

DATE: October 8, 2013
TO: Board of Commissioners
FROM: Patrick Quinton, Executive Director
SUBJECT: Report Number 13-39
Update on the Old Town / Chinatown Five-Year Action Plan

BOARD ACTION REQUESTED

No action is requested, information only.

SUMMARY

The Old Town / Chinatown Five-Year Action Plan (Action Plan), included as Attachment A, is a comprehensive community development initiative to create a vibrant, economically healthy neighborhood in Old Town / Chinatown. Implementing the Action Plan will require collaboration among public, private sector, and non-profit partners. The Action Plan will serve as a roadmap, identifying existing key challenges in the neighborhood and prioritizing appropriate objectives and actions in response.

Staff anticipates presenting the Action Plan and preliminary recommendations for an Old Town / Chinatown district toolkit to Portland City Council in December.

BACKGROUND AND CONTEXT

The Action Plan is the first of four geographically-based action plans to be developed at the request of the City of Portland (City) Mayor's office. The intent is to provide a community-specific plan that guides the work of multiple City and private sector partners. To date, collaboration on the Action Plan and/or a related set of tools to aid in implementation has included:

- Mayor's office
- Bureau of Planning and Sustainability (BPS)
- Bureau of Development Services
- Portland Housing Bureau
- Portland Police Bureau
- Office of Neighborhood Involvement
- Bureau of Transportation
- Office of Management and Finance
- Portland Fire Bureau
- Portland Bureau of Emergency Management
- Portland Water Bureau
- Portland Parks & Recreation Bureau
- Bureau of Environmental Services
- Portland Business Alliance
- Clean & Safe

- Portland Patrol, Inc.

Additionally, PDC staff presented the Action Plan to the Old Town / Chinatown Community Association (Community Association) on September 4, 2013, and the Community Association discussed the Action Plan in greater detail at its Land Use Committee meeting on September 24, 2013.

Staff also interviewed 12 entrepreneurial organizations and 15 software firms and consulted with the Portland Business Alliance. PDC staff shared with property owners, prospective tenants, and developers elements of the Action Plan and underlying research regarding entrepreneurial tenant interests. This effort included a particular focus on Development Opportunity Services (DOS) grant clients in order to inform their project decisions. This outreach and feedback informed the Action Plan regarding the needs and interests of existing and potential office and retail tenants in the neighborhood.

The Action Plan builds upon previous plans for this neighborhood, including:

- *Old Town / Chinatown Visions Plan, 1997*
- *Old Town / Chinatown Development Plan, 1999*
- *Old Town / Chinatown Vision – Development Plan Update, 2003*

While some objectives from the previous plans have been accomplished, many themes remain relevant today. The Action Plan provides an updated overview of the neighborhood and establishes a set of deliverables to be achieved over the next five years.

The Action Plan focuses on four key challenges in Old Town / Chinatown:

1. Imbalance of uses and identity;
2. Crime and perceptions of safety;
3. Stagnant development; and
4. Lack of district connectivity (to and within).

To respond to these challenges, the Action Plan identifies several actions, generally categorized under the following three objectives:

1. Neighborhood Investment;
2. Business Vitality; and
3. District Management.

It also identifies several key, longer-term policy considerations that align with BPS' focus on Old Town / Chinatown through the West Quadrant Plan:

- Regulatory framework for the two historic districts;
- District parking management strategy and potential modifications to the Central City Transportation Management Plan;
- Evaluation of existing development incentives; and
- Urban design themes and district uses.

Draft metrics for successful implementation of the five-year Action Plan include the following:

- 500 new entrepreneurial and/or targeted cluster jobs;
- Five rehabilitation or new commercial or workforce/market-rate housing construction projects completed or under construction;
- Net gain of five new retail stores open;
- Four new annual neighborhood events, including use of public spaces; and
- Marketing collateral developed and used by community partners to promote the district.

The Action Plan acknowledges the need for a district-specific toolkit to ensure successful implementation; cross-bureau work groups are already working on this initiative.

The focus area of the Action Plan addresses portions of both the River District and Downtown Waterfront Urban Renewal Areas (URAs). A combination of project-specific and program opportunity funds are available in each URA to support the initial implementation of the Action Plan. Attachment B, URA Financial Summaries, highlights the relevant budget line items. Future budgets may change to support further implementation.

ATTACHMENTS

- A. Draft Old Town / Chinatown Five-Year Action Plan
- B. URA Financial Summaries

PORTLAND DEVELOPMENT COMMISSION

Portland, Oregon

REPORT NO. 13-39

ATTACHMENT A

UPDATE ON THE OLD TOWN / CHINATOWN FIVE-YEAR ACTION PLAN

Attachment A includes this cover page and contains 15 pages:

- Old Town / Chinatown 5-Year Action Plan (Draft)
 - Attachment A: Map of Opportunity Sites

OLD TOWN / CHINATOWN 5-YEAR ACTION PLAN (DRAFT)

I. Executive Summary

Old Town / Chinatown is Portland’s oldest neighborhood. It is a neighborhood of continuous evolution – and despite facing a number of challenges – it is a neighborhood on the brink of great progress. This Action Plan attempts to harness the opportunities available in Old Town / Chinatown and outline actions that can be taken to create a vibrant, economically healthy neighborhood.

SUMMARY OF ACTION PLAN OBJECTIVES & ACTIONS

2.3 CLUSTER INDUSTRY

Invest in Cluster Industry supportive initiatives.

2.2 STARTUP CHALLENGE

Sponsor the PDX Startup Challenge in Old Town / Chinatown.

2.1 CO-SPACE

Evaluate opportunities for a co-space location.

3.1 VISION

Establish district collateral for use by PDC, Bureaus and other community partners.

3.2 MANAGEMENT & PROGRAMMING

Provide a match to community fundraising to support district management and public space programming efforts.

3.3 SAFETY

Identify strategic safety initiatives and/or improvements.

2.4 INSTITUTIONS

Engage educational institutions in opportunities for partnership, program support and expansion.

2.5 NEIGHBORHOOD BUSINESSES

Expand and enhance street-level uses within the district through partnerships and investment.

1.1 PDC & CITY PROPERTIES

Promote redevelopment and/or occupancy of PDC & City controlled properties.

1.2 PRIVATE PROPERTIES

Facilitate development and occupancy of privately owned properties, including structured parking to serve the district.

