

**PORTLAND DEVELOPMENT COMMISSION**  
Portland, Oregon

**RESOLUTION NO. 6595**

**APPROVE THE MARTIN LUTHER KING, JR. BOULEVARD  
UPDATED ACTION PLAN IN THE OREGON CONVENTION  
CENTER URBAN RENEWAL AREA AND CONTINUE  
IMPLEMENTATION EFFORTS**

**WHEREAS**, the Oregon Convention Center Urban Renewal Plan (“OCC Plan”) was approved by City Council Ordinance No. 161925 on May 18, 1989;

**WHEREAS**, the Albina Community Plan (“ACP”) was adopted by City Council Ordinance No. 93-336 on October 7, 1993;

**WHEREAS**, the OCC Plan was amended by City Council Ordinance No. 166748 on July 14, 1993, extending the boundary north on Martin Luther King Jr. Boulevard (“MLK Blvd.”) to make resources available to implement the ACP goals;

**WHEREAS**, since 1993, the Portland Development Commission (“PDC”) has been active in revitalization and redevelopment efforts along MLK Blvd., guided by the ACP goals;

**WHEREAS**, in November 2005, the PDC Board of Commissioners (“Board”) and the Mayor asked PDC staff to reexamine its scope and approach of redevelopment work along MLK Blvd. to determine potential modifications to accelerate revitalization;

**WHEREAS**, from January to June 2006 an inter-agency team (the “MLK Team”) worked with a wide-array of community stakeholders to draft the *MLK Blvd. Strategy Update and Action Plan* (“Action Plan”);

**WHEREAS**, in June 2006 the Board approved the Action Plan and instructed staff to begin implementation and over the last two years, staff has made significant progress, initiating or completing 27 of the 35 action items;

**WHEREAS**, over the course of time working on the Action Plan, there have been changes in the market, community priorities and available resources that require minor amendments to the plan from time to time; and

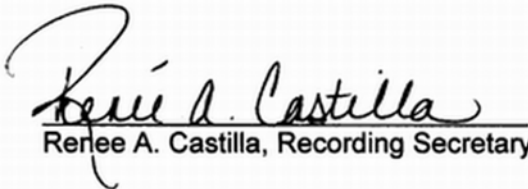
**WHEREAS**, on April 9, 2008, staff made a presentation to the Board detailing progress and work completed since summer 2007 and discussed minor proposed changes to the plan.

**NOW, THEREFORE, BE IT RESOLVED** that the Board approves the Martin Luther King Jr. Boulevard Updated Action Plan, dated June 2008, and attached hereto as Exhibit A (the “Updated Action Plan”);

**BE IT FURTHER RESOLVED** that this Updated Action Plan replaces the prior Action Plan and shall be used in conjunction with the Oregon Convention Center Urban Renewal Plan and the Albina Community Plan in the implementation of projects and activities within the study area; and

**BE IT FURTHER RESOLVED** that this resolution shall become effective immediately upon its adoption.

**Adopted by the Portland Development Commission on June 11, 2008.**



Rerlee A. Castilla, Recording Secretary

## **Martin Luther King, Jr. Blvd. Updated Action Plan**

### **June 2008**

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). In 2006, 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 5-year Action Plan to refocus limited public resources to further revitalization on MLK Blvd. through 2011.

The Martin Luther King, Jr. Blvd. Action Plan was developed to focus on and implement long standing goals set forth in the Albina Community Plan and the Oregon Convention Center Urban Renewal Area Plan. Over the last two years, progress has been made to initiate or complete 27 of the 35 action items.

To capture changes in the market and community needs since 2006, this document is an update to the original 2006 Action Plan. Staff spoke with numerous community stakeholders in preparing this update, including the Martin Luther King, Jr. Blvd. Advisory Committee, which meets quarterly to discuss ongoing projects and community issues relevant to development along Martin Luther King, Jr. Blvd.

Your input is important to this project! Please contact Estee Segal, PDC Sr. Project Coordinator at 503.823.3317 or [segale@pdc.us](mailto:segale@pdc.us) to further discuss your ideas for improving Martin Luther King, Jr. Blvd.

