

PDC

PORTLAND DEVELOPMENT COMMISSION

DATE: June 11, 2008

TO: Board of Commissioners

FROM: Bruce A. Warner, Executive Director

SUBJECT: Report Number 08-74
Approval of the Martin Luther King, Jr. Blvd. Updated Action Plan

EXECUTIVE SUMMARY

BOARD ACTION REQUESTED

Adopt Resolution No. 6595

ACTION SUMMARY

This resolution would approve the *Martin Luther King Jr. Boulevard Updated Action Plan* (Updated Action Plan), which was presented to the Portland Development Commission (PDC) Board of Commissioners (Board) on April 9, 2008. No changes have been made to what was proposed and discussed in April. The original Martin Luther King, Jr. Blvd. Strategy Update and Action Plan (Action Plan) was approved by the Board on June 28, 2006 (Resolution 6374). The Updated Action Plan includes minor revisions to the original document, which focuses limited public resources on implementing long standing goals and furthering revitalization on Martin Luther King Jr. Boulevard (MLK Blvd.) through 2013, the last year to issue debt in the Oregon Convention Center (OCC) Urban Renewal Area (URA).

PUBLIC BENEFIT

The Updated Action Plan (Exhibit A to the Resolution) lays out an overarching goal, six strategies, and 35 distinct action items to further revitalization and wealth creation in the area to benefit existing residents and stakeholders. The goal of the Action Plan is to bring resources and tools to community members and businesses that have not utilized them in the past. Action items propose a range of ideas and focus to expand revitalization efforts to bring benefits to a broader range of community members.

This action will support the following PDC goals:

- Develop healthy neighborhoods
- Provide access to quality housing
- Help businesses to create and sustain quality jobs
- Support a vibrant Central City (urban core)
- Contribute to a strong regional economy

PUBLIC PARTICIPATION AND FEEDBACK

Staff discussed initial proposed updates with the Martin Luther King Advisory Committee in October 2007, asking for their input on changes or additions to the plan. This input was

used to create the first draft of the Updated Action Plan and to create a colorful, flyer version of the Updated Action Plan to hand out to community stakeholders to solicit additional input.

In addition, staff created a video presentation to take out to the same community groups that were originally approached for input on the creation of the Action Plan, to update them on progress and start a discussion regarding ongoing opportunities and challenges to development on Martin Luther King, Jr. Blvd. The video was a way to update stakeholders - using a new, creative medium - on accomplishments over the last two years, and also to entice greater participation from community members on current and future projects in the area.

Altogether, the video and flyer were presented to five groups between February and April 2008. The main feedback/concerns that staff heard focused on two issues: 1) the issue that rising commercial rents make it difficult to preserve existing or attract new minority, women and emerging small businesses to the area, and 2) frustration that tax-increment financing cannot be used to fund rent subsidies or a business resource center, two recent requests from the community. Notes from these meetings can be viewed in Attachment D.

COMPLIANCE WITH ADOPTED PLANS AND POLICIES

The Updated Action Plan is derived from and implements long standing goals of the Albina Community Plan (ACP) and the OCC URA Plan.

Specifically, it is consistent with the following policies and objectives of the ACP that relate directly to MLK Blvd.:

- Policy III-A-3: Support project and development proposals located in the OCC URA and MLK Blvd. which are consistent with the ACP and associated neighborhood plan goals, policies, objectives, comprehensive plan map designations and zoning.
- Policy III-A-4: Formulate objectives for the MLK Blvd. portion of the OCC URA which support the use of urban renewal tools to attract investment, support business growth, create jobs, stimulate mixed-use and residential development and improve the livability of nearby neighborhoods.

It is consistent with the following goals of the original OCC URA Plan:

- Goal 2: Target jobs and businesses created through urban renewal financed activities to first benefit North and Northeast Portland residents and then all Portland residents
- Goal 3: Create opportunities within the area for businesses to expand and serve the convention trade.
- Goal 6: Ensure that urban renewal activities work to stabilize adjacent neighborhoods; mitigating adverse impacts and striving to strengthen neighborhood values.

It is also consistent with the objectives that were added to the OCC URA Plan when the OCC URA boundary was extended up MLK Blvd. in 1993:

- Provide for local input and ongoing community involvement

- Support existing businesses
- Focus on key commercial nodes
- Create local jobs by attracting new business and investment
- Promote ownership by residents in the Albina Community
- Improve the image and function of MLK Blvd.
- Enhance the identity and livability of adjacent neighborhoods
- Build housing in areas zoned residential or for mixed use

FINANCIAL IMPACT

There is approximately \$11,750,000 budgeted for implementation of action items and projects in the Updated Action Plan for FY 2008-2013. Staff has roughly estimated that an additional \$5,950,000 is needed for implementation of the action items listed in the Updated Action Plan. Resources will be sought from alternative sources as well as strategic partnerships to deliver the identified action items as projects are further refined and budget needs are refined.

