

PDC

PORTLAND DEVELOPMENT COMMISSION

DATE: February 23, 2011
TO: Board of Commissioners
FROM: Bruce A. Warner, Executive Director
SUBJECT: Report Number 11-13
Update on Lents Town Center Business District Strategy

EXECUTIVE SUMMARY

BOARD ACTION REQUESTED

None – information only.

SUMMARY

The goal of the Lents Town Center Business District Strategy (LTC BDS) is to create a commercially vibrant town center by promoting and leveraging Portland Development Commission (PDC) services and investments with additional neighborhood-based resources to help grow a broad range of needed goods and services to serve the neighborhood community. The PDC Board of Commissioners will hear recommendations based on five principals:

- 1) Expand the size and scope of the consumer market;
- 2) Promote Lents' unique character;
- 3) Be attentive to looks;
- 4) Define the retail core and cluster businesses in the commercial corridor; and
- 5) Aggressively promote LTC.

BACKGROUND

The LTC (see Attachment A map) is an important commercial district for East Portland neighborhoods. PDC has invested more than \$65 million in the LTC Urban Renewal Area (URA) in the last decade. This substantial investment has yielded significant results ranging from improved public infrastructure, revitalization, affordable housing, and business recruitment and expansion.

The LTC BDS was initiated in 2010 to implement the City of Portland's Five-Year Economic Strategy and to test and implement a model for neighborhood economic development in the LTC URA and other Portland neighborhoods. The LTC BDS supports the draft Neighborhood Economic Development Action Plan that will come before the City Council and PDC Board of Commissioners this winter/spring and is intended to "stimulate neighborhood and small business vitality to expand wealth creation opportunities for Portland residents."

Public Involvement

The Lents community has a large number of community-minded citizens with enormous energy and passion for keeping and making Lents and Portland a great place to live, work, and recreate. The Lents community has a history of partnering with PDC and other City bureaus in this endeavor. PDC staff realized early in the process that we needed to tap into this community energy and develop organizational capacity in the neighborhood in order to successfully implement the LTC BDS (Attachment B – *Lents Town Center Business District Strategy*). As one of the first steps in developing the LTC BDS, PDC formed a Citizens Advisory Committee (CAC) to assist in strategy development and implementation. The CAC is made up of a diverse group of resident and business stakeholders, and has held seven meetings in the past year. The LTC BDS outlined in this report is a result of collaboration between the CAC, PDC staff, and economic development consultants to formulate a strategy that will attract, expand, and retain businesses in Lents, and build community organizational capacity to continue these efforts in the future, with or without direct assistance from PDC.

Goals and Implementation

The goal of the LTC BDS is to retain, expand, and attract businesses to the Lents town center to help create a vibrant, mixed-use, 20-minute neighborhood that is a walkable and business-friendly place to live, work, and shop. In order to achieve this goal, the LTC BDS borrows heavily from the well-developed and successful Mainstreet program sponsored by the National Trust for Historic Preservation. The LTC BDS is comprised of four major components:

- 1) property enhancement and quality design;
- 2) image development and promotion;
- 3) business support and diversification; and
- 4) organization and community support.

Design

The Mainstreet program has demonstrated the importance of good design in revitalizing a neighborhood commercial district. A commercial district that is attractive, unified, and appealing to pedestrians will draw customers and businesses. The LTC BDS proposes the following:

- 1) encourage properties to be in 'ready condition' for sale or lease;
- 2) encourage property owners and tenants to take advantage of PDC-sponsored programs, such as the Storefront Improvement, Development Opportunity Services (DOS), and Business and Commercial Property Redevelopment Loan programs;
- 3) assist with property marketing;
- 4) convey a unified business district through support for good design;
- 5) support and promote the LTC Urban Renewal Advisory Committee (URAC) in its efforts to improve the physical environment;
- 6) encourage upper floor redevelopment in existing buildings; and
- 7) revisit and refresh LTC redevelopment options.

The CAC and PDC staff has made progress in this area: one property owner has agreed to move forward with a Storefront Improvement project along SE 92nd Ave. Once completed, the project will significantly improve the look and character of this important street. In addition, another property owner is using a DOS grant to finalize revitalization plans on a vacant building

that has been a source of blight for the neighborhood on SE Woodstock near the Max light rail station.

Promotion

The second component of the LTC BDS is Image Development and Promotion. Many Lents citizens believe Lents suffers from a poor image relative to the quality and character of the neighborhood. This image is believed to be a barrier to commercial revitalization. To address this issue, the LTC BDS is implementing the following action items:

- 1) develop a marketing program to continue to generate positive press for Lents;
- 2) expand and enhance existing promotional marketing tools and program;
- 3) institute regular schedule of promotional / marketing activities;
- 4) expand and enhance events to attract visitors / shoppers and build awareness and generate support among key stakeholders; and
- 5) develop and launch LTC BDS web site as an information clearinghouse for business prospects, property owners, and investors.