1.3 BEST PRACTICES

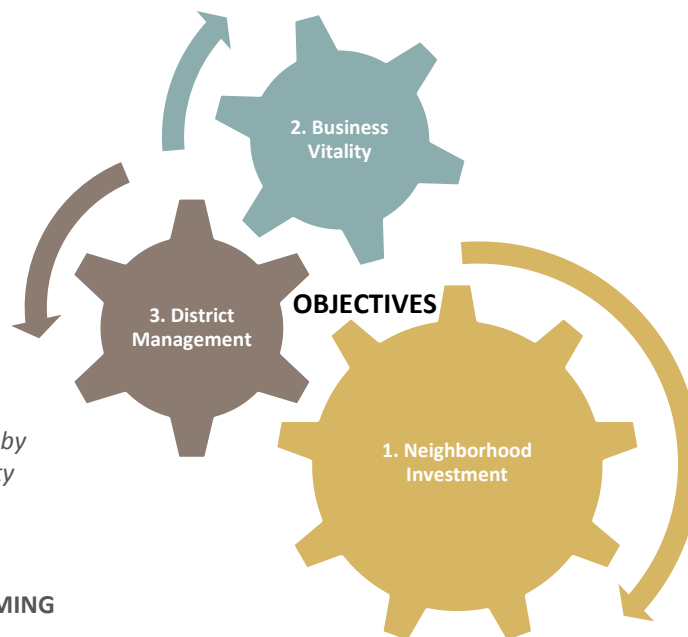
Sponsor a “best practices” tour with key property owners and firms to highlight exemplary development models and tenant spaces.

1.4 CONNECTIVITY

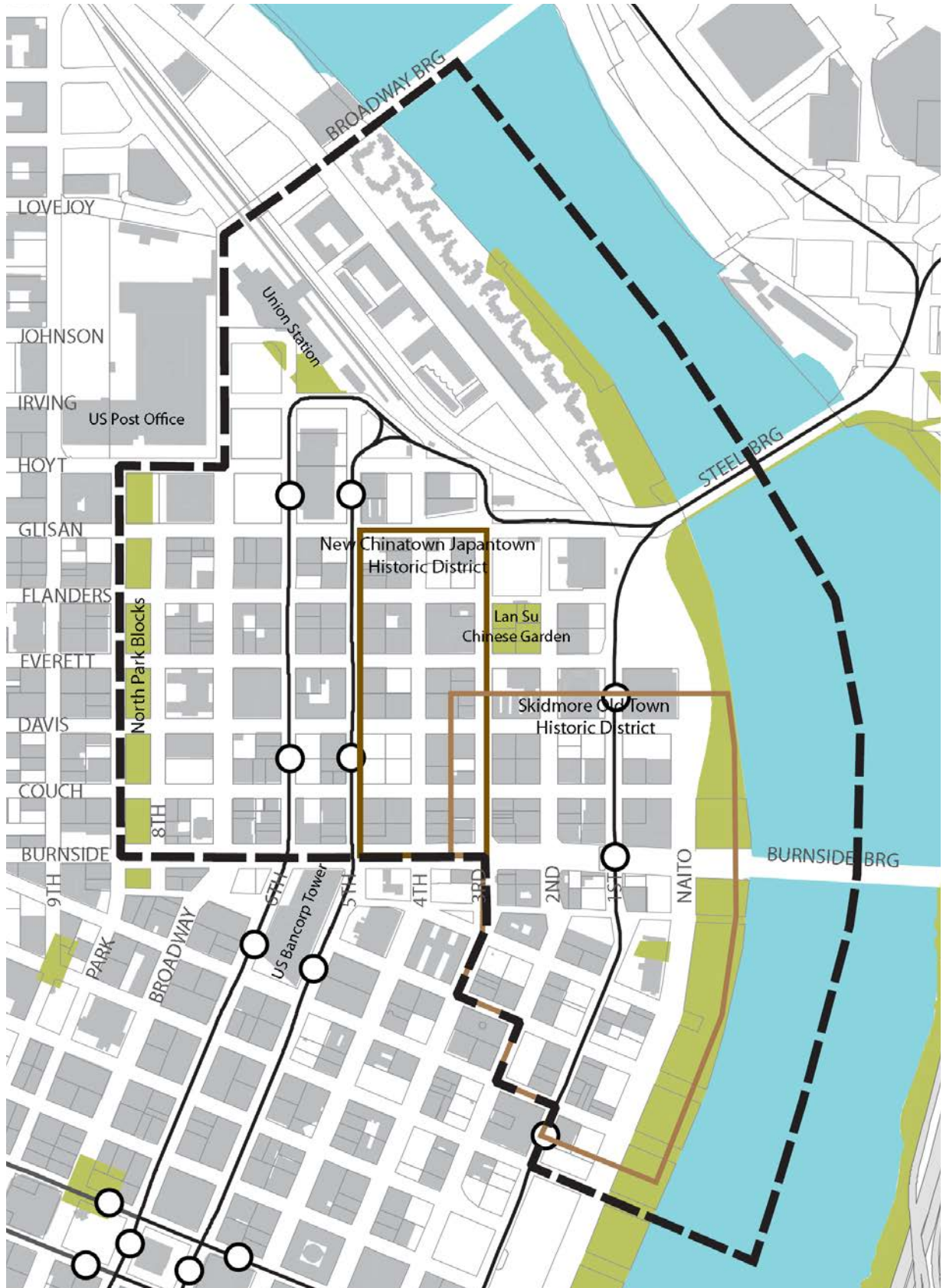
Invest in strategic infrastructure and connectivity improvements.

1.5 DISTRICT TOOLKIT

Evaluate applicability of existing financial programs and tools; explore new pilot programs.