RISK ASSESSMENT

There is no significant risk to adopting the minor changes as proposed. Longer-term issues that remain include:

- Resource availability - not enough resources to cover full implementation of action items
- Limitations of TIF - community needs and desires that cannot be funded by tax-increment financing (i.e. funding for a technical assistance center, rent subsidies, etc.)
- Public participation that represents cultural, economic diversity in the area
- Community criticism – many minority stakeholders hold a critical view of PDC

WORK LOAD IMPACT

The “MLK Team” is an inter-agency team comprised of staff from PDC, Bureau of Planning (BOP), Portland Office of Transportation (PDOT), and Bureau of Development Services (BDS) that has been established to further revitalization of Martin Luther King, Jr. Blvd. Currently, staffing for the implementation of the Updated Action Plan is adequate; however the success of the plan depends on the continued commitment and involvement of this team.

ALTERNATIVE ACTIONS

The Board may elect not to accept or make revisions to the Updated Action Plan. If this was to occur, staff would need to inform the community as to the reasons, since many people have been made aware of the proposed Updated Action Plan and support its implementation. Revitalization work on MLK Blvd. would continue, however it would not be coordinated or prioritized as proposed in the Updated Action Plan.

CONCURRENCE

The MLK Team is made up of staff from PDC, BOP, PDOT, and BDS. These agencies have been involved throughout the development and outreach stages of the Updated Action Plan and support its goals.

BACKGROUND

For over fifteen years, PDC has been an active and committed partner in the revitalization of MLK Blvd. in the north section of the OCC URA. Starting in 1989, PDC participated in both the funding and preparation of the Albina Community Plan. In 1993, the OCC URA was extended northward on MLK Blvd. to make specific tools and resources available to meet revitalization goals. Over the years, PDC has financed numerous redevelopment projects at key nodes, financed \$6 million of street improvements, \$9 million of property acquisition, and assisted hundreds of small business and property owners through the Development Opportunity Services (DOS), Storefront and Business Loan Programs. In addition, PDC has funded and participated in numerous plans and studies to encourage and pave the way for redevelopment along MLK Blvd.

In November 2005, at the direction of the Board, PDC staff and the Mayor's Office reexamined the scope and approach of redevelopment work along MLK Blvd. to determine potential modifications to accelerate revitalization. From February – June 2006, staff worked with multiple city bureaus and the community to determine the opportunities and challenges to development in the corridor. Staff used this information to draft the *Martin Luther King, Jr. Blvd. Strategy Update and Action Plan* which was reviewed and approved by the PDC Board in June 2006. Since approval of this plan, staff has been working on implementation of action items and has made significant progress, initiating or completing 27 of the 35 action items.

The minor revisions that are proposed were detailed in the attachment to the Board Report in April 2008. Highlights include:

- Added an action item related to involving students and young adults in implementation of the Action Plan;
- Identified the business association (NNEBA) as a strategic partner in a number of action items;
- Deleted the item calling for the development of a housing study, since this does not seem appropriate given the zoning, goals and expiration date of the OCC URA;

- More directly called for the development of homeownership options (vs. rental) in PDC upcoming high-density housing projects

ATTACHMENTS:

- A. OCC URA Financial Summary
- B. Project Summary and Map
- C. Original Martin Luther King, Jr. Blvd. Strategy Update and Action Plan, June 2006
- D. Notes from Outreach Meetings, Winter/Spring 2008

- CC:** L. Bowers, Interim Development Director
E. Segal, Senior Project Coordinator
D. Elott, Interim General Counsel
J. Jackley, Executive Operations Manager

URA FINANCIAL SUMMARY

** not all funds highlighted in yellow are for MLK Blvd. - the program line items are split 50/50 with Lloyd District*

Financial Summary

Fund Summary - Five-Year Budget Projections

	Revised FY 2007-08	FY 2008-09 Proposed	FY 2009-10 Forecast	FY 2010-11 Forecast	FY 2011-12 Forecast	FY 2012-13 Forecast
Convention Center URA						
Resources						
Beginning Fund Balance	8,500,811	545,535	500,121	37,230	14,030	3,784
Budgeted Transfers	600,000	1,242,259	0	0	0	0
Interest - City Invest Pool	62,213	25,000	10,000	10,000	10,000	10,000
Loans - Interest Earned	20,957	97,816	97,816	97,816	94,151	89,668
Loans - Principal Collection	53,206	97,816	97,816	97,816	94,151	89,668
Real Property Sales	1,800,000	2,900,000	2,500,000	0	0	0
Reimbursement	70,000	70,000	0	0	0	0
Rent and Property Income	101,986	130,000	0	0	0	0
Tax Increment - L-T Debt	5,504,198	7,149,842	4,230,277	5,484,509	2,627,369	1,471,526
Tax Increment - S-T Debt	1,515,774	2,711,525	1,974,545	255,430	863	0
Total Fund Resources	18,228,945	14,969,393	9,410,175	5,982,401	2,840,564	1,664,642

Requirements

Project Expenditures (does not include Personal Services or Indirect Cost)