**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	Budget 2008-13	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"> <li>• PDC EcDev, BOP (NNEBA)</li> <li>• PDC Dev (OAME, NECN, minority chambers of commerce, NE neighborhood associations)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Attend NNEBA, NECN, OAME meetings quarterly</li> <li>• Attend minority chamber of commerce meetings and NE neighborhood association meetings at least once per year</li> </ul>
2) Continue to coordinate and staff quarterly meetings of the MLK Advisory Committee.	<ul style="list-style-type: none"> <li>• PDC Dev, PA (organize)</li> <li>• PDC EcDev, Hsg, BOP, PDOT (participate)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Hold quarterly meetings</li> <li>• Increase participation by members and the general public by 20% by June 2009</li> </ul>
3) Create and support a 'MLK Business Ambassador Network' of existing business owners and developers on MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC Public Affairs, Development, Ec Dev</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• \$5,000</li> </ul>	<ul style="list-style-type: none"> <li>• Hold a yearly event for ambassadors</li> <li>• Send yearly mailing to real estate brokers</li> <li>• Inform five businesses about the network each year</li> </ul>
4) Issue media releases tied to significant events or	<ul style="list-style-type: none"> <li>• PDC Public Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Issue media releases and</li> </ul>

project progress/completions on MLK Blvd.			other information about activities on MLK Blvd. on a quarterly basis
5) Identify opportunities for youth (students and young adults) to be involved with the implementation of MLK Action Plan action items.	<ul style="list-style-type: none"> <li>• PDC Dev, BOP youth planner</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• \$5,000</li> </ul>	<ul style="list-style-type: none"> <li>• Make at least 4 outreach attempts per year to schools to invite participation of youth/young adults in action item implementation</li> </ul>

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

Action Items	Implementers	Budget 2008-13	Measurable
1) Further analyze and implement recommendations from the <i>NE Martin Luther King, Jr. Blvd. Economic Development Study</i> , completed 12/2007.	<ul style="list-style-type: none"> <li>• PDC Ec Dev, Dev</li> <li>• City Bureaus</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• TBD based on Community Economic Development approach</li> </ul>	<ul style="list-style-type: none"> <li>• Study completed 12/07</li> <li>• Integrate recommendations from the study with Community Economic Development work plan</li> </ul>
2) Support existing businesses on MLK Blvd. by expanding the resources and marketing of current PDC programs and sharing information to connect businesses to technical assistance and financing.	<ul style="list-style-type: none"> <li>• PDC EcDev, Dev, PA, CRBE</li> <li>• BOP, BDS</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• DOS \$325,000</li> <li>• Storefront \$625,000</li> <li>• Business Loans \$1.5M</li> </ul>	<ul style="list-style-type: none"> <li>• 1 marketing mailing per year</li> <li>• 1 presentation to a professional business organization per year</li> </ul>
3) Direct efforts towards recruiting local businesses to MLK Blvd. that fill neighborhood needs and create a revitalized boulevard.	<ul style="list-style-type: none"> <li>• PDC EcDev, Dev</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Identify group of active real estate brokers and lenders to assist in recruitment; meet annually with real estate professionals</li> <li>• Make information available on properties on MLK Blvd., such as flyers on key redevelopment projects</li> </ul>
4) Connect colleges and industry	<ul style="list-style-type: none"> <li>• PDC EcDev, CRBE</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Establish networking group with</li> </ul>

organizations with residents of MLK Blvd to expand workforce training opportunities.	<ul style="list-style-type: none"> <li>• local workforce organizations</li> </ul>		<p>Worksystems Inc., PCC, PSU, Sabin CDC and other organizations</p> <ul style="list-style-type: none"> <li>• Monitor participation in workforce training opportunities</li> </ul>
5) Continue and expand the use of funds for technical assistance for small business development through certified training organizations and colleges.	<ul style="list-style-type: none"> <li>• PDC EcDev, technical assistance providers</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• TBD based on Community Economic Development approach</li> </ul>	<ul style="list-style-type: none"> <li>• Work to develop programs with technical service providers such as the PSU Business Outreach Program, the Hispanic Chamber, and the Black United Fund.</li> <li>• Five business referrals to technical assistance providers each year</li> </ul>
6) Assist with establishing a business resource center on MLK Blvd. through strategic partnerships.	<ul style="list-style-type: none"> <li>• PDC EcDev, Dev, PCC</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant \$100,000</li> <li>• TBD based on Community Economic Development approach</li> </ul>	<ul style="list-style-type: none"> <li>• Complete analysis of all technical assistance available to area businesses</li> </ul>

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

Action Items	Implementers	Budget 2008-13	Measurable
1) Create a series of heritage markers and a gateway into inner northeast neighborhoods north of Broadway on MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC Dev, PDOT, consultant</li> </ul>	<ul style="list-style-type: none"> <li>• \$750,000 (need additional \$750,000)</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Concept Plan</li> <li>• Find resources for construction, maintenance</li> </ul>
2) Promote distinct sections and sub-markets along the Corridor.	<ul style="list-style-type: none"> <li>• PDC Dev, BOP</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• \$50,000</li> </ul>	<ul style="list-style-type: none"> <li>• Organize a meeting with stakeholders (including real estate brokers) to brainstorm concept and develop method of implementation</li> </ul>
3) Work with property owners and businesses on MLK Blvd. to ensure their properties are in compliance with Title 29, Property Maintenance Regulation.	BDS Neighborhood Inspection, Compliance	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing contact with property owners, NNEBA, BDS Compliance Services on enforcement</li> </ul>

