owner & PDC)

Action 6.1: Mt. Scott Fuel

- Work with property owners through the Development Opportunity Services Grant Program to explore opportunities for redevelopment. If appropriate, utilize the PDC Commercial Property Redevelopment Loan Program to facilitate a real estate development deal.

Action 6.2: Phoenix Pharmacy

- Work with property owners through the Development Opportunity Services Grant Program to explore opportunities for redevelopment. If appropriate, utilize the PDC Commercial Property Redevelopment Loan Program to facilitate a real estate development deal.

7. Invest in planned infrastructure (PBOT)

Action 7.1: Foster Road Streetscape improvements from 52nd to 89th

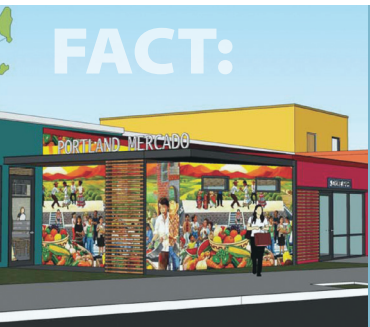
- Implement the Foster Road Streetscape Plan through design and construction for SE Foster Road from SE 52nd to SE 89th.

8. Promote business development (PDC)

Action 8.1: PDC business assistance in the form of outreach, financial and technical assistance programs.

- Support businesses and property owners with direct outreach from PDC staff, by connecting to technical assistance programs, and through PDC grant programs including the Storefront Improvement Program, Green Features Grant, Development Opportunity Services Grant Program, and the Business Finance Program.

*Estimated investments, subject to availability of resources, PDC Board and/or City Council budget approvals.



FACT:

Left: Portland Mercado, a grassroots development project of Hacienda CDC. Hacienda, along with community partners and an organized group of Latino entrepreneurs, developed a Latino-themed public market, the first of its kind in Portland.

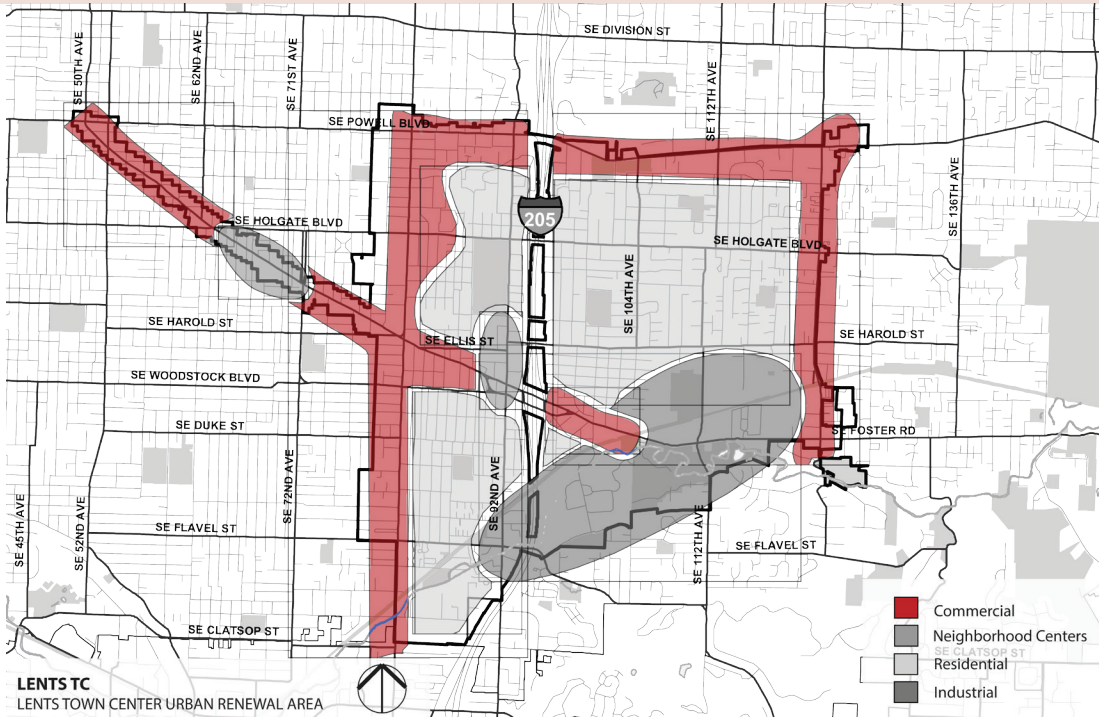
COMMERCIAL CORRIDORS

COMMERCIAL CORRIDORS

Increase safety and vitality of Lents commercial corridors.