Old Town / Chinatown Action Plan Focus Area:



Map courtesy of Portland Bureau of Planning and Sustainability

II. Introduction to Old Town / Chinatown

A SWOT analysis was completed to ask four key questions, which are intended to provide a high-level orientation of the current conditions of Old Town / Chinatown (OT/CT):

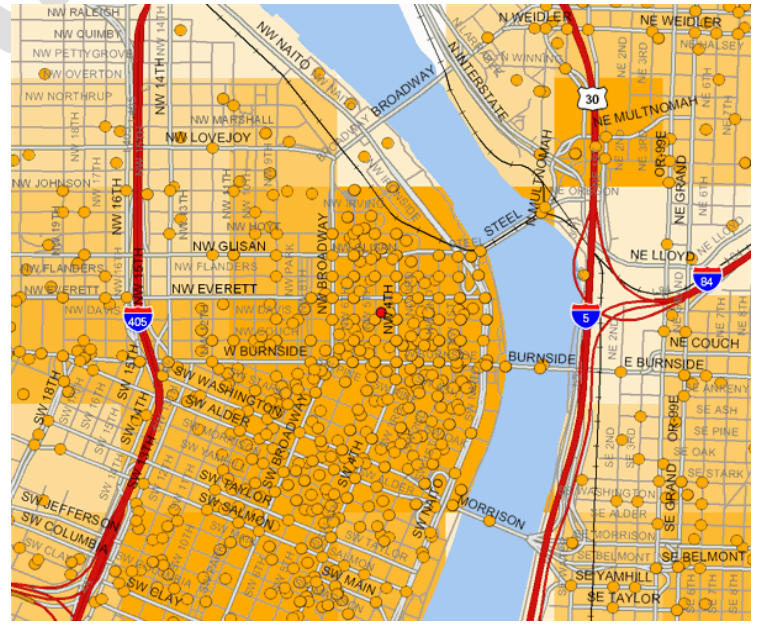
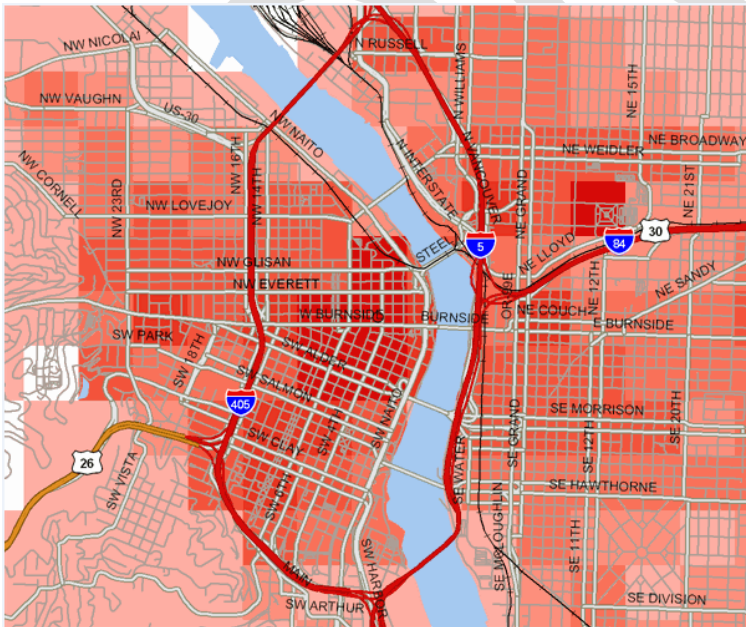
- What does OT/CT do well?
- What could OT/CT improve?
- What trends and opportunities could OT/CT take advantage of?
- What could harm OT/CT?

STRENGTHS: What does OT/CT do well?	WEAKNESSES: What could OT/CT improve?
<ul style="list-style-type: none"> • Community capacity and engagement • Higher Education and other Institutional anchors • Portland Saturday Market • Oregon Nikkei Legacy Center • Quality & management of low-income housing and social service operators • Historic buildings / diverse building stock • Light Rail and transit access • Signature open space: North Park Blocks, Lan Su Chinese Garden, Waterfront Park, Japanese American Historical Plaza • Entertainment District • Interested/committed property owners • Attractive to creative companies (affordable rents & unique spaces) • Flexible zoning – Central Commercial (CX) • Proximity to Pearl District, CBD/Retail Core, River, Rose Quarter 	<ul style="list-style-type: none"> • Density (perception/reality) of social services & homeless • Safety, mental health, drug use concerns • Street presence around Greyhound/Union Station • Outdoor queuing & loitering at some social services • Juxtaposition/proximity of entertainment district, retail, housing, employment, social service uses – not the right balance and critical mass for success • Residential socio-economic diversity • Barriers / hard boundaries to district – USPS, Burnside, Broadway, North Park Blocks, river, railroad tracks • Condition of existing building stock / unreinforced masonry buildings / small footprints • Surface parking lots • Toolkit to address property owner & business needs
OPPORTUNITIES: What trends & opportunities could OT/CT take advantage of?	THREATS: What could harm OT/CT?
<ul style="list-style-type: none"> • Lower cost opportunity for office & retail in Central City • Variety of office space sizes/opportunities (new & rehab) • Property owner interest in creative office space • Property owners with multiple buildings – “portfolio leasing” for growth tenants • Emerging retail emphasizing design industry • Timing/momentum/support for District • Leverage open space as an amenity • PDC owned properties • Union Station: commercial space & multi-modal hub • CC2035 initiative - including focus on OTCT policy issues • Redevelopment of surface parking lots • Development of structured parking • Interest in a management district • International interest in District • EB-5 & foreign investment 	<ul style="list-style-type: none"> • Unrealistic expectations of some property owners • Closing of restaurants and retail • Competing interest in Central Eastside/Produce Row • Increase in Social Services • Increase in homeless and/or mental health related activity • Increase in drug related activity • Unmanaged and/or increased Entertainment District related activities • Limited and decreasing historic preservation incentives

III. Challenges

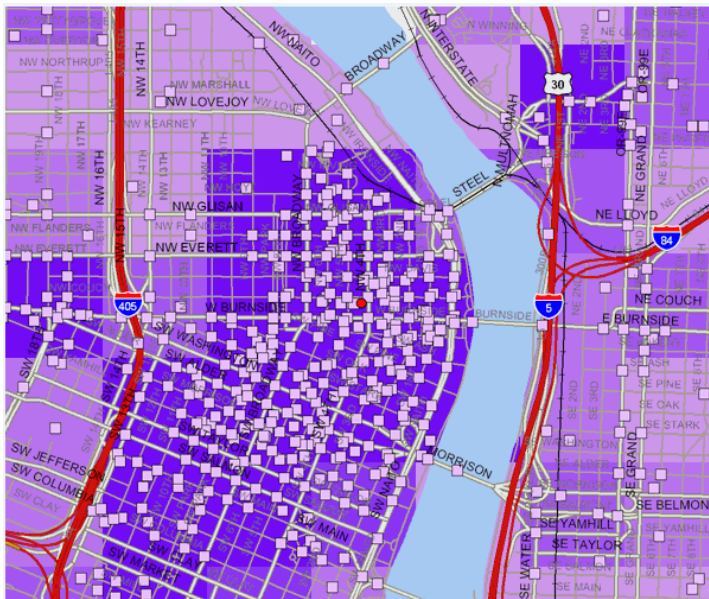
Building upon the SWOT analysis, four key areas of improvement were identified for the district:

- a. **Imbalance of Uses and Identity:** In order to create a thriving neighborhood, a balance of multiple (and traditionally conflicting) uses must be achieved. If done well, this rich integration of cultural and historic landmarks; an entertainment district; affordable, student, workforce and market rate housing; educational and institutional anchors; social service providers; retail and restaurants; creative office spaces; open space; and other activating uses such as the Saturday Market is what can make this district so desirable. Currently, the imbalance between these uses – and the lack of a critical mass of certain uses such as retail, housing and employment uses – prevents the district from reaching a true tipping point. Additionally, an article in Portland Monthly magazine (Portland’s Hottest Microhoods, March 22, 2013) articulates what many know intuitively: Portland is a city of “microhoods” which each have their own identity, appeal to a particular demographic, and status symbol. Old Town / Chinatown is wrestling to establish its microhood identity.
- b. **Crime and Perception of Safety:** The most recent annual data shows there are a higher number of crimes reported in Old Town / Chinatown than in other areas of the Central City. Drug law offenses represent a high percentage of these crimes, and are particularly concentrated in the neighborhood. Assault crimes represent a lower percentage of total crimes reported, but are also more highly concentrated in Old Town / Chinatown compared to elsewhere within the Central City. There is also frequent correlation between drug law and assault offences. This creates the perception of an unsafe environment that deters business growth, neighborhood investment, and tourist activity.

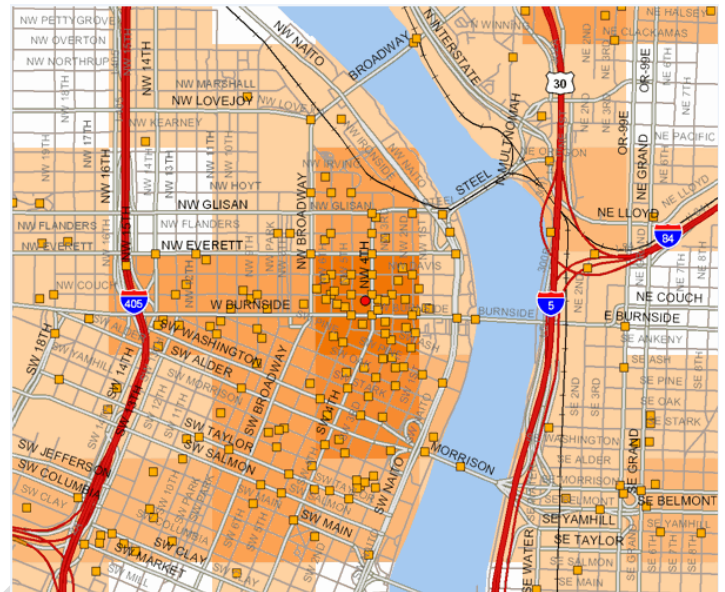


Reported Crimes

Disorderly Conduct



Drug Law Offenses



Assaults

- c. **Cost of Building Rehabilitation & New Construction:** Since seismic requirements were incorporated into building codes, significant investment has been required to improve unreinforced masonry buildings – often making redevelopment infeasible. Only the largest projects have progressed and only with significant subsidy. Smaller buildings have largely remained vacant or underutilized, and in poor condition. New construction is similarly only viable where greater development entitlements and rents can be achieved, namely west of the historic district. Multiple predevelopment analyses, completed and underway, continue to supply financial feasibility data to determine the optimal capital stack, including the applicability of the Portland Development Commission’s (PDC) financial programs and other available tools. Also of interest is the ability to identify appropriate financing to provide the type of office space and lease terms desired by the software industry and other high growth businesses. These firms typically have a desire for shorter and more flexible lease terms than traditionally offered – and are seeking spaces often ranging between 1,000 – 10,000 sf, which can be well suited for the neighborhood’s historic building stock. As Portland’s employment base shifts, and these tenants desire spaces in areas such as Old Town / Chinatown, landlords and other partners will need to identify how to accommodate the needs of this high growth model.
- d. **Lack of District Connectivity:** Old Town / Chinatown suffers from challenging barriers on all sides of the district (Burnside, North Park Blocks/Broadway, USPS/Union Station/railroad tracks, Naito). Improving physical connectivity between Old Town / Chinatown and adjacent areas including Downtown, the Pearl District and Waterfront Park can strengthen the vitality and economic health of the area. The lack of turns off Burnside and an absence of significant positive street activity exacerbate crossing perceptions along West Burnside. Similar perceptions occur along NW Broadway where high traffic volumes and an inconsistent street level environment deter pedestrians from walking between the Pearl and Old Town / Chinatown. Internal to the district, a lack of linkages between development nodes also poses challenges. Activity can be found around the Waterfront Park and Ankeny/Burnside area with the redevelopments completed by the University of Oregon, Oregon College of Oriental

Medicine, and Mercy Corps. The area along NW 5th Avenue including the Goldsmith Block, Technology & Arts Building, and PDC’s office is also well populated. And the Lan Su Garden is a well-known draw for tourists visiting Portland. However, these areas serve as independent islands of activity, with little vibrancy and connectivity between them. Walking from one point to the other feels unwelcoming. The completion of the NW 3rd and 4th Avenue Streetscape project improved the character of the area and added Festival Street amenities on NW Davis and NW Flanders. However, a lack of consistent management of the streetscapes has been a problem and the project has not stimulated economic development to the degree desired. This speaks to the importance of coupling appropriate design and district management when considering future infrastructure improvements.

IV. Action Plan

The following Action Plan outlines how PDC, bureaus of the City of Portland (City) and community partners can leverage the strengths and opportunities available in Old Town / Chinatown. To overcome the challenges described above, the Action Plan prioritizes the following objectives:

1. Further **neighborhood investment** to activate key properties and improve district connectivity;
2. Promote cluster and neighborhood **business vitality**; and
3. Align resources and build local capacity for **district management**.

		CHALLENGES			
OBJECTIVES		Imbalance of uses and vision	Crime and perception of safety	Cost of building rehabilitation, new construction, and lease flexibility	Lack of district connectivity
	Neighborhood Investment	X	X	X	X
	Business Vitality	X	X	X	X
	District Management	X	X		X

The Action Plan recognizes the resources PDC and the City can bring to bear to achieve these objectives, but also recognizes the importance of district champions and long-term self-sufficiency.