To date, progress has been made in the development of a web site for the LTC that will contain, among other promotional materials, the comprehensive property database to assist in the marketing of PDC and other space in the town center. The CAC has also developed a logo to 'brand' the town center (see cover of Attachment B). A member of the CAC with a media background has been instrumental in having multiple positive news stories about Lents in *The Oregonian* and *Daily Journal of Commerce*. And finally, during the holiday season, the CAC coordinated the "Light Up Lents" event that dressed up vacant storefronts in the town center with art work from local artists and the children of Lents Elementary School.

Business Support

The third component of the LTC BDS is Business Support and Diversification. This component stresses support of existing and attraction of new businesses to strengthen and diversify the LTC Business District base. The elements of this component are as follows:

- 1) establish market data and potential incentives;
- 2) work with existing business to keep them or have them expand;
- 3) present business education when appropriate;
- 4) continue to generate business attraction campaigns and packages;
- 5) attract grocery anchor to LTC;
- 6) explore development of business incubator; and
- 7) revisit and refresh redevelopment options for the town center.

Progress has been achieved through development and refinement of marketing materials for the LTC, interviews with existing businesses to understand how PDC and/or the community can assist with business retention or expansion, creation of a list of 'most wanted' businesses, and recruitment of anchor tenants, primarily a grocery store. In addition, PDC staff and our economic development consultant have had conversations with an immigrant advocacy organization to explore locating a business incubator in Lents.

Organization

The fourth component of the LTC BDS is Organization and Community Development. This element seeks to build partnerships and capacity among key LTC stakeholders to provide effective management and advocacy for the LTC Business District. Subsections of this component include:

- 1) build capacity of LTC BDS CAC to assist with implementation of strategy;
- 2) conduct ongoing training to support the work of the CAC;
- 3) develop potential funding base to maintain business development activities; and
- 4) encourage Lents neighborhood involvement in business development activities.

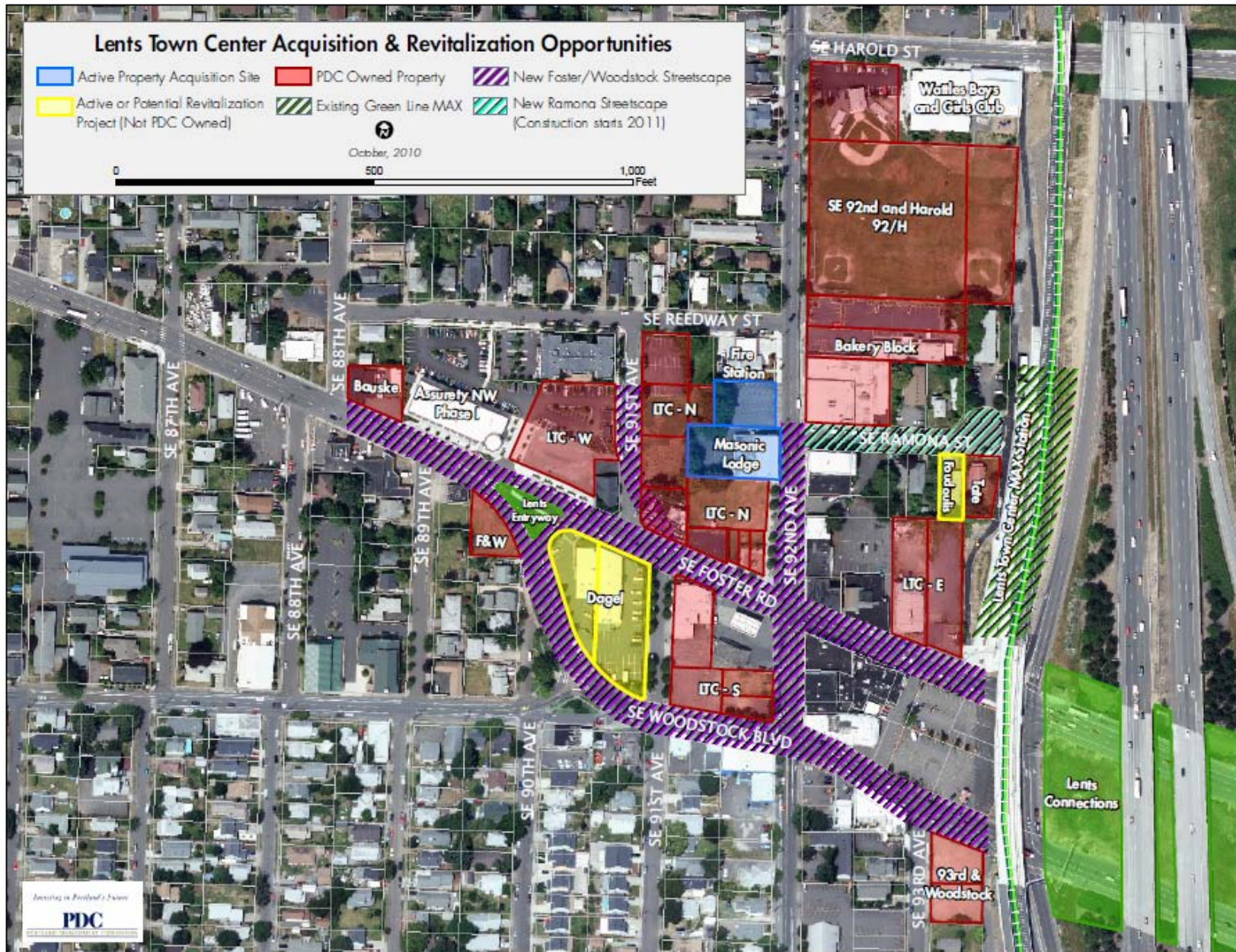
Since its formulation in February 2010, the CAC has dramatically improved its knowledge of economic development and business recruitment. This knowledge, coupled with passion, energy, and understanding of the neighborhood, will drive this strategy forward. Currently this is a PDC-sponsored committee, but eventually the CAC may evolve into an independent community economic entity. In addition to the CAC, the project has also engaged the Lents Neighborhood Association, the Foster Area Business Association, and the LTC URAC.