Development						
16212 - OCC Community Outreach	20,000	20,000	20,000	20,000	20,000	10,000
16217 - Lloyd Area Planning	20,000	0	0	0	0	0
16230 - Lloyd Trans Improve/Streetcar	150,000	0	0	0	0	0
16231 - OCC Streetcar Construction	1,500,000	1,750,000	1,000,000	0	0	0
16237 - HQ Hotel	200,000	4,100,000	0	0	0	0
16241 - OCCURA DOS Program	153,450	125,000	125,000	125,000	125,000	125,000
25525 - MLK Jr Blvd Improvements	550,000	50,000	0	0	0	0
25533 - Vanport Redevelopment	330,000	0	0	0	0	0
25535 - 3934 NE MLK Renovation	453,103	0	0	0	0	0
25536 - 3510 NE MLK Fremont Redev	237,117	0	0	0	0	0
25537 - MLK Jr Blvd Gateway Imprvmnts	100,000	150,000	500,000	0	0	0
25605 - MLK Jr Blvd Commercial SiteDev	50,000	5,000	0	0	0	0
25606 - Lloyd Commercial Develop	40,000	20,000	10,000	0	0	0
25607 - MLK Jr Blvd Action Pln Implmnt	20,000	10,000	10,000	10,000	10,000	10,000
25608 - OCC Redevelopment Loan Progra	942,668	700,000	2,000,000	1,000,000	0	0
25610 - Bee Car Rental Redevelopment	7,000	7,000	0	0	0	0
25611 - OCC Bk 47/49 Redevel	0	300,000	0	0	0	0
Development Total	4,773,338	7,237,000	3,665,000	1,155,000	155,000	145,000
Economic Development						
25521 - OCC Storefront Grants	438,482	250,000	250,000	250,000	250,000	250,000
70016 - OCC Business Finance	2,300,000	1,000,000	1,000,000	500,000	250,000	250,000
70241 - OCC Business Retention	117,298	100,000	100,000	100,000	50,000	50,000
70268 - OCC Business Development	500,000	0	0	0	0	0
70551 - OCC Community Ec Dev	0	500,000	500,000	500,000	500,000	500,000
70751 - OCC Target Industry Devel	0	100,000	100,000	100,000	100,000	100,000
Economic Development Total	3,355,780	1,950,000	1,950,000	1,450,000	1,150,000	1,150,000
Housing						
19032 - Piedmont Place/Affordable Hsg	1,593,050	350,000	0	0	0	0
25203 - North OCC Housing	11,677	0	0	0	0	0
37921 - Lloyd Hs Policy/Planning	10,000	5,000	0	0	0	0
80002 - MFH - 2nd and Wasco	1,800	0	0	0	0	0
80003 - Lloyd Cascadian Phase II	1,100	0	0	0	0	0
80006 - MFH Lloyd Opportunities	176,960	0	0	0	0	0
80007 - OCC Affordable Rental Housing	1,039,023	0	0	2,000,000	900,000	0
80010 - Fremont Housing	140,000	0	0	0	0	0
80026 - Grant Warehouse/Affordable Hsg	2,100,000	0	0	0	0	0
80029 - Affordable Homeownership	950,000	0	0	0	0	0

Financial Summary

Fund Summary - Five-Year Budget Projections

	<i>Revised FY 2007-08</i>	<i>FY 2008-09 Proposed</i>	<i>FY 2009-10 Forecast</i>	<i>FY 2010-11 Forecast</i>	<i>FY 2011-12 Forecast</i>	<i>FY 2012-13 Forecast</i>
Convention Center URA						
80042 - Miracles Club	0	1,500,000	1,600,000	0	0	0
Housing Total	6,023,410	1,855,000	1,600,000	2,000,000	900,000	0
Central Services						
59163 - OCC Debt Management	23,540	24,717	25,953	27,250	28,613	30,044
Central Services Total	23,540	24,717	25,953	27,250	28,613	30,044
Executive						
60039 - OCC Eastside/Central City Plan	0	100,000	0	0	0	0
Executive Total	0	100,000	0	0	0	0
Total Project Expenditures	14,176,068	11,166,717	7,240,953	4,632,250	2,233,613	1,325,044
Indirect Cost	3,507,342	3,302,555	2,131,992	1,336,121	603,167	339,170
Total Fund Expenditures	17,683,410	14,469,272	9,372,945	5,968,371	2,836,780	1,664,214
Contingency	546,535	500,121	37,230	14,030	3,784	428
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	18,228,945	14,969,393	9,410,175	5,982,401	2,840,564	1,664,642

PROJECT SUMMARY

Project Name: Martin Luther King, Jr. Boulevard Updated Action Plan (Updated Action Plan)

Description: The Action Plan lays out an overarching goal, six strategies and 35 distinct action items to further revitalization and wealth creation on and around MLK Blvd. and guide work and spending of limited resources.

Location: MLK Blvd. between Broadway and Portland Blvd.