While not an exhaustive analysis of the challenges and opportunities facing the district, the recommendations in this Action Plan are generally consistent with the findings to-date of the Bureau of Planning and Sustainability’s focus on Old Town / Chinatown as part of its work on the West Quadrant Plan of the Central City 2035 Plan. The Action Plan also incorporates insights gained from years of partnering with community groups including the former Visions Committee, Neighborhood Association, and Land Use Committee; and feedback from the newly formed Community Association.

Additionally, PDC staff conducted interviews with 12 entrepreneurial organizations and 15 software firms, surveyed 170 entrepreneurs in the Portland metro area, completed a broad range of related research, and met with staff from the Portland Business Alliance. This information helped inform the Action Plan regarding the needs and interests of potential business tenants.

OBJECTIVE 1: Further neighborhood investment to activate key properties and improve district connectivity (see Attachment A: Map of Opportunity Sites)

Responsible Partners: *Portland Development Commission, Portland Housing Bureau, Portland Bureau of Transportation, RACC, Office of Neighborhood Involvement, Mayor’s Office, Cross-Bureau District Toolkit Work Groups (see Action 1.6 - implementation recommendations TBD)*

Action 1.1: Promote development and/or occupancy of PDC controlled properties. The following chart outlines the PDC owned or controlled properties in the district and proposed objectives and next steps for each project.

Project	URA	Next Steps
Old Town Lofts Commercial Space	DTWF	PDC Owned. Build out vacant 4,000 SF ground floor commercial condo space as Accelerator Annex (<i>see also: Action 2.1</i>)
Union Station Commercial Space	RD	PDC Owned. Market vacant office spaces currently available; Explore minor interim improvements to improve tenancy.
Grove	RD	PDC Owned. Vacant building strategically located at district gateway. Issue Request for Interest to seek development partner.
Block 8L	DTWF	PDC Owned. Strategic economic development recruitment/retention site. Issue Request for Interest to seek development partner.
PDC Office Vacancy	DTWF	PDC Leased. Software cluster co-location and revenue generation opportunity. Market lease opportunities as available.
510 NW 3rd (Block A&N)	RD	PDC Owned. Site of Fire Station #2; Historic building located at district gateway. Issue Request for Interest to seek development partner.
Block R	RD	PDC Owned. Vacant parcel with significant development entitlements. Disposition currently on hold.
Former Blanchet House	RD	PDC Controlled. PDC has option to acquire at no cost and is evaluating acquisition and redevelopment options.

Action 1.2: Invest affordable housing resources to rehabilitate and/or maintain PHB portfolio properties and partner projects. The following chart outlines PHB-involved properties likely to be in active development within the timeframe of the Action Plan.

Project	URA	Objective
Medford Hotel	RD	Central City Concern- owned facility with first floor commercial potential. PHB is working with CCC to renovate structure including seismic improvements. PHB reserved \$1.476MM in River District TIF in Notice of Funding Available (NOFA) 2011. Additional funds needed in order to renovate.
Royal Palm	RD	Cascadia Behavioral Health -owned facility. PHB is working with owner to identify resources to renovate building or to build on another site. Request for PHB assistance pending.
Erickson-Fritz	RD	Innovative Housing- controlled site. Pursuant to NOFA 2012, PHB will reserve River District TIF to renovate and seismically improve structures for occupancy by households with a range of incomes including market rate units.
Block "U2"	RD	PHB –owned site. PHB has agreement with Multnomah County to transfer site to County for construction of commercial facility for County Health Department administrative offices and a health clinic. Construction start anticipated in 2015.

The following are currently in PHB’s portfolio of regulated affordable housing properties in Old Town Chinatown:

- Biltmore, 310 NW 6th
- Blanchet House, 310 NW Glisan
- Bud Clark Commons, 655 NW Hoyt
- Butte Hotel, 610 NW Davis
- Empire Place Apartments, 314 NW 5th
- Estate Hotel, 225 NW Couch
- Everett Station Lofts, 625 NW Everett
- Fifth Avenue Court, 221 NW 5th
- Helen Swindells, 10 NW Broadway
- MacDonald Residence, 615 NW Couch
- MacDonald West, 121 NW 6th
- Medford Hotel, 506 NW 5th
- Musolf Manor, 216 NW 3rd
- Pacific Tower, 323 NW 4th
- Royal Palm, 310 NW Flanders
- Sally McCracken, 532 NW Everett
- Shoreline, 123 West Burnside

Action 1.3: Facilitate development and occupancy of privately owned properties, including structured parking to serve the district. Attachment A identifies a number of key privately owned properties in the district. PDC staff has had conversations with the property owner

and/or representatives for most of these properties. PDC’s DOS program, on-call developer services contracts, and insights gained from outreach and research related to business tenant interests are being used to engage property owners and provide technical assistance. PDC’s potential involvement in these projects will be opportunity driven based on the proposed project benefit, need, and timing.

Action 1.4: Sponsor a “best practices” tour with key property owners and firms to highlight exemplary development models and tenant spaces. This forum will provide district property owners and other key development partners an opportunity to see new innovative spaces that are successfully attracting the types of tenants that are also seeking space in Old Town / Chinatown. The Ford Building, Olympic Mills, New Relic’s office in the US Bank tower, the Leftbank Building, etc are often mentioned as models. However, access to these tenant spaces is limited. A curated tour and discussion forum provides district property owners a unique opportunity to see these spaces and engage in conversations regarding why these spaces work.

Action 1.5: Invest in strategic infrastructure and connectivity improvements. The following investments are intended to address connectivity challenges to the district at Broadway and Burnside, as well as connectivity and operations within the district.

Project	URA	Objective
West Burnside/Pearl District Improvements (PBOT)	RD	Infrastructure improvements include: left turn lane at 4th Ave. off eastbound Burnside & new traffic signal at NW Couch & Broadway.
RACC Public Art Fund	RD/DTWF	RACC and PDC currently have \$280,000 accrued in a fund for public art within the DTWF URA. Public art can be used to strategically improve perceptions of connectivity to and within the district.
Entertainment District Infrastructure	RD/DTWF	Install gates or other infrastructure and amenities to improve safety and functionality of the Entertainment District activity.