	Services, MLK Team		
4) Sponsor events that celebrate and market MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC Dev, Ec Dev, Hsg, PA</li> </ul>	<ul style="list-style-type: none"> <li>• \$15,000</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor 2 MLK Blvd. related events each year (SOLV, Good in the Neighborhood)</li> </ul>
5) Assist business association in obtaining paid staff for marketing and advocacy on MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC Dev, Ec Dev, NNEBA, ONI</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate programs to support salary for marketing and advocacy staff</li> </ul>
6) Use PDC project progress, completions and successes as opportunities to market and showcase MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC PA, Dev, EcDev, Hsg</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Issue press releases related to project/program successes as appropriate</li> <li>• Use MLK Action Plan update video as a communication tool</li> </ul>
7) Create a resource list of demographic, employment data to help facilitate opportunities for business location and development on MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC Ec Dev, Dev, consultant</li> </ul>	<ul style="list-style-type: none"> <li>• \$20,000</li> </ul>	<ul style="list-style-type: none"> <li>• Develop template for data</li> <li>• Update 2x each year</li> </ul>

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

Action Items	Implementers	Budget 2008-13	Measurable
1) Ensure the implementation of four commercial and mixed-use projects at key nodes along MLK Blvd. - Fremont, Beech, Heritage, Vanport.	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, Hsg, BDS</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of Beech, Vanport Phase II &amp; III by 2009</li> </ul>
2) Ensure that Development Agreements for Beech and Vanport Phase II & III include provisions for high quality projects that provide	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Development Agreements through construction</li> </ul>

new job creation, involve local developers, leverage private sector investment and provide opportunities for minority contractors.			
3) Market PDC's new Redevelopment Loan Program to encourage commercial, mixed-use development on MLK Blvd. that meet URA goals.	<ul style="list-style-type: none"> <li>• PDC Dev</li> </ul>	<ul style="list-style-type: none"> <li>• \$1.8M (need additional \$3.2M)</li> </ul>	<ul style="list-style-type: none"> <li>• One program marketing effort per year</li> <li>• Close 2-4 applications per year</li> </ul>
4) Establish criteria for expanding the OCC URA boundary to encompass key sites on MLK Blvd. and Alberta Street.	<ul style="list-style-type: none"> <li>• PDC Dev, PA, Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Map sites on expansion log</li> <li>• Propose criteria for amendment</li> <li>• Make go/no-go decision on amendment</li> </ul>
5) Explore new models for commercial and business development	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, BOP, private consultant, non-profits</li> </ul>	<ul style="list-style-type: none"> <li>• \$20,000 for analyses (need additional \$2M)</li> </ul>	<ul style="list-style-type: none"> <li>• Complete analyses of 2 new models by 2010</li> </ul>
6) Further implement Fremont/MLK Vision Study in the 12-block section of MLK Blvd. between Fremont and Alberta Streets.	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, Hsg</li> <li>• BDS Neighborhood Inspection, Compliance Services</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Market programs and resources to property owners in this area</li> <li>• Refer property owners to new Development Workshop series</li> <li>• Coordinate with BDS to offer assistance with compliance issues</li> </ul>
7) Continue to refer developers of commercial, mixed-use projects to appropriate BDS staff who can assist with zoning, design review and permitting questions and processes.	<ul style="list-style-type: none"> <li>• PDC, BOP (referrals)</li> <li>• BDS Design Review, Permitting (assistance)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• City development contact brochure created 6/2007</li> <li>• Distribute brochure and assist developers with project feasibility/construction</li> </ul>

**STRATEGY #5: Facilitate housing development**

Action Items	Implementers	Budget 2008-13	Measurable
--------------	--------------	----------------	------------