URA: Oregon Convention Center Urban Renewal Area

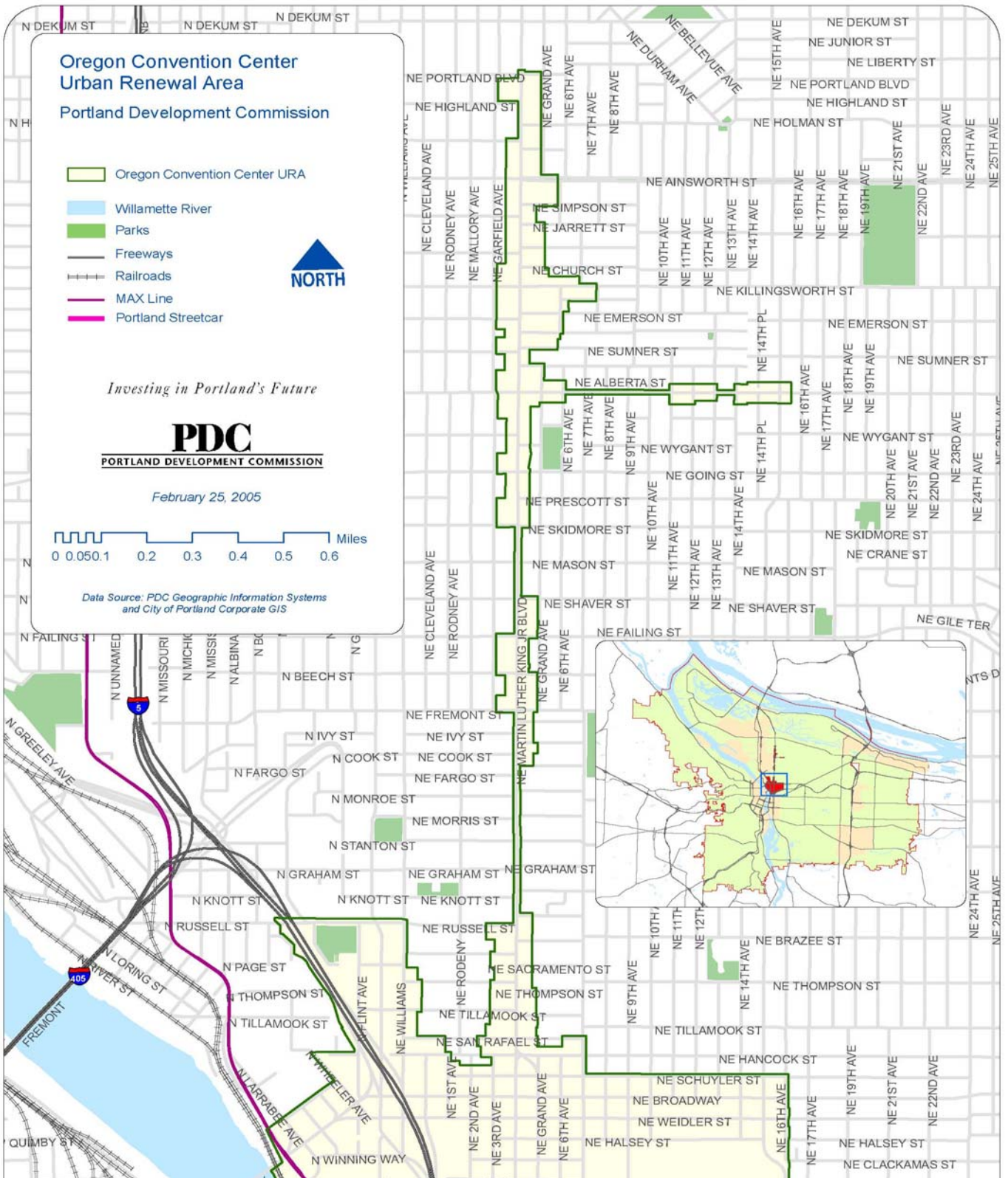
Current Phase: Continue implementation of action items

Next Milestone: January 2009

Completion Target: 2013

Outcome: Significant new development on MLK Blvd. with vacant lots redeveloped, small business thriving, neighborhood services and employment centers.

Site/Project Map: See next page



Martin Luther King Jr. Boulevard Strategy Update and Action Plan

The Portland Development Commission (PDC) is committed to the revitalization of Martin Luther King Jr. Boulevard (MLK Blvd.) in the north section of the Oregon Convention Center Urban Renewal Area (OCC URA). The PDC Board of Commissioners directed PDC staff, in partnership with staff from the Bureau of Planning (BOP), Bureau of Development Services (BDS) and Portland Office of Transportation (PDOT), to develop a MLK Blvd. Strategy Update and Action Plan (Action Plan).

This Action Plan intends to focus in on and implement long standing goals set forth in the Albina Community Plan and the Oregon Convention Center Urban Renewal Area Plan. It is an effort to refocus limited public resources to further revitalization on MLK Blvd. over the next five years. It identifies 35 action items for public and private partners to implement and identifies the specific agencies and organizations (“Implementers”) that will be expected to move these items forward. Each action item has a set of associated measurables by which to guide and track implementation, as well as an estimated budget amount. It is critical to note that the success of this Action Plan relies on identifying and allocating additional tax-increment financing resources (noted in the 5yr. Budget column), as well as leveraging other public and private resources, to implement the actions to improve MLK Blvd.

The action items represent ideas developed by city staff with input from a wide array of community stakeholders. During the months of April and May 2006 city staff attended ten meetings with community groups and seven individual one-on-one meetings with community leaders. Action Items also incorporate recommendations made by ECONorthwest in their March 2006 MLK Blvd. Development Study.