Action 1.6: Evaluate existing financial programs and other tools; recommend district pilot programs as appropriate. Cross-bureau work groups will be convened to identify recommended “carrots and sticks” necessary for ensuring successful implementation of the Action Plan. Anticipated focus areas include seismic improvements, code enforcement, public safety and street environment, City development process and services, and PDC programs. The work groups will include representatives from the Mayor’s Office, Bureau of Planning and Sustainability, Bureau of Development Services, Portland Housing Bureau, Portland Police Bureau, Office of Neighborhood Involvement, Bureau of Transportation, Office of Management and Finance, Portland Fire Bureau, Portland Bureau of Emergency Management, Portland Water Bureau, Portland Parks Bureau, Bureau of Environmental Services, Portland Business Alliance, Clean & Safe, Portland Patrol, Inc and the Portland Development Commission. Additionally, as property owners, businesses, developers, and investors explore the feasibility of redeveloping

properties such as those outlined in Action 1.1 and Action 1.2, the applicability of PDC's existing financial programs and other available financial tools will be explored. This due diligence will also help inform any recommended modifications to existing financial programs and/or new PDC and/or City pilot programs.

OBJECTIVE 2: Promote cluster and neighborhood business vitality

Responsible Partners: *Portland Development Commission, Portland Business Alliance, Bureau of Planning and Sustainability*

Action 2.1: Evaluate opportunities for a co-space location. A consistent theme from the outreach and research regarding business requirements was the need to provide flexible, supported and affordable space for firms that outgrow their initial space. The Portland entrepreneurial ecosystem is well supported through various incubators and accelerators located across town. However, graduates of these programs need a place of their own combined with some support services, to continue their promising growth prospects. For these firms, it does not make business sense to commit to traditional lease terms. Firms that would benefit from this second-stage space likely:

- have between 3 - 10 employees;
- have high-growth aspirations and potential;
- desire a flexible relatively short-term lease; and
- seek space offering value-added services so they can continue to be "heads down" on product development.

Research conducted by the Small Business Administration supports the notion that firms at this growth point, or slightly larger, become overwhelmed with management issues. A co-space location can provide resources to simplify the business process and allow management to navigate this challenging period when it begins to be felt. Models around the country have demonstrated that co-space locations can potentially generate high demand by providing significant value. PDC will evaluate the feasibility of co-space location(s) in the district, including the potential Accelerator Annex in the PDC-owned commercial condo at the Old Town Lofts building.

Action 2.2: Sponsor the Startup PDX Challenge in Old Town / Chinatown. The Startup PDX Challenge is an initiative designed to connect startups to Portland's growing entrepreneurial community. Selected startup businesses are provided rent-free office space for one year, a working capital grant, and free professional services designed to aid them in growing their business. After monitoring the first Startup PDX Challenge in Produce Row, PDC will evaluate the appropriate opportunity and timing to sponsor the Startup PDX Challenge in Old Town / Chinatown.

Action 2.3: Invest in Cluster Industry supportive initiatives. PDC will identify opportunities to support cluster industry initiatives and businesses throughout the life of this Action Plan. Immediate opportunities may include tenant improvement investments to support Design Forum PDX or a similar materials lab opportunity, pop-up retail for local Athletic and Outdoor industry companies and small manufacturers, and partnerships with property owners to accommodate growing traded sector firms in the Central City.

Action 2.4: Engage educational institutions in opportunities for partnership, program support and expansion. The district benefits from a unique concentration of educational anchors not found elsewhere in the city of Portland. The University of Oregon, Oregon College of Oriental Medicine, Pensole, the Art Institute’s Culinary School and Industrial Design programs, and the future relocation of the Pacific Northwest College of Art are all in immediate proximity. Additionally, the Portland State University campus (connected via public transportation) is located one mile away. The presence of these educational institutions provides long term stability, credibility, and activation of the district. PDC and the Bureau of Planning and Sustainability will engage these organizations to explore how partnerships can be created to better leverage resources, shared goals of building capacity in entrepreneurship and applied creative arts, and a desire to invest in the neighborhood. Examples include:

- Explore opportunities for program expansion and collaboration
- Monitor and inform campus master planning and expansion plans
- Discuss interim and ancillary space needs
- Explore collaboration opportunities for improving district connectivity and vacant storefront activation
- Monitor student housing feasibility and partnership opportunities

Action 2.5: Expand and enhance street-level uses within the district through partnerships and investment. Borrowing from the success and lessons learned from the retail core and West End, PDC will partner with the Portland Business Alliance (PBA) to leverage PDC’s financial programs, PBA’s expertise, community relationships, and best practices to help neighborhood businesses and landlords improve, tenant and promote the district. In addition to PDC’s Storefront and CPRL Programs, example initiatives include pop-up shops and vacant storefront activation, encouraging businesses to partner on district walking maps and advertising, and illustrating for landlords the importance of tenant and building curation (see also Actions 1.3 and 3.1).

OBJECTIVE 3: Align resources and build local capacity for district management

Responsible Partners: *Portland Development Commission, Mayor’s Office, Portland Police, Office of Neighborhood Involvement, Portland Bureau of Transportation, Portland Housing Bureau, Bureau of Development Services, Clean & Safe, Portland Business Alliance, Portland Patrol Inc*

Action 3.1: Establish district collateral for use by PDC, City, and community partners. A cohesive story or brand is critical to an effective pitch, and once prepared can be used for multiple purposes – property dispositions, business recruitment, tenant leasing, tourism, retail advertising, etc. As discussed in the Challenges section, a neighborhood vision or personality is a draw for the demographic with which it resonates. However, this must be carefully crafted with authenticity and support of community stakeholders. PDC will work with the Community Association, Portland Business Alliance, other key community partners and a creative director to develop a district marketing plan and appropriate materials. (see also Actions 1.1, 2.5 and 3.2)

Action 3.2: Provide a match to community fundraising to support district management and public space programming efforts. Old Town / Chinatown has a long history of dedicated community volunteers, some of whom have been serving on various committees for over a decade. However, efforts at true district management and public space programming have been spotty, as evidenced by the use and management of the Festival Streets. The newly formed Community Association has renewed focus on the use of this amenity. To ensure this motivation continues, and is met with success, a formalized district management structure is recommended. PDC and City grant funds will match community fundraising to hire a local district manager responsible for programming and fundraising efforts. In return, a clear business plan, event calendar and other deliverables will be required. Through this partnership, the resources of the Main Street Program and Venture Portland can potentially also be leveraged to provide technical assistance and additional grant funds.