Leads: Portland Development Commission, Portland Bureau of Transportation, Metro & Bureau of Planning & Sustainability
Potential Partners: Foster Area Business Association, 82nd Avenue Coalition, Lents Grown, business owners, property owners, Portland Housing Bureau, ODOT

Estimated investments*:
PDC - \$6,785,000
PBOT - \$1,700,000



LENTS TC
LENTS TOWN CENTER URBAN RENEWAL AREA

82nd Avenue, Powell Boulevard, 122ND Avenue, Foster Road West & Foster Road East

9. Invest in commercial corridor safety (PBOT & Metro)

- Action 9.1:** Implement streetscape improvements on 122nd Avenue from SE Holgate to SE Ramona.
- Implement the SE 122nd: Ramona to Holgate Sidewalk Infill Project from design to construction.
- Action 9.2:** Improve transit service along Division and Powell
- Through the Metro-led Powell-Division Transit Development Project, develop a transit solution that effectively serves the high demand along Division and Powell in the near term. Plan, design, and prepare for construction of new transit line and station areas.

10. Promote commercial corridor vitality & business development (PDC & Community Organizations)

- Action 10.1:** Invest in (affordable and/or workforce) mixed-use investments, with high-density housing.
- Support mixed-use projects that include high-density (affordable and/or workforce) housing along commercial corridors.
- Action 10.2:** PDC business assistance in the form of outreach, financial and technical assistance programs.
- Support businesses and property owners with direct outreach from PDC staff, by connecting to technical assistance programs, and through PDC grant programs including the Storefront Improvement Program, Green Features Grant, Development Opportunity Services Grant Program, and the Business Finance Program.
- Action 10.3:** Support local community organizations
- Partner with local community organizations as project opportunities arise, such as implementing the Laurelwood Park Master Plan or the Alley Allies project with Foster Green EcoDistrict.



FACT:

In FY 12/13, PDC served 23 business owners, property owners, and community organizations in Lents through our Storefront Improvement, Green Features Grant, Development Opportunity Services, and the Community Livability Grant Programs.

*Estimated investments, subject to availability of resources, PDC Board and/or City Council budget approvals.

AFFORDABLE HOUSING

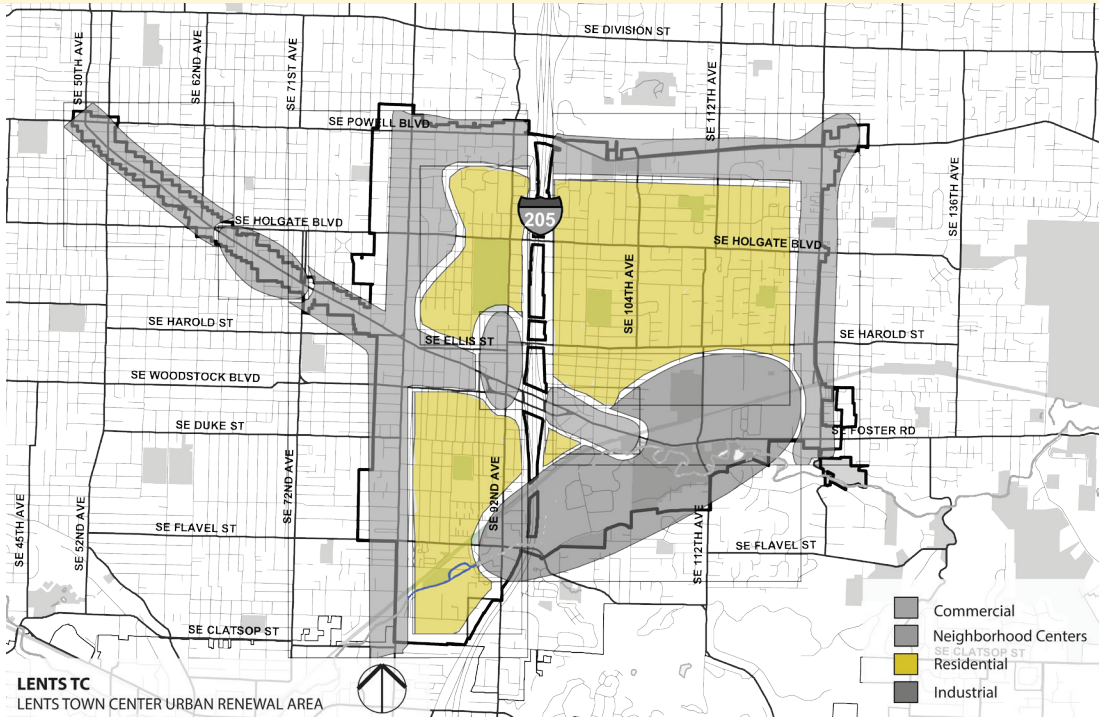
AFFORDABLE HOUSING

Encourage construction and rehabilitation of units and preserve housing affordability for homeowners and renters