ACTION PLAN GOAL: **Coordinate public and private efforts to refocus on the revitalization of Martin Luther King Jr. Blvd. to develop a corridor that promotes local wealth creation, engages and benefits a diverse group of stakeholders, and creates a livable and functional main street.**

STRATEGY #1: **Practice broad, inclusive public involvement**

STRATEGY #2: **Support business development, especially minority-owned businesses, in the MLK Corridor**

STRATEGY #3: **Highlight the image and market on MLK Blvd.**

STRATEGY #4: **Facilitate commercial, mixed-use development**

STRATEGY #5: **Facilitate housing development**

STRATEGY #6: **Improve the function of MLK Blvd. for people and transit**

** Strategies are not listed in order of importance*

STRATEGY #1: Practice broad, inclusive public involvement

Action Items	Implementers	5yr. Budget	Measurable
1) Attend and participate in regular meetings of existing northeast Portland community organizations and associations that are active and representative of the diverse residents and businesses on MLK Blvd.	<ul style="list-style-type: none"> • PDC EcDev, BOP (NNEBA) • PDC Hsg, BOP (NECN) • PDC Dev (OAME) • PDC, BOP, PDOT (minority chambers of commerce, NE neighborhood associations) 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Attend NNEBA, NECN, OAME meetings quarterly • Attend minority chamber of commerce meetings and NE neighborhood association meetings at least once per year
2) Continue to coordinate and staff quarterly meetings of the MLK Advisory Committee.	<ul style="list-style-type: none"> • PDC Dev, PA (organize) • PDC EcDev, Hsg, BOP, PDOT (participate) 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Hold quarterly meetings • Increase participation by members and the general public by 20%
3) Create and support a ‘MLK Business Ambassador Network’ of existing business owners and developers on MLK Blvd. who can speak about and market the boulevard as a good place to locate.	<ul style="list-style-type: none"> • PDC PA (organize) • PDC Dev, EcDev (participate) 	<ul style="list-style-type: none"> • Staff time • VISTA 	<ul style="list-style-type: none"> • Create the MLK Business Ambassador Network • Initiate five contacts with businesses who have expressed interested in locating on MLK Blvd.
4) Issue media releases to community based newspapers and publications tied to significant events or project progress/completions on MLK Blvd. to highlight development successes.	<ul style="list-style-type: none"> • PDC PA 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Issue media releases and other information about activities on MLK Blvd. on a quarterly basis

TOTAL BUDGET

\$0

STRATEGY #2: Support businesses development, especially minority-owned businesses, in the MLK Corridor

Action Items	Implementers	5yr. Budget	Measurable
1) Complete an expanded qualitative analysis of the business environment on MLK Blvd. to identify major barriers to business' success. (See Scope of Work, Economic Development Study 2006)	<ul style="list-style-type: none"> • PDC EcDev, private consultant 	<ul style="list-style-type: none"> • \$10,000 (within EcDev budget) • Staff time • VISTA 	<ul style="list-style-type: none"> • Completed study by 12/06 • Evaluate whether existing PDC business programs address barriers determined in study; develop/revise programs as necessary
2) Support existing businesses on MLK Blvd. by expanding the marketing of current PDC small business and property revitalization programs - DOS, Storefront, Business Finance tools (including the NMTC Small Business Loan Fund), Business Retention & Expansion services – as well connecting businesses to other technical assistance and financing.	<ul style="list-style-type: none"> • PDC EcDev, Dev, PA, BOP, BDS 	<ul style="list-style-type: none"> • Within 5yr. budget forecast • Staff time 	<ul style="list-style-type: none"> • 1 marketing mailing per year • 1 presentation to Portland Business Association (or other professional organization) per year • Create an inter-bureau “assistance team” to go door-to-door to offer technical assistance to businesses; conduct 4 visits per year • Partner with Small Business Administration to host a MLK walk with lenders, leaders and media on business visits
3) Recruit new businesses to MLK Blvd. (that fit business industry niches identified in Economic Development Study) by strengthening the role of PDC Business Recruitment, Retention, Expansion staff and connecting with real estate brokers and lenders.	<ul style="list-style-type: none"> • PDC EcDev, Dev 	<ul style="list-style-type: none"> • Within 5yr. budget forecast • Staff time 	<ul style="list-style-type: none"> • Identify group of active real estate brokers and lenders to assist in recruitment; meet twice per year in a roundtable discussion • Develop and maintain a listing of available properties on MLK Blvd.
4) Strengthen relationships with organizations and colleges that do workforce training to help connect community residents with living-wage jobs in local area (e.g. Swan Island, Rivergate, NW Industrial Area, etc.).	<ul style="list-style-type: none"> • PDC EcDev, Dev, PA, local workforce organizations 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Establish networking group with Worksystems Inc., PCC, PSU, Sabin CDC and other organizations • Co-host one community event for MLK businesses with a workforce training organization
5) Continue and expand funding for technical assistance for small business development through certified training organizations and colleges, such as Portland Community College’s Small Business Development Center (SBDC), Oregon Manufacturing Extension Partnership (OMEP), and the Zero Waste Alliance.	<ul style="list-style-type: none"> • PDC EcDev, technical assistance providers 	<ul style="list-style-type: none"> • Staff time • Within 5yr. budget forecast • + \$200,000 for additional assist 	<ul style="list-style-type: none"> • Execute additional agreements with technical assistance providers such as PSU Business Outreach Program, the Hispanic Chamber, and the Black United Fund. • Five referrals per year to technical assistance programs each year
6) Explore feasibility of establishing business resource center on MLK Blvd. through strategic partnerships.	<ul style="list-style-type: none"> • PDC EcDev, Dev, PCC 	<ul style="list-style-type: none"> • Staff time • + \$500,000 for potential subsidy 	<ul style="list-style-type: none"> • Convene meetings with key stakeholders to draft plan and identify potential sources of funding • Draft concept paper