Next steps for the remainder of the fiscal year include:

- 1) increase and broaden membership of CAC;
- 2) launch website;
- 3) refine marketing materials and property database;
- 4) complete storefront enhancements;
- 5) continue marketing of vacant storefronts to targeted businesses; and
- 6) recruitment efforts for grocery store.

ATTACHMENTS:

- A. Map of Lents Town Center
- B. Lents Town Center Business District Strategy





2010-2015



Lents Town
Center
Business
District
Strategy

Investing in Portland's Future

PDC

PORTLAND DEVELOPMENT COMMISSION

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ACKNOWLEDGEMENTS

LTC Business District Strategy - Citizens Advisory Committee (CAC)

Member	Organization	Role
Adam Simmons	Lents Creative	At-Large Business and Resident
Amanda McCloskey	Trillium Artisans	At-Large Business
Cora Potter	Resident	Lents Urban Renewal Advisory Committee
Elizabeth Buckwalter	Resident	Foster Area Business Association
Gary Sargent	Sargent Motor Sports	82 nd Ave Business Association
Janelle Markovich	Assurety NW	At-Large Business
Jeff Rose	Resident	At-Large Resident
Nick Christensen	Resident	Lents Neighborhood Association
Bernie Kerosky	PDC	Project Manager
Amy Miller-Dowell	PDC	Project Sponsor
Alan Stubs	PDC	Business & Industry Team Member
Juan Carlos Ocana-Chiu	PDC	Public Participation
Mary Bosch	Marketek	Development Consultant

INTRODUCTION



The Lents Town Center (LTC) is the commercial heart and anchor of the Lents neighborhood. PDC investments in the LTC Urban Renewal District total \$65.2 million over the last decade, including business, housing, infrastructure and revitalization enhancements. PDC property ownership currently totals approximately 10.5 acres. The goal of the Lents Town Center Business Development Strategy is to create an economically vibrant commercial center by promoting and leveraging PDC programs and investments to serve the Lents community with a range of needed goods and services. The strategy builds on recent planning efforts including the Lents Town Center Redevelopment Feasibility Study (2009) and Retail Market Analysis (2008), numerous public and private projects within the urban renewal area and the 2010 accomplishments of the Lents Town Center Business Development Strategy Citizens Advisory Committee.

The Lents Town Center Business District Strategy was initiated in 2010 to implement the City of Portland's Five-Year Strategy and to test and implement a model for neighborhood district development in the Lents Town Center URA and other Portland neighborhoods.

Successful implementation of Lents Town Center (LTC) area's business development program requires strong coordination, consistent communication and commitment to a vision for a more cohesive district. This strategy document assumes that a collaborative team will work together spearheading the business development process, including the Portland Development Commission, the LTC Business District Citizens Advisory Committee (CAC) and key Lents partners and collaborators.