Lead: Portland Housing Bureau

Potential Partners: PDC, Community Based Organizations (ROSE Community Development, NAYA, REACH, Rebuilding Together, Unlimited Choices, Community Energy Project)

Estimated Investments*:
PHB - \$9,119,109



Foster-Powell, Creston-Kenilworth, Mount Scott-Arleta, Lents, Pleasant Valley & Powellhurst-Gilbert

11. Encourage construction of additional housing units through the use of non-tax increment financing programs (PHB)

Action 11.1: Provide System Development Charges and limited tax exemptions

- Assist developers of affordable residential housing through the PHB System Development Charges Exemption, and Multi-Family Limited Tax Exemption programs

12. Preserve housing affordability for homeowners and renters (PHB)

Action 12.1: Invest in home repair loans and grants

- Offer low-income households low or no-interest rate loans to fund critical repairs through PHB Home Repair Loan Program.

Action 12.2: Create new homebuyer opportunities, particularly in communities of color.

- Help homebuyers purchase a home through the PHB Homebuyer Limited Tax Exemption program and Down Payment Assistance Loan.

Action 12.3: Provide fair housing education and advocacy

- Provide fair housing education for tenants and landlords, and continue to support the Fair Housing Advocacy Committee and the implementation of the Fair Housing Action Plan.

13. Take advantage of opportunities to construct new multifamily housing units (PHB)

Action 13.1: Leverage private sector (for-profit and non-profit) investments in multifamily housing when public resources are available.

- Provide direct financial assistance for rental housing development in the form of favorable-term loans. Loan products are subject to resource availability, and are generally advertised annually in the form of Notices of Funding Availability or Requests for Proposals.

*Estimated investments, subject to availability of resources, PDC Board and/or City Council budget approvals.



PHB and ROSE CDC have purchased and renovated several rundown private-market apartment buildings in Lents, preserving affordable, healthy and attractive housing.

In 2013 BPS Gentrification & Displacement Study, by Dr. Lisa K. Bates, identified the Lents area as vulnerable to displacement. Home sale prices and number of transactions are on the rise and tracking with pre-recession values.

INDUSTRIAL AND OPEN SPACE

Intensify industrial uses and plan for mitigation of 100-year flooding.

Leads: Bureau of Planning & Sustainability, Portland Development Commission, Bureau of Environmental Services, Portland Bureau of Transportation, Portland Parks and Recreation

Potential Partners: Army Corps of Engineers

Estimated investments*:
PDC - \$3,500,000 + EZone
Parks - \$1,000,000
BES - \$2,400,000



East Foster

*Estimated investments, subject to availability of resources, PDC Board and/or City Council budget approvals.



Photo: Portland Bureau of Environmental Services

FACT:

The City of Portland completed work on the Foster Floodplain Natural Area in 2012. Working for more than 15 years through the Willing Seller Acquisition Program, the City purchased the land from 60 families and helped them move out of the 100-year floodplain. Restoration of the 63-acre site transformed a flood-prone neighborhood into a beautiful natural area.

14. Promote traded sector business development (PDC)

Action 14.1: Promote retention, recruitment, and growth of industrial traded-sector businesses.

- Assist industrial traded-sector businesses to expand or intensify their employment capacity by offering value added services. (PDC)
- Promote vacancies and development opportunities in the industrial area to local, regional, or other traded-sector industrial businesses looking to relocate. (PDC)

15. Facilitate redevelopment and expansion of privately-owned properties (various)

Action 15.1: Facilitate development and expansion of privately owned industrial properties. (Property Owner & PDC)

- Work with industrial property owners through city programs including the PDC Development Opportunity Services Grant Program, the PDC Commercial Property Redevelopment Loan Program, and the BES Brownfield Program. For properties outside of the 100-year floodplain, work with owners to intensify the industrial uses on the sites. For those in the 100-year floodplain, assist by identifying capital improvements that don't require footprint expansion but add jobs.

Action 15.2: Facilitate development and expansion of regional destinations and a connected open space network - Leach Botanical Gardens, Zenger Farms, and Springwater Wetlands. (Parks & BES)

- Develop the six-acre Upper Garden at Leach Botanical Garden to enhance cultural, educational, and botanical offerings of the garden.
- Build the Urban Grange at Zenger Farm to expand the farm's educational offerings and strengthen its long-term financial viability while serving as a hub for healthy food, environmental education and community connection.
- Restore and reconnect wetland and other natural areas along the Springwater Corridor Trail between Beggars Tick and Zenger Farms to enhance flood mitigation.