TOTAL BUDGET \$700,000

STRATEGY #3: Highlight the image and market on MLK

Action Items	Implementers	5yr. Budget	Measurable
1) Focus on implementing a long standing goal in the Albina Community Plan, creating a gateway into inner northeast neighborhoods north of Broadway on MLK Blvd., that celebrates and pays tribute to Dr. Martin Luther King Jr.	<ul style="list-style-type: none"> • PDC Dev, PDOT, BOP 	<ul style="list-style-type: none"> • Staff time • + \$500,000 to leverage other resources 	<ul style="list-style-type: none"> • Identify a team of business and community leaders to gain support, momentum for this action item • Apply for appropriate grants and resources, such as ODOT Transit Enhancement grant
2) Characterize a set of “sub-districts” along MLK Blvd. to promote distinct sections and sub-markets along the Corridor (and east-west connector streets) to raise the image and attract more businesses, shoppers and development.	<ul style="list-style-type: none"> • PDC Dev, EcDev, Hsg, PDOT, BOP 	<ul style="list-style-type: none"> • + \$50,000 	<ul style="list-style-type: none"> • Organize a meeting with stakeholders (including real estate brokers) to brainstorm concept and develop method of implementation
3) Work with property owners and businesses on MLK Blvd. to ensure their properties are in compliance with Title 29, Property Maintenance Regulation.	<ul style="list-style-type: none"> • BDS Neighborhood Inspection, Compliance Services, PDC Dev, PDC EcDev 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Establish a mini-target area along MLK Blvd. to identify and assist properties with property maintenance code issues • Inform community of BDS Compliance Services enforcement scope and processes
4) Sponsor events that celebrate and market MLK Blvd. such as the MLK Day Run, Good in the Neighborhood	<ul style="list-style-type: none"> • PDC Dev, PA 	<ul style="list-style-type: none"> • + \$10,000 	<ul style="list-style-type: none"> • Sponsor 2 MLK Blvd. related events each year
5) Find a private sponsor to be an advocate for MLK Blvd. to network with businesses, build organizational capacity and market the opportunities on the street (i.e. LISC Program, Main Street Manager Program, or a private business sponsor)	<ul style="list-style-type: none"> • PDC Dev, EcDev, BOP, NNEBA 	<ul style="list-style-type: none"> • Staff time • VISTA • + \$20,000 	<ul style="list-style-type: none"> • Investigate programs to support private sponsor such as LISC Program, Main Street Manager Program • Approach private sector for potential sponsorship; if necessary budget public resources to leverage private resources for such a sponsor
6) Use PDC project progress, completions and successes as opportunities to market and showcase MLK Blvd.	<ul style="list-style-type: none"> • PDC PA, Dev, EcDev, Hsg 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Issue press releases related to project/program successes as appropriate • Develop marketing piece on the fiber optic line that runs below MLK Blvd. as an attractor for business location
7) Make demographic, employment data on inner-northeast broadly available to business, tenants, and brokers to help facilitate opportunities for business location and development on MLK Blvd.	<ul style="list-style-type: none"> • PDC Dev, EcDev, flexible services consultant 	<ul style="list-style-type: none"> • + \$10,000 	<ul style="list-style-type: none"> • Develop scope of work to hire consultant(s) to research and present data