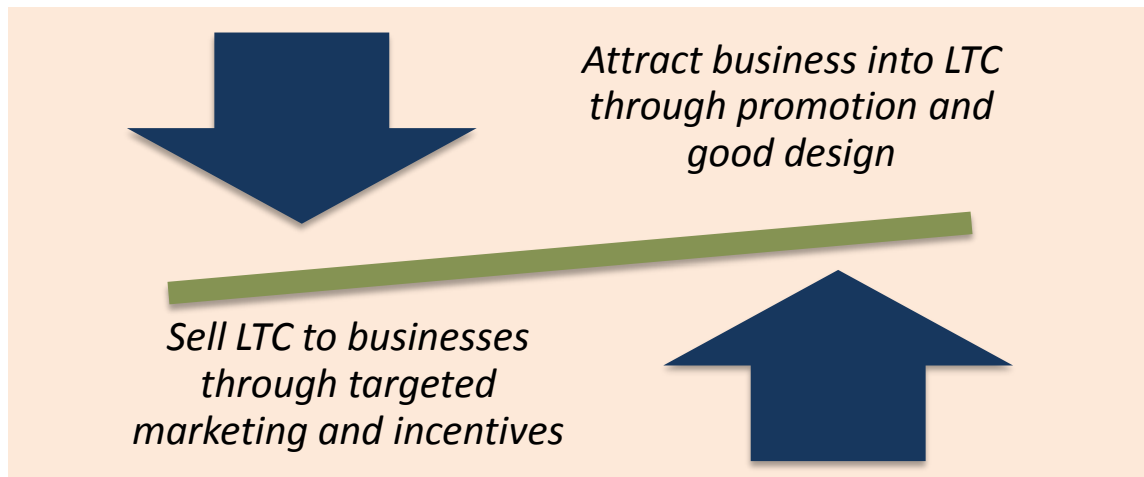


PARTNERS AND COLLABORATORS

- Lents Town Center Urban Renewal Advisory Committee
- Lents Neighborhood Association
- Foster Area Business Association
- Portland Development Commission

Goal: Retain, expand, and attract businesses to the LTC

Strategies: Attract business to the LTC through promotion and good design. Increase opportunities for LTC success through targeted marketing, incentives and organized game plan.



The four elements of the business district strategy are summarized below and detailed in this strategy document. The approach closely follows the Main Street model (Design, Promotion, Economic Development and Organization) with the overarching goal to retain, expand and attract businesses to the LTC.

- A. PROPERTY ENHANCEMENT AND QUALITY DESIGN
- B. IMAGE DEVELOPMENT AND PROMOTION
- C. BUSINESS SUPPORT AND DIVERSIFICATION
- D. ORGANIZATIONAL AND COMMUNITY SUPPORT

Implementation of the business district strategy is guided by key principles and visions essential to the success of neighborhood commercial districts as well as the results of the retail market analysis, both of which appear on the following pages.

VISION AND GUIDING PRINCIPLES

The unifying vision for the Lents Town Center is to be a **vibrant, mixed-use, pedestrian-scaled neighborhood that is a walkable and business friendly place to live, work and shop**. Several guiding principles provide the framework for a successful business district strategy.

1. Expand the size and scope of the consumer market. Developing a strong mix of retail and service establishments requires continued growth in Lents households, employment and traffic to the area. Residents of new housing will look to the Town Center area for day-to-day goods and services and well as for entertainment and specialty items. Boosting the number of employees in the area provides businesses another built-in consumer market.

2. Promote Lents' unique character. The Lents Town Center area must view itself as a 'product' and market itself to compete with other nearby shopping centers and business districts. The LTC is the true heart of the community – a special and vibrant destination for residents, employees and businesses. As Lents rebuilds its retail/service base, it should focus first on meeting neighborhood convenience shopping district and on offering truly one-of-a-kind international flair reflected in cafes and restaurants with a broader market appeal.

3. Be attentive to looks. Physical character and economic development go hand-in-hand. Continuing to improve and maintain the Town Center's appearance is critically important to create a unique and welcoming environment for business/developer prospects and shoppers. One Lents resident shared a vision for the physical image as: *"Lents should be down-to-earth and clean, with lots of green, flowers and trees and a nice counterculture feel."*

4. Define the retail core and cluster businesses in the commercial corridor. A flourishing retail street – even one or two blocks long – is often characterized by active uses on the ground floor, uninterrupted retail on both sides of street and one or more significant anchor/customer traffic generators. The greater the concentration of retail, the greater the shopper draw/pull and, hence, the best chances for building a sustainable district. In the short term, the goal is to create a critical mass of storefronts on SE 92nd Avenue and on Foster Road from 88th to 92nd. Over time the retail base will expand beyond these blocks.

5. Aggressively promote LTC. Lents Town Center needs *aggressive* marketing to quality retailers, service businesses and office tenants promoting Lents as a *prime* choice for business location. A strong communication network and system is needed including residents, businesses, brokers, media and others who can convince potential investors that Lents Town Center area is a positive and unique place to do business.