Action 3.3: Identify strategic safety initiatives and/or improvements. City, PDC and community partners will engage to identify opportunities to coordinate resources and make strategic investments that will improve area safety. Examples of coordination efforts already underway to establish a patrol schedule and set of protocol to address undesirable activity include:

- Union Station/Greyhound Area: coordination between Bud Clark Commons, Greyhound, Union Station security, Pacific Patrol, Portland Patrol Inc., Clean & Safe, Securitas, and Portland Police
- Burnside Bridge Area: coordination between Mercy Corps, University of Oregon, Oregon College of Oriental Medicine, Pacific Patrol, Portland Patrol Inc., Clean & Safe, Securitas, and Portland Police
- Entertainment District: pilot street closure program

V. Policy Considerations

Concurrent to implementation of the actions outlined above, there are a number of policy considerations influencing Old Town / Chinatown to be addressed. The Bureau of Planning and Sustainability's (BPS) focus on Old Town / Chinatown and the West Quadrant Plan provides a unique forum for discussions regarding several important topics, including:

- Regulatory framework for the two historic districts
- District parking management strategy and potential modification to the Central City Transportation Management Plan (CCTMP)
- Evaluation of existing development entitlements and bonuses
- Urban design themes and district uses

The following key themes have emerged from BPS's outreach to-date, and will provide direction for the West Quadrant Plan process and the actions that the plan should consider in Old Town / Chinatown:

1. **Harness Creative Energy**, especially east-west along NW Couch and north-south along NW Broadway, using the higher education institutions as lasting anchors to attract creative companies.
2. **Support and encourage the nightlife district**, but manage and buffer it well to increase positive impact and reduce negatives.
3. **Continue pursuing housing goals to balance the district housing mix**, especially student and market-rate. Consider high-density housing north of NW Everett along the NW Glisan corridor.
4. **Recognize the Skidmore District as a national architectural gem** and continue to prioritize restoration and complementary infill at a comparable scale.
5. **Reexamine the preservation framework in New Chinatown/Japantown** to recognize the district's unique cultural significance. Identify key cultural and architectural resources, and develop a more flexible and attractive development framework for other sites. Focus the cultural hub of the district between NW Everett to W Burnside and NW 4th and NW 3rd.
6. **Develop and implement an improved parking management strategy for the district** to meet growing demand that encourages surface-lot redevelopment and rehabilitation of historic buildings.
7. **Improve connections** into and out of the district from the west and south. Improve access to Waterfront Park and the Willamette River.

Attachment A: Map of Opportunity Sites



URA Financial Summary

	Revised-3 FY 2012-13	Adopted FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
<u>Downtown Waterfront URA</u>						
Resources						
Beginning Fund Balance	14,298,135	12,863,909	9,087,639	5,725,113	2,570,991	3,353,244
Interest on Investments	70,000	90,000	60,000	30,000	10,000	10,000
Loan Collections	359,847	495,480	287,964	213,857	1,505,384	5,099,599
Property Income	160,000	5,024,000	1,500,000	0	0	0
Total Resources	14,887,982	18,473,389	10,935,603	5,968,970	4,086,375	8,462,843
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101320 Debt Management-DTW	10,000	8,000	8,000	8,000	8,000	8,000
Total Administration	10,000	8,000	8,000	8,000	8,000	8,000
Business Dev						
Business Lending						
L02100320 BIF-General-DTW	100,000	100,000	100,000	100,000	100,000	100,000
L02110320 BIF-Cluster Group-Budget-DTW	100,000	400,000	250,000	250,000	250,000	250,000
Total Business Dev	200,000	500,000	350,000	350,000	350,000	350,000
Infrastructure						
Transportation						
N32030015 Dtn Retail Infra-DTW-Adm	20,000	0	0	0	0	0
Total Infrastructure	20,000	0	0	0	0	0
Portland Hsg Bureau						
PHB Housing						
H15430320 Affordable Rental Hsg-DTW	0	262,835	1,717,345	0	0	0
H15900320 PHB Staff & Admin-DTW	0	254,565	0	0	0	0
Total Portland Hsg Bureau	0	517,400	1,717,345	0	0	0
Property Redev						
Commercial Property Redevelopm						
P32054115 3rd & Oak Parking Obl-DTW-Adm	65,900	2,847,000	0	0	0	0
P32012115 Transit Mall Revit-DTW-Adm	87,000	0	0	0	0	0
P32050115 Dtn Retail Strat -DTW-Adm	0	100,000	100,000	100,000	0	0
P32052115 Block 8 Redev-DTW-Adm	50,000	10,000	0	0	0	0
P32052215 CC 2035-DTW-Adm	95,846	42,114	0	0	0	0
P32053625 Old Town Lofts-Retail	27,572	0	0	0	0	0
P32060615 SW 3rd & Oak-DTW-Adm	37,576	0	0	0	0	0
P32053635 Old Town Lofts-Prkng-DTW-Adm	10,000	0	0	0	0	0
P32092015 Real Estate Mgmt-DTW-Adm	5,000	5,000	5,000	5,000	5,000	5,000
P32054015 3rd & Taylor-DTW-Adm	40,000	0	0	0	0	0
P32060515 One Waterfront South-DTW-Adm	3,342	31,763	0	0	0	0
P32060415 SW 3rd & Taylor Lot-DTW-Adm	14,854	93,100	0	0	0	0
P32060115 Block 8 - L-DTW-Adm	71,689	21,689	0	0	0	0
P32056515 RiverPlace Marina-DTW-Adm	15,000	15,000	15,000	15,000	15,000	15,000
P32054415 One Waterfront Pl-DTW-Adm	2,700	2,700	2,700	2,700	2,700	2,700
Commercial Real Estate Lending						
R03100320 Comm Energy Eff Retro-DTW	0	100,000	0	0	0	0
R01100320 CPRL-General-DTW	225,000	4,000,000	2,000,000	2,000,000	0	0
Community Redevelopment Grants						
G02100320 DOS-General-DTW	100,000	50,000	50,000	50,000	0	0
G03100320 SIP-General-DTW	100,000	200,000	200,000	200,000	200,000	200,000

	Revised-3 FY 2012-13	Adopted FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
Total Property Redev	951,479	7,518,366	2,372,700	2,372,700	222,700	222,700
Total Program Expenditures	1,181,479	8,543,766	4,448,045	2,730,700	580,700	580,700
Personal Services	287,638	208,538	159,202	144,442	33,493	46,179
Transfers - Indirect	554,956	633,446	603,243	522,837	118,938	161,947
Total Fund Expenditures	2,024,073	9,385,750	5,210,490	3,397,979	733,131	788,826
Contingency	12,863,909	9,087,639	5,725,113	2,570,991	3,353,244	7,674,017
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	14,887,982	18,473,389	10,935,603	5,968,970	4,086,375	8,462,843