1) Develop PDC owned properties – Grant Warehouse, Piedmont - with mixed-income, mixed-tenure residential uses and ground floor commercial.	<ul style="list-style-type: none"> <li>• PDC Housing (Development, Finance), PDC Dev, private developers</li> </ul>	<ul style="list-style-type: none"> <li>• Grant \$2M</li> <li>• Piedmont \$1.75M</li> </ul>	<ul style="list-style-type: none"> <li>• Piedmont DDA by 9/2008</li> <li>• Grant DDA by 3/2009</li> </ul>
2) Facilitate homeownership in PDC initiated high-density housing projects such as Fremont Residential, Vanport Residential, Piedmont Place and Grant Warehouse.	<ul style="list-style-type: none"> <li>• PDC Neighborhood Housing Program</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time (TBD based on project needs)</li> </ul>	<ul style="list-style-type: none"> <li>• Include request for ownership in negotiations, DDAs</li> <li>• New or modified programs and partnerships developed as appropriate</li> </ul>
3) Develop a design and financial feasibility model for small lot high density housing along with other models.	<ul style="list-style-type: none"> <li>• PDC Housing (Policy &amp; Planning, Development and Finance Sections), consultant, BOP</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Model and report by June 2008</li> </ul>
4) Promote new housing development on MLK Blvd. by connecting with existing property owners of residentially zoned parcels to help resolve development difficulties related to site planning, building design and financial feasibility.	<ul style="list-style-type: none"> <li>• PDC Housing (Policy &amp; Planning, Development and Finance Sections), private developers</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Four owner contacts by 2010</li> <li>• Create technical assistance product specifically focused on resolving development difficulties</li> <li>• Refer property owners to new Development Workshop series</li> </ul>
5) Continue to refer housing developers to appropriate BDS staff who can assist them with zoning, design review and permitting questions and processes.	<ul style="list-style-type: none"> <li>• PDC, BOP (referrals)</li> <li>• BDS Design Review, Permitting (assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• City development contact brochure created 6/2007</li> <li>• Distribute brochure and assist developers with project feasibility/construction</li> </ul>

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

Action Items	Implementers	Budget 2008-13	Measurable
--------------	--------------	----------------	------------

1) Develop a comprehensive study of traffic and pedestrian conditions on MLK Blvd.	<ul style="list-style-type: none"> <li>• PDOT</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Implement study outcomes as possible</li> <li>• Monitor ongoing MLK Blvd. conditions and operations</li> </ul>
2) Develop a parking management strategy to better manage existing on-street parking resources and develop an off-street parking program.	<ul style="list-style-type: none"> <li>• PDOT, PDC Dev, TriMet, BOP</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the feasibility of shared parking program along MLK Blvd. by discussing with property owners and stakeholders</li> <li>• Advocate to BOP to amend shared parking provisions in the zoning code</li> </ul>
3) Review and discuss transit enhancements on MLK Blvd. regularly with Tri-Met.	<ul style="list-style-type: none"> <li>• PDOT, PDC Dev, TriMet</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with TriMet staff at least one time per year to seek transit-related improvements</li> </ul>
4) Identify areas and projects for implementation of street improvements consistent with the MLK Streetscape Plan.	<ul style="list-style-type: none"> <li>• PDOT, PDC Dev</li> </ul>	<ul style="list-style-type: none"> <li>• \$50,000</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor ongoing MLK Blvd. conditions and operations</li> </ul>
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"> <li>• PDOT, PDC Dev, BOP, RACC</li> </ul>	<ul style="list-style-type: none"> <li>• (included in Strategy 3, Action Item 1)</li> </ul>	<ul style="list-style-type: none"> <li>• Fold into Gateway Heritage Markers Project</li> </ul>

**TOTAL FOR MLK ACTION PLAN ACTION ITEMS AS BUDGETED  
IN OCC-Fund 350 FY2008-13 Budget Forecast**

**\$11,750,000**

**TOTAL ADDITIONAL NEEDED FOR ALL ACTION ITEMS PROPOSED**

**\$ 5,950,000**

# PDC

PORTLAND DEVELOPMENT COMMISSION

## Resolution Number 6595

TITLE: APPROVE THE MARTIN LUTHER KING, JR. BOULEVARD  
UPDATED ACTION PLAN IN THE OREGON CONVENTION  
CENTER URBAN RENEWAL AREA AND CONTINUE  
IMPLEMENTATION EFFORTS

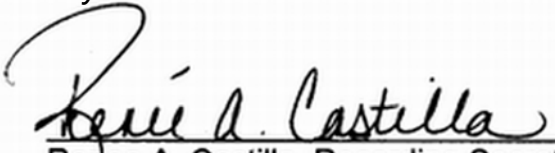
Adopted by the Portland Development Commission on June 11, 2008.

PRESENT FOR VOTE	COMMISSIONERS	VOTE		
		Yea	Nay	Abstain
<input checked="" type="checkbox"/>	Mark Rosenbaum, Chair	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Sal Kadri	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Bertha Ferrán	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	Charles Wilhoite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	John Mohlis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Consent Agenda		<input checked="" type="checkbox"/> Regular Agenda		

### Certification

The undersigned hereby certifies that:

*The attached resolution is a true and correct copy of the resolution as finally adopted at a Board Meeting of the Portland Development Commission and duly recorded in the official minutes of the meeting.*

  
Renee A. Castilla, Recording Secretary

Date: June 12, 2008