- RECENT ACCOMPLISHMENTS: 2010
1. **Organized Citizens Advisory Committee (CAC)** and conducted 7 meetings.
 2. Identified potential **target businesses** to attract to LTC.
 3. Developed **business prospecting guidelines** and tracking form.
 4. Developed **LTC marketing materials**.
 5. Conducted outreach to real estate brokers to **promote LTC opportunities**.
 6. Performed property owner outreach resulting in **storefront improvement grants** to Farah and New Copper Penny properties.
 7. Performed **business outreach/assistance** to existing businesses such as El Pato Feliz and Lents Commons.
 8. Compiled **business inventory** database.
 9. Made significant progress toward **LTC Business Development website**, including content, logo, and branding.
 10. Developed LTC PR/story ideas resulting in **positive coverage of Lents** in *Oregonian* through CAC member.
 11. Prepared and updated Lents demographic info, **LTC marketing factsheet** and promo folder.
 12. Prepared **grocery store information** packets.

MARKET OPPORTUNITY AND TARGET BUSINESSES

Customer Markets (2009)

- Over 137,000 people and 53,000 households within a 6-minute drive
- Projected addition of 2,600 new households by 2015
- More than a quarter of households with incomes above \$75,000
- Almost 2,000 businesses with more than 13,000 employees within 2 miles



Lents Town Center Area



Retail Potential

- Estimated \$50.5 million of market area sales leakage in 2007
- Potential demand for 300,000 square feet of new retail space in the market area by 2017
- Lents Town Center's potential capture – 55,000 square feet of existing space and 97,000 square feet of future demand
- Total potential for 152,000 square feet of new retail space in Lents by 2017

Target Business/Merchandise Opportunities Lents Town Center Area		
Merchandise	Bicycle sales/service	Home accessories
	Books/music/CDs	Quality Consignment
	Cards/paper/gifts	Gallery/gifts (more)
	Florist/garden accessories	Frames/art
	Sporting goods/outdoor gear	Unique children’s toys/gifts
	Frame/gallery	Neighborhood hardware
	Feed/seed	Apparel and accessories
	Urban Farm	
Restaurants/Food	Grocery (natural foods)	Breakfast
	Health food/juice bar	Italian
	Bakery	Thai
	Café	Wine shop
	Brewpub	
Entertainment/Related	Artist studios	
	Cooperative Pottery studio	
	Movie theater (alternative/arts)	
	Live music/performance space (more)	
Personal care/ Services	Fitness center	DVD rental
	Laundry/Dry cleaning	Yoga/Pilates
Professional Services	Office-sharing operation	CPA
	Bank	Attorney
	Insurance	Health—vision, naturopath, dentist
	Real Estate	
Community/Educational Services	Community center	Post-secondary college/training
	Library	Youth/teen center
	Day care/After school	

A. PROPERTY ENHANCEMENT AND QUALITY DESIGN

Enhance the Lents Town Center's physical image and commercial properties

Lead: Portland Development Commission

Collaborators: LTC Business District Strategy CAC

Timeline	Action Steps:
Ongoing	1. Encourage properties to be in 'ready condition' for lease or sale through building rehabilitation and proper maintenance.
Ongoing	i. Ensure all PDC properties are maintained and as attractive and marketable as possible.
2011-2013	ii. Fill vacant storefronts with creative, rotating window displays.
Ongoing	iii. Target business types/prospects to space available, using business clustering guidelines.
Ongoing	2. Encourage and assist other property and business owners to undertake PDC-sponsored storefront or tenant improvements.
Ongoing	i. Keep property and business owners up-to-date on LTC projects and PDC incentives and encourage property improvements.
Ongoing	ii. Prepare renderings of façade improvements, as appropriate.
	3. Assist with property marketing.
Ongoing	i. Actively promote available PDC properties to the business and development community.
Ongoing	ii. Develop a property owner key-contacts database of brokers, small business associations and neighborhood leaders to promote LTC opportunities.
Ongoing	iii. Meet face-to-face with key property owners to understand plans for property development and share information on LTC activities.
Ongoing	iv. Using above info and googledocs, create active database of key LTC properties.
Ongoing	4. Convey a unified business district through support for good design.
2011-2013	i. Create property information sheets for each individual vacant property.
2011-2013, Ongoing	ii. Assist property owners, if willing, with marketing of vacant property.