TOTAL BUDGET \$590,000

STRATEGY #4: Facilitate commercial, mixed-use development

Action Items	Implementers	5yr. Budget	Measurable
1) Ensure the implementation of four commercial and mixed-use projects at key nodes along MLK Blvd. - Fremont, Beech, Heritage, Vanport – by executing development agreements and transferring land.	<ul style="list-style-type: none"> • PDC Dev, EcDev, Hsg, BDS 	<ul style="list-style-type: none"> • Staff time • Within 5yr. budget forecast 	<ul style="list-style-type: none"> • Land sales and construction start on Heritage, Fremont in 2006 • Development Agreements executed for Vanport Phase I, Beech in 2006
2) Ensure that the Development Agreements for Beech and Vanport Phase II, III include provisions for high quality projects that provide new job creation, involve local developers, leverage private sector investment and provide opportunities for minority contractors.	<ul style="list-style-type: none"> • PDC Dev, EcDev 	<ul style="list-style-type: none"> • Staff time • Within 5yr. budget forecast • + \$1,000,000 for leverage 	<ul style="list-style-type: none"> • Negotiate Development Agreements with these elements in 2006
3) Encourage new commercial, mixed-use development by creating a ‘Development Opportunity Fund’ for construction gap financing for private projects on MLK Blvd. that meet URA goals.	<ul style="list-style-type: none"> • PDC Dev 	<ul style="list-style-type: none"> • Staff time • + \$2,000,000 for gap financing 	<ul style="list-style-type: none"> • Include budget for fund in 2008/09 OCC URA budget • Develop criteria, evaluation methodology to receive funding
4) Establish criteria for expanding the OCC URA boundary to encompass key sites on MLK Blvd., Alberta and Killingsworth Streets that have commercial redevelopment potential and meet URA goals.	<ul style="list-style-type: none"> • PDC Dev, PA 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Study sites outside of boundary and development status • Establish criteria for expansion
5) Explore new models for commercial and business development such as commercial condominiums, a tenant subsidy program, a lease-to-own program, or a commercial land trust.	<ul style="list-style-type: none"> • PDC Dev, EcDev, BOP, private consultant, non-profits 	<ul style="list-style-type: none"> • Staff time • + \$25,000 to research • + \$2,000,000 assist 	<ul style="list-style-type: none"> • Complete analyses of 2 new models by 6/07 • Aim to incorporate ‘new models’ in RFP for Grant, Piedmont projects
6) Further implement Fremont/MLK Vision Study by creating a team to focus on 12-block section of MLK Blvd. between Fremont and Alberta Streets, offering technical assistance to property owners and businesses.	<ul style="list-style-type: none"> • PDC Dev, EcDev, Hsg • BDS Neighborhood Inspection, Compliance Services 	<ul style="list-style-type: none"> • Staff time • VISTA 	<ul style="list-style-type: none"> • Inventory properties between Fremont and Alberta for ownership, zoning, development status, etc. • Send “assistance team” to work with property owners • Coordinate with BDS to offer assistance with compliance issues
7) Refer developers of commercial, mixed-use projects to appropriate BDS staff who can assist them with zoning, design review and permitting questions and processes. This may include assignment of a BDS process manager for complex and/or large development projects.	<ul style="list-style-type: none"> • PDC, BOP (referrals) • BDS Design Review, Permitting (assistance) 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Refer developers as appropriate • Assist developers to project construction • Create a contact sheet with names, numbers, roles of BDS and other City staff available to assist with MLK Blvd. projects

TOTAL BUDGET \$5,025,000

STRATEGY #5: Facilitate housing development

Action Items	Implementers	5yr. Budget	Measurable
1) Produce a housing study that focuses on the MLK Corridor and the surrounding neighborhoods, to inform development of public, private and not-for-profit housing providers. <i>(See Scope of Work, Housing Study 2006)</i>	<ul style="list-style-type: none"> • PDC Housing (Policy & Planning, Development) 	<ul style="list-style-type: none"> • Staff time • \$10,000 (within Housing budget) 	<ul style="list-style-type: none"> • Housing Study by 12/06
2) Develop PDC owned properties with mixed-income, mixed-tenure residential uses and ground floor commercial (Piedmont, Grant Warehouse).	<ul style="list-style-type: none"> • PDC Housing (Development), PDC Dev, private developers 	<ul style="list-style-type: none"> • Within 5yr. budget forecast • + \$1,000,000 to assist 	<ul style="list-style-type: none"> • Issue Piedmont RFP in 2006 • Develop Grant RFP in 2006
3) Facilitate homeownership by developing a variety of home-buying models to assist affordability on MLK.	<ul style="list-style-type: none"> • PDC Neighborhood Housing Program 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Review of existing programs by 12/06 • New or modified programs and partnerships developed as appropriate
4) Develop a design and financial feasibility model for small lot high density housing along with other models as needed based on the outcomes of the housing study.	<ul style="list-style-type: none"> • PDC Housing (Policy & Planning, Development and Finance Sections) 	<ul style="list-style-type: none"> • Staff time • + \$25,000 	<ul style="list-style-type: none"> • Model and report by 12/06
5) Promote new housing development on MLK Blvd. by connecting with existing property owners of residentially zoned parcels on MLK Blvd. to resolve development difficulties related to site planning, building design and financial feasibility.	<ul style="list-style-type: none"> • PDC Housing (Policy & Planning, Development and Finance Sections), private developers 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Four owner contacts by end of 2006 • Create technical assistance product specifically focused on resolving development difficulties
6) Refer housing developers to appropriate BDS staff who can assist them with zoning, design review and permitting questions and processes. This may include assignment of a BDS process manager for complex and/or large development projects.	<ul style="list-style-type: none"> • PDC, BOP (referrals) • BDS Design Review, Permitting (assistance) 	<ul style="list-style-type: none"> • Staff time 	<ul style="list-style-type: none"> • Refer developers as appropriate • Assist developers to project construction • Create a contact sheet with names, numbers, roles of BDS and other City staff available to assist with MLK Blvd. projects
TOTAL BUDGET		\$1,025,000	