	Revised-3 FY 2012-13	Adopted FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
River District URA						
Resources						
Beginning Fund Balance	22,424,911	27,604,737	3,440,302	814,405	1,405,754	568,635
Interest on Investments	0	400,000	0	0	0	0
Intergovernmental Revenues	440,805	1,800,000	2,100,000	0	0	0
Loan Collections	241,920	2,899,584	1,913,258	2,733,943	658,725	1,310,253
Long Term Debt	0	0	7,000,000	27,538,676	26,000,000	14,000,000
Property Income	698,128	698,128	698,128	698,128	698,128	698,128
Reimbursements	568,250	0	0	0	0	0
Short Term Debt	23,834,068	20,003,036	22,684,282	24,460,851	20,571,004	20,878,356
Total Resources	48,196,082	53,405,464	37,835,970	56,246,003	49,333,611	37,455,372
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101330 Debt Management-RVD	50,000	50,000	50,000	50,000	50,000	50,000
General Administration						
A65467330 URA Administration-RVD	50,000	0	0	0	0	0
Total Administration	100,000	50,000	50,000	50,000	50,000	50,000
Business Dev						
Business Lending						
L02100330 BIF-General-RVD	200,000	301,000	200,000	200,000	200,000	200,000
L02110330 BIF-Cluster Group-Budget-RVD	0	500,000	500,000	500,000	500,000	500,000
Traded Sector Business Dev						
B15100330 Cluster Development-RVD	100,000	50,000	50,000	50,000	50,000	50,000
B65005330 OT/CT Entrepreneurial-RVD	0	110,000	5,000	5,000	0	0
B15102330 Site Recruitment-RVD	82,500	0	0	0	0	0
B15401330 Design Forum/PDX-RVD	5,000	0	0	0	0	0
Total Business Dev	387,500	961,000	755,000	755,000	750,000	750,000
Infrastructure						
Parks						
N33011915 Nbrhd Prk(The Fields)-RVD-Adm	4,205,000	0	0	0	0	0
Public Facilities						
N33022015 Union Station Grant-RVD-Adm	551,008	2,226,500	2,546,500	3,506,500	6,500	6,500
Transportation						
N33030015 Dtnw Retail Infra-RVD-Adm	244,702	0	0	0	0	0
N33033415 Pearl District Cir-RVD-Adm	0	2,210,535	0	0	0	0
N33033417 Pearl District Cir-R	465,535	0	0	0	0	0
N33033715 Streetcar Loop Project-RVD	500,000	0	0	0	0	0
Total Infrastructure	5,966,243	4,437,035	2,546,500	3,506,500	6,500	6,500
Portland Hsg Bureau						
PHB Housing						
H15930330 Fairfield Apartments-RVD	65,000	50,000	50,000	50,000	50,000	0
H15135330 The Medford-RVD	0	1,476,000	0	0	0	0
H15430330 Affordable Rental Hsg-RVD	1,025,000	4,166,700	7,325,000	11,025,000	7,425,000	2,725,000
H15900330 PHB Staff & Admin-RVD	521,210	789,077	430,271	516,490	544,756	528,533
H15951330 Yards at Union Station-RVD	1,212,808	220,000	0	0	0	0
Total Portland Hsg Bureau	2,824,016	6,701,777	7,805,271	11,591,490	8,019,756	3,253,533
Property Redev						
Commercial Property Redevelopm						

	Revised-3 FY 2012-13	Adopted FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18
P33060415 Centennial Mills-RVD-Adm	80,885	38,885	38,885	38,885	38,885	38,885
P33091015 Public Outreach-RVD-Adm	0	2,000	0	0	0	0
P33060815 Old Fire Station-RVD-Adm	20,080	26,650	0	0	0	0
P33060715 One Waterfront North-RVD-Adm	6,508	4,187	4,187	4,187	4,187	4,187
P33060615 Block R-RVD-Adm	3,306	3,101	3,101	3,101	3,101	3,101
P33060545 Station Place Prkng-RVD-Adm	276,572	244,733	208,168	208,168	208,168	208,168
A45997330 Superfund-RVD	32,000	0	0	0	0	0
P33060525 Station Place Lot 5-RVD-Adm	200	200	0	0	0	0
P33060315 Grove Hotel-RVD-Adm	42,924	30,499	0	0	0	0
P33060215 Union Station-RVD-Adm	155,053	120,655	0	0	0	0
P33050415 Centennial Mills Rdv-RVD-Adm	428,000	1,395,000	7,800,000	7,500,000	0	0
P33060535 Station Place Lot 7-RVD-Adm	9,554	9,365	9,365	9,365	9,365	9,365
P33050115 Dwn Retail Strat-RVD-Adm	500,000	250,000	0	0	0	0
P33060115 Block Y-RVD-Adm	20,377	20,377	20,377	20,377	20,377	20,377
P33052115 10th & Yamhill Redev-RVD-Adm	0	0	0	3,250,000	14,200,000	0
P33052215 CC 2035-RVD-Adm	163,895	62,372	0	0	0	0
P33053219 Horse Barn Relocatio	5,000	0	0	0	0	0
P33054315 RD Enviro-RVD-Adm	600,000	0	0	0	0	0
P33055115 Multnomah County-PDV-Adm	0	26,948,460	0	0	0	0
P33050015 Post Office-RVD-Adm	25,000	500,000	8,000,000	16,000,000	15,000,000	22,000,000
Commercial Real Estate Lending						
R01100330 CPRL-General-RVD	4,021,645	3,000,000	3,000,000	3,000,000	1,500,000	1,500,000
Community Redevelopment Grants						
G02100330 DOS-General-RVD	100,000	100,000	100,000	100,000	100,000	100,000
G03100330 SIP-General-RVD	275,000	300,000	300,000	300,000	300,000	300,000
Total Property Redev	6,765,999	33,056,484	19,484,083	30,434,083	31,384,083	24,184,083
Total Program Expenditures	16,043,758	45,206,296	30,640,854	46,337,073	40,210,339	28,244,116
Personal Services	878,220	648,220	1,332,320	1,840,626	1,879,695	2,011,054
Transfers - Indirect	3,689,387	4,110,646	5,048,391	6,662,551	6,674,942	7,052,660
Total Fund Expenditures	20,591,345	49,965,162	37,021,565	54,840,250	48,764,976	37,307,830
Contingency	27,604,737	3,440,302	814,405	1,405,754	568,635	147,542
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	48,196,082	53,405,464	37,835,970	56,246,003	49,333,611	37,455,372