- 2011-2013 iii. Create uniform 'Available for Rent' signage with new LTC logo to promote building space.
- Ongoing iv. Promote good design principles in Lents Overlay District.
- Ongoing **5. Support and promote the work of Lents Urban Renewal Advisory Committee to improve the physical environment, enhance existing properties and develop catalytic sites.**
- Ongoing **6. Encourage upper floor redevelopment of existing buildings for office and residential use.**
- 2013-2015 **7. Revisit and refresh Lents Town Center redevelopment options to affirm catalyst projects and development strategy.**

Before

After

Streetscape rendering, corner of SW Foster & 92nd Avenue

Progress on action steps will be measured through:

- Property investment (\$)**
- Tangible Property Improvements (before and after photos)**
- Impact on Sales**
- Building inquiries (#)**
- Change in business mix--# and distribution, retail square footage**

B. IMAGE DEVELOPMENT AND PROMOTION

Develop a positive LTC image through continuous public relations, marketing and special events

Lead: LTC Business District Strategy CAC

Collaborators: Foster Area Business Association, 82nd Avenue Business Association, Lents Neighborhood Association, Portland Development Commission

Timeline	Action Plan:
2011-2013, Ongoing	1. Develop PR/marketing program to continue to generate positive press for LTC.
2011-2013, Ongoing	i. Create schedule of press releases about ongoing ‘buzz’ about activities and turnaround of LTC.
Ongoing	ii. Identify key market messages or themes to convey about LTC.
2011-2013, Ongoing	iii. Take before and after photos of LTC improvements.
	2. Expand and enhance existing promotional marketing tools and program.
Ongoing	i. Incorporate new logo into all PR efforts.
2011-2013, Ongoing	ii. Create/upgrade new marketing collateral.
	3. Institute regular schedule of promotional/marketing activities.
2010- FY 2011, Ongoing	i. Generate e-blasts of activities, events, properties available, business networking, etc.
	4. Expand and enhance events to attract visitors/shoppers to the LTC and build awareness/generate support among other key stakeholders.
Ongoing	i. Leverage neighborhood events for positive PR and cross marketing to increase business sales.
2011-2013, Ongoing	ii. Organize two new business promotions/events to market existing businesses and encourage neighborhood support. Ex: “Taste of Lents”
2011-2013, Ongoing	iii. Host a broker/realtor event to share LTC opportunities and tour available space.

TOP 10 REASONS TO LOCATE IN LENTS TOWN CENTER

- 1. Commitment to success.** Since 2000, more than \$20 million has been invested in Lents’ public and private improvements.
- 2. Crossroads of Portland’s eastside.** Lents’ location on I-205, Foster Road and the light rail’s Green Line means congestion is not a problem and that the district’s historic ambiance remains intact.
- 3. Large, growing untapped markets** with local residents, area workers and an increasing number of visitors.
- 4. Significant demand** for goods and services estimated at over 150,000 sq. ft. by 2017.
- 5. Affordable walkable neighborhood,** close to everything.
- 6. Benefits of urban renewal district:** access to many Portland Development Commission resources for private investment .
- 7. Unique farm-to-market opportunities:** edge of urban-rural area, large garden lots, excellent nearby farm supplies, Zenger Farm, Leach Botanical, large parks.
- 8. Available space** is ready for tenants!
- 9. Marketing edge** – with an active, committed business development team focused on making Lents a destination.
- 10. A strong sense of community, volunteerism and caring** among neighbors.

2010-FY
2011

5. Develop and launch LTC Business District Strategy website as an information clearinghouse for business prospects, property owners and investors.

Include: Why Lents: shop, do business, invest: business testimonials; Business Guide: name, location, type of goods and services (track user searches); Desired/Target Businesses; Lents in the News; Available Properties; Business Incentives: PDC website; Interactive Map; contact info.

“Lents is a wonderful blend of different people and cultures working together.”

-Lents resident



Progress on action steps will be measured through:

- Press coverage
- Attendance counts at events
- Website hits
- Customer counts
- Business sales impact

C. BUSINESS SUPPORT AND DIVERSIFICATION

Encourage, support and assist existing businesses and attract new businesses to strengthen and diversify LTC's business base

Lead: Portland Development Commission

Timeline

Action Steps:

- 1. Establish market data and incentives. (Lead: Portland Development Commission)**
 - Ongoing i. Keep basic Lents market data and factsheet up-to-date.
 - Ongoing ii. Actively promote PDC business program property incentives/tools. (Examples: Commercial Property Redevelopment Loan Program, Storefront Improvement Grants, Equipment Purchase Loans, etc.)
 - Ongoing iii. Widely distribute and promote information about PDC programs and tools to help fill PDC and other LTC vacancies.
- 2. Work to keep business retention, assistance and expansion. (Lead: LTC Business District Strategy CAC)**
 - Ongoing i. Work to encourage camaraderie and build connections among existing business through cross-promotions, marketing flyers and cooperative promotions.
 - 2011-2013, Ongoing ii. Hold "Welcome to Lents" event for every new LTC business.
 - 2011-2013 iii. Create 'block by block' and 'business by business' outreach effort to develop rapport and share information.
 - 2011-2013 iv. Take steps to promote businesses during streetscape construction.
- 3. Present business education when appropriate. (Lead: Small Business Development Centers and Hispanic Chamber of Commerce)**
 - Ongoing i. Offer one-on-one technical assistance and business basics classes to help start-ups and established businesses with operations and sales.
- 4. Continue to generate business attraction campaigns and packages. (Lead: Portland Development Commission and LTC Business District Strategy CAC)**
 - Ongoing i. Organize and implement 2-3 business attraction campaigns for independent businesses to locate in the LTC.
 - Ongoing ii. Using marketing package, prepare sales presentation for face-to-face prospect visits.
 - Ongoing iii. Develop a system to actively monitor and manage business leads.
 - Ongoing iv. Target existing Portland area businesses for expansion
 - 2011-2013, Ongoing v. Cultivate referral networks: brokers, commercial/residential developers, business associations, other economic development agencies, leasing offices etc. Attend events of and/or join key retail/related business professional associations.
- 5. Attract grocery anchor to LTC. (Lead: Portland Development Commission)**
 - 2010- FY 2011 i. Provide information on LTC grocery opportunities to top prospects.
 - 2010-2013 ii. Identify potential development incentives from PDC and others.
 - 2010-2013 iii. Evaluate potential grocery prospects to determine best fit for the marketplace.
 - 2010-2013 iv. Provide technical assistance and consultation to the selected grocer and to PDC throughout the decision-making process; assist with determining development and financial incentives, site, building plan and related.

- 2010-2013 v. Provide input and review on project development plan for all project phases from pre-construction through implementation.
- 6. Explore development of business incubator in LTC vacant space. (Lead: Portland Development Commission)**
- 2010-2013 i. Identify one more potential properties for incubator development. (Ex: Carpet Outlet)
- 2010-2013 ii. Meet with potential partner organizations to develop concepts.
- 2010-2013 iii. Identify and meet with potential anchor tenants to discuss viability.
- 2010-2013 iv. Create a 'next steps' plan.
- 7. Revisit and refresh LTC redevelopment options to affirm catalyst projects and development strategy. (Lead: Portland Development Commission)**
- 2013-2015 i. Ensure identified business targets and potential uses are up-to-date and meet market needs.
- 2013-2015 ii. Identify other key anchors for Lents Town Center success.

Progress on action steps will be measured through:

-Full and part time jobs

-Sales growth

-Business inquiries

-Target niches filled

-Occupancies

D. ORGANIZATIONAL AND COMMUNITY DEVELOPMENT

Build partnerships and capacity among key LTC stakeholders to provide effective management of and advocacy for the LTC business district

Lead: LTC Business Development Strategy Citizens Advisory Committee

Collaborators: Business Associations, Neighborhood Association and Portland Development Commission

The Lents Town Center Business Development Strategy Citizens Advisory Committee was formed in early 2010 to advise PDC staff on and assist with business development activities in LTC. From February – September 2010, the group has met half dozen times and held a number of project task force meetings as well.

The CAC includes representatives of the Lents Neighborhood Association, the Foster Area Business Association, the Lents URAC, the business community and other neighborhood leaders. The PDC Neighborhood Team seeks to strengthen and expand this unique collaboration to expedite the business vitality and stability of the LTC with the following steps.



Timeline

Action Steps:

- 1. Build capacity of LTC Business Development Strategy CAC to assist with implementation of strategy.**
 - i. Create effective partnerships to accomplish the plan.
 - ii. Evaluate variety of organizational models for sustaining the work over time (Membership-based, sub-committee of NC, Business Association, information work group, etc).
- 2. Conduct ongoing training to support the work of CAC.**

Ex: Window displays, volunteer recruitment, elements of quality storefront design-windows, lighting, signage, business prospecting/cold-calling.
- 3. Develop potential funding base (evaluate EID, BID, sponsorships, membership, etc) to maintain business development activities.**
 - i. Identify and learn about neighborhoods with successful sustainable funding bases.
 - ii. Prepare Lents funding plan.

Ongoing
2010-2013

2011-2013
2013-2015

4. Encourage Lents neighborhood involvement in business development activity.

- 2011-2013
2011-2013,
Ongoing
- i. Undertake volunteer development.
 - ii. Recognize volunteer efforts, celebrate successes of Business Development CAC.
 - iii. Encourage involvement of neighborhood youth in activities from events and window displays to business involvement and history.
 - iv. Generate 'hot jobs' list – one time volunteer needs.