STRATEGY #6: Improve the function of MLK Blvd. for people and transit

Action Items	Implementers	5yr. Budget	Measurable
1) Develop a comprehensive study of traffic and pedestrian conditions on MLK Blvd., including exploration of possible speed management strategies and additional pedestrian crossings.	<ul style="list-style-type: none"> • PDOT , private consultant 	<ul style="list-style-type: none"> • + 150,000 	<ul style="list-style-type: none"> • Draft scope of work by 10/06 • Complete study by 12/06
2) Develop a parking management strategy to better manage existing on-street parking resources and develop an off-street parking program that encourages the shared-use of parking lots among businesses	<ul style="list-style-type: none"> • PDOT, PDC Dev, TriMet 	<ul style="list-style-type: none"> • Staff time • + \$50,000 	<ul style="list-style-type: none"> • Preliminary assessment completed by 10/06 which identifies possible location for off-street parking • Assess the feasibility of shared parking program by discussing with property owners and stakeholders
3) Develop a program or funding mechanism to install and pay for enhanced transit stops including trash cans, shelters and benches. Discuss the possibility of enhancing the quality and frequency of transit service on MLK.	<ul style="list-style-type: none"> • PDOT, PDC Dev, TriMet 	<ul style="list-style-type: none"> • + \$500,000 	<ul style="list-style-type: none"> • Identify next steps with TriMet by 10/06
4) Identify areas and projects for implementation of street improvements consistent with the MLK Streetscape Plan.	<ul style="list-style-type: none"> • PDOT, PDC Dev 	<ul style="list-style-type: none"> • + \$1,000,000 	<ul style="list-style-type: none"> • Identify locations by 7/06 • Discuss funding as part of 2008/09 URA budget discussions
5) Identify a series of art pieces, historic signs or markers (in conjunction with RACC) that could enhance the corridor at gateways and major intersections.	<ul style="list-style-type: none"> • PDOT, PDC Dev , BOP, RACC 	<ul style="list-style-type: none"> • + \$250,000 	<ul style="list-style-type: none"> • Meet with stakeholders and RACC to discuss potential funding, ideas for implementation

TOTAL BUDGET \$1,950,000

ALL STRATEGIES TOTAL BUDGET \$9,290,000

**MLK Blvd Action Plan – Update Outreach
Notes from Public Outreach Meetings (Winter/Spring2008)**

MLK AC – February 19, 2008 (Estee, Joanne, Kevin)

- Use video as way to present opportunities to engage community – involve in what's left to do on MLK
- Need more people on MLK AC – ask for it in meetings
- Develop an MLK business promotional piece
- Issue of rising rents on street is key – need some way to help existing, minority businesses with being able to stay on street as revitalization occurs
- Issue of lack of inter-generational transfer of businesses and property in minority community – how to address this? Could develop an education program to help encourage transfer of business and property within families – could PCC offer something like this?
- If TIF can't do rent subsidies or create a business incubator, need to raise this issues with policy makers, other orgs to come up with an approach to this issue –
- Can PDC's new Community Economic Development team help with this?
- Concerned with also providing assistance to help existing, vulnerable residents in area – can PDC housing staff approach vulnerable residents to help with their needs (idea proposed to ICURAC)

NECN Land Use Committee – February 27, 2008 (Sara, Estee)

- Is there room to include left-turn lane on Alberta & MLK?
- Who maintains the trees in the median on MLK? Who to voice concern about this to?
- When is the expected start date for Piedmont Project?
- Concern about preserving long-time businesses on MLK in the face of rising rents, revitalization
- Provide link to PSU study
- Killingsworth streetscape – has money ran out?

NNEBA Board Meeting – March 3, 2008 (Kevin)

- Need to keep rents affordable for businesses as property values increase
- Is the city employing green building practices in order to bring down cost for businesses. *There seemed to be a belief at the meeting that building green would result in lower costs to occupants. Is this anyone else's understanding?*
- Joice recommended 3-tiered rental rates at locations like Walnut Park.
- Gary – Even if rent is zero, many businesses will still fail. Two reasons were cited:
 1. Lack of technical assistance and access to finance.
 2. Businesses enter the process with a poor business model.

- There was some discussion about the strictness of TIF funding.
 - NNEBA partners could be effective at directing people to the right resources.
 - NNEBA could also be a critical partner in identifying gaps that businesses have
 - Would like to develop partnerships to help.
- What to do with businesses that are no longer conforming. People are tired of eyesores like Chester Dorsey's property. They want the city to utilize the laws on the books to enforce clean-up requirements.
- Joice and Lisa mentioned that the PDC should reference NNEBA as the lead organization whenever reference is made to "Spiffin up the Blvd." (*Adamant*)

OCCURAC meeting – March 5, 2008 (Sara, Joanne)

- Supportive of new CED focus to help better implement ec dev action items and tailor PDC activities
- PCC on MLK is a good thing

Urban League – March 13, 2008 (David Sheern, Joanne)

- The film seemed to only superficially touch on gentrification and rising land values. What is PDC doing to address this trend?
- Are there buildings and resources available for nonprofit organizations; they seem to be the ones squeezed out. There are lots of empty lots and storefronts, perhaps nonprofits could fill these.

Future Planned Meetings:

Black Citizen's Coalition – May 29, 2008

Vanport PAC

Gateway/Heritage Marker SAG