16. Prepare for the future of regionally significant industrial lands and natural amenities (various)

Action 16.1: Explore ways to initiate planning to mitigate for 100-year flood impacts (TBD)

- Identify lead to initiate project development for mitigation of 100-year flood impacts on homes and businesses.

Action 16.2: Initiate planning for improvements for bicycle and pedestrian connections east of I-205. (Parks and PBOT)

- Plan to connect natural areas, Leach Botanical Gardens, and key SE Portland destinations with trails and bikeway connections included in the Portland Bicycle Plan for 2030, sidewalk networks, and off-street trail systems.

WHAT DOES SUCCESS LOOK LIKE IN THE NEXT FIVE YEARS?

LENTS TOWN CENTER

Key Measure:

Five Lents Town Center redevelopment projects are constructed or under construction.

WEST FOSTER NODE

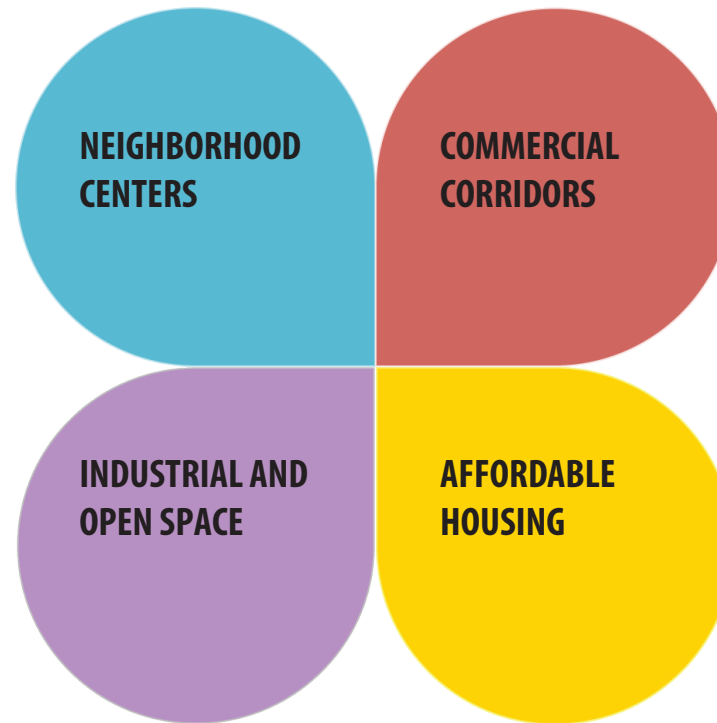
Key Measure:

Two West Foster redevelopment projects are constructed or under construction.

INDUSTRIAL AND OPEN SPACE

Key Measure:

Construction is completed for Leach Botanical Gardens, Zenger Farms and Springwater Wetlands projects.



COMMERCIAL CORRIDORS

Key Measure:

100 businesses and property owners are served through Portland Development Commission grant/loan programs.

AFFORDABLE HOUSING

Key Measure:

75 families receive financial assistance to buy or stay in their homes.

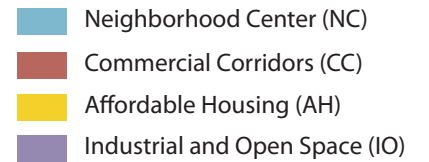
FACTS:

Z HAUS BREWING, the first family-friendly brewpub in East Portland's recent history, will open on 92nd Avenue in 2014.

THE TOWN OF LENTS was founded in 1892 by Oliver P. Lent. What is now 92nd Avenue was the Town of Lents' historic Main Street.