Progress on action steps will be measured through:

-Number of Volunteers

-New Business

-\$ Investment

Appendix A - LTC Business District Strategy Action Steps – Page 1

LTC BDS Action Steps:		Lead	2010 - FY 2011	2011- 2013	2013- 2015	On-going
Property Enhancement and Quality Design						
1	Properties be in 'ready condition' for lease or sale					
i.	PDC properties maintained, attractive and marketable	CAC				
ii.	Fill vacant storefronts with window displays	CAC				
iii.	Target business types/prospects to space available	PDC				
2	Encourage PDC-sponsored storefront or tenant improvements					
i.	Keep property and business owners up-to-date	CAC				
ii.	Renderings of façade improvements	PDC				
3	Assist with property marketing	CAC				
i.	Actively promote available PDC properties	PDC				
ii.	Develop property owner key contacts database	CAC				
iii.	Meet with key property owners	PDC				
iv.	Create active database of key LTC properties					
4	Convey a unified business district					
i.	Create information sheets for each vacant property	CAC				
ii.	Assist with marketing of vacant property.	CAC				
iii.	Uniform 'Available for Rent' signage	PDC				
iv.	Promote good design principles	PDC				
5	Support work of Lents Urban Renewal CAC	PDC				
6	Upper floor redevelopment of existing buildings	PDC				
7	Affirm catalyst projects and development strategy	CAC				
Image Development and Promotion						
1	Develop PR/marketing program					
i.	Press releases about LTC activities	CAC				
ii.	Identify key LTC market messages or themes	CAC				
iii.	Before and after photos of improvements	CAC				
2	Enhance existing promo tools					
i.	New logo into all PR efforts	CAC				
ii.	New marketing collateral	CAC				
3	Institute regular promo schedule	CAC				
i.	Regular e-blasts for LTC info	CAC				
4	Attract visitors and build awareness of LTC					
i.	Create positive PR and cross marketing	CAC				
ii.	Two new business promotions/events	CAC				
iii.	Broker/realtor event to tour available space	PDC				
5	LTC Business Development Strategy website	CAC				

Appendix A - LTC Business District Strategy Action Steps – Page 2

LTC BDS Action Steps:		Lead	2010 - FY 2011	2011- 2013	2013- 2015	On-going
Business Support and Diversification						
1	Establish market data and incentives	PDC				
i.	Keep data and factsheet up-to-date	CAC				
ii.	Promote PDC business program property incentives/tools	CAC				
iii.	Distribute and promote PDC programs to fill PDC/other vacancies	PDC				
2	Work for business retention and expansion					
i.	Build connections among existing business	CAC				
ii.	“Welcome to Lents” event for new businesses	CAC				
iii.	Outreach to develop rapport and share information	CAC				
iv.	Promote businesses during streetscape construction	CAC				
3	Present business education when appropriate	PDC				
i.	Offer technical assistance and business basics classes	PDC				
4	Generate business attraction campaigns and packages					
i.	Implement bus. attraction campaigns to bring independent	PDC				
ii.	Prepare sales presentation for face-to-face prospect visits	CAC				
iii.	Develop system to manage business leads	PDC				
iv.	Target existing Portland-area businesses for expansion	CAC				
v.	Cultivate referral networks	CAC				
5	Attract and ‘sell’ grocery anchor to LTC					
i.	Information on LTC grocery opps to top prospects	PDC				
ii.	Identify development incentives	PDC				
iii.	Evaluate to determine best fit for LTC	CAC				
iv.	Provide assistance to the selected grocer	PDC				
v.	Input and review on development plan	CAC				
6	Explore development of business incubator					
i.	Identify potential properties for incubator	PDC				
ii.	Meet with partners to develop concepts	PDC				
iii.	Identify potential anchor tenants	CAC				
iv.	Create a ‘next steps’ plan	PDC				
7	Affirm catalyst projects and development strategy					
i.	Ensure targets and uses are up-to-date and meet market needs	PDC				
ii.	Other key anchors for LTC success	CAC				
Organizational and Community Development						
1	Build capacity of CAC	PDC				
i.	Create effective partnerships	CAC				
ii.	Evaluate organizational models for develop. sustainability	PDC				
2	Ongoing training to support CAC work					
3	Develop potential funding base	CAC				
i.	Research neighborhoods with successful sustainable \$ bases	PDC				
ii.	Prepare LTC funding plan	CAC				
4	LTC neighborhood involvement in business develop. Activity					
i.	Undertake volunteer development	PDC				
ii.	Recognize efforts and celebrate successes	CAC				
iii.	Involvement of neighborhood youth	CAC				
iv.	Generate ‘hot jobs’ list	PDC				