Photo: Charley Zheng Photography



LENTS FIVE-YEAR ACTION PLAN METRICS		NC	CC	AH	IO
ACTION PLAN METRICS	Number of Released Request for Interests/Qualifications/Proposals (PDC)	■			
	Number of Development Transactions (loans) and/or Executed Disposition and Development Agreements (PDC)	■			
	Formation and recognition of Lents Grown as new business district association (PDC)	■			
	Number of businesses/property owners that received assistance from a PDC Business Development Officer (PDC)	■	■		■
	Number of businesses/property owners receiving PDC Grants- Storefront Improvement, Development Opportunity Study, and Green Features (PDC)	■	■		■
	Number of businesses/property owners receiving PDC loans (PDC)	■	■		■
	Infrastructure projects completed (PBOT)	■	■		
	Number of affordable units built/dollars invested (PHB)		■	■	
	Number of home repair loans/dollar amount (PHB)			■	
	Number of home repair grants/dollar amount (PHB)			■	
	Number of people utilizing HOLTE and DPAL programs (PHB)			■	
	Number of people accessing fair housing resources (PHB)			■	
BASELINE METRICS	Lead assigned for Action 16.1 Planning to mitigate for 100-year flood impacts (Mayor's Office)				■
	Baseline and tracking of census data (unemployment, poverty, income, minority, & education) over 5 years (PDC)	■	■	■	■
	Baseline and tracking of Gentrification and Displacement over 5 years (BPS)	■	■	■	■
	Number of pedestrian fatalities and injuries (PBOT)		■		
	Number of auto accidents, fatalities and injuries (PBOT)		■		
	Number of employees in each commercial corridor (PDC)		■		■
Number of businesses on each commercial corridor (PDC)		■		■	

LENTS FIVE-YEAR ACTION PLAN - ACTION TIMELINE

• Anticipated Implementation • Opportunity based • Program based

	Lents Five-Year Action Plan					
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Neighborhood Centers - Lents Town Center	Phase I (FY 13/14 – FY 15/16)		Phase II (FY 16/17 – FY 18/19)			
Action 1.1: Grocery Anchor	•	•	•			
Action 1.2: Bakery Blocks	•	•	•			
Action 1.3: 92H- 92nd Avenue frontage		•				
Action 1.4: 92H-East portion	•	•				
Action 1.5: 92H-Southwest corner		•				
Action 1.6: McGalliard/Foster Rd/Crossroads Plaza			•			
Action 2.1: 93rd & Woodstock		•	•			
Action 2.2: Architectural Iron Products building		•				
Action 2.3: Tate		•	•			
Action 2.4: Sullivans/Church Lots				•	•	•
Action 2.5: LTC II				•	•	•
Action 2.6: Bauske				•	•	•
Action 2.7: Edmondson				•	•	•
Action 2.8: Dagele				•	•	•
Action 3.1: Implement Lents Entryways and Foster/Woodstock streetscape improvements.	•					
Action 4.1: PDC business assistance in the form of outreach, financial and technical assistance programs.	•	•	•	•	•	•
Action 4.2: Support new business district formation.		•	•			
Action 4.3: Facilitate development and occupancy for private property owners	•	•	•	•	•	•
Neighborhood Centers - West Foster Node (64th - 72nd)						
Action 5.1: Facilitate redevelopment of 72nd & Foster – East site (aka Mercado)	•	•				
Action 5.2: Facilitate redevelopment of 72nd & Foster - West site					•	•
Action 6.1: Mt. Scott Fuel	•	•	•			
Action 6.2: Phoenix Pharmacy		•	•	•		
Action 7.1: Foster Road Streetscape improvements from 52nd to 89th		•	•			
Action 8.1: PDC business assistance in the form of outreach, financial and technical assistance programs.	•	•	•	•	•	•
Commercial Corridor						
Action 9.1 Implement streetscape improvements on 122nd Avenue from Holgate to Ramona.	•	•				
Action 9.2 Improve transit service along Division and Powell	•	•	•	•	•	•
Action 10.1 Invest in (affordable and/or workforce) mixed-use investments, with high-density housing.					•	•
Action 10.2 PDC business assistance in the form of outreach, financial and technical assistance programs.	•	•	•	•	•	•
Action 10.3: Support local community organizations						
Affordable Housing						
Action 11.1 Provide System Development Charges (SDC) and limited tax exemptions	•	•	•	•	•	•
Action 12.1 Invest in home repair loans and grants	•	•	•	•	•	•
Action 12.2 Create new homebuyer opportunities, particularly in communities of color.	•	•	•	•	•	•
Action 12.3 Provide fair housing education and advocacy	•	•	•	•	•	•
Action 13.1 Leverage private sector (for-profit and non-profit) investments in multifamily housing when public resources are available.					•	•
Industrial and Open Space- East Foster						
Action 14.1 Promote retention, recruitment, and growth of industrial traded-sector businesses.	•	•	•	•	•	•
Action 15.1 Facilitate development and expansion of privately-owned industrial properties.		•	•	•	•	•
Action 15.2 Facilitate development and expansion of regional destinations and a connected open space network - Leach Botanical Gardens, Zenger Farms, and Springwater Wetlands.	•	•	•	•	•	
Action 16.1 Explore ways to initiate planning to mitigate for 100-year flood impacts						•
Action 16.2 Initiate planning for improvements for bicycle and pedestrian connections east of I-205.			•			