



DATE: October 29, 2014
TO: Board of Commissioners
FROM: Patrick Quinton, Executive Director
SUBJECT: Report Number 14-43

Authorizing an Intergovernmental Agreement with Portland Bureau of Parks and Recreation for the Construction of Gateway Urban Plaza and Neighborhood Park in the Gateway Regional Center Urban Renewal Area

BOARD ACTION REQUESTED

Adopt Resolution No. 7077

ACTION DESCRIPTION

This action by the Portland Development Commission (PDC) Board of Commissioners (Board) will authorize the Executive Director to execute an Intergovernmental Agreement (IGA) between PDC and Portland Bureau of Parks and Recreation (PP&R) for the construction of Gateway Urban Plaza and Neighborhood Park (the Park). The planned three-acre park is located in the Gateway Regional Center Urban Renewal Area (Gateway URA) at the southwest corner of NE Halsey Street and 106th Avenue (see Attachment A). The Park is part of a larger four-acre site jointly owned by PDC and PP&R; the balance of the site will be developed as a mixed-use project through a PDC disposition process. This IGA will provide up to \$1,000,000 to PP&R to construct the Park.

This action is the first major step in the implementation of the Halsey/Weidler Commercial District Investment Strategy (the Strategy), a comprehensive approach to i) build capacity and identity, ii) foster business development, and iii) stimulate commercial district improvements addressing safety, business development, and redevelopment along one of Gateway URA's major commercial corridors (see Attachment B).

BACKGROUND AND CONTEXT

Gateway Urban Plaza and Neighborhood Park

In 2008, PDC and PP&R jointly purchased three adjacent properties totaling 4.2 acres at the southwest corner of NE Halsey Street and 106th Avenue with the shared goal of developing a three-acre neighborhood park and one acre of complementary mixed-use development. Subsequent to property acquisition, site preparation, and environmental remediation, PDC and PP&R worked with community members to design a master plan for the park that was ultimately adopted by Portland City Council in March 2011. Design features of the master plan include:

- Green spaces for family activities, strolling, fitness trail loops, seating areas, and event spaces for outdoor concerts and movies;
- Flexible space adaptive to activities that vary throughout the season;

- A multi-use public plaza along NE Halsey Street sized to include an interactive water feature, seating, dining, conversations, and a variety of events, festivals or a farmers market;
- Beginning level bike and skateboard terrain;
- Group and individual picnic areas and active play features; and
- A universal play area.

Pedestrian level lighting will be provided throughout the site, and perimeter areas are open in order to maximize visibility and safety. PP&R has agreed to develop a plan to program the plaza area to cultivate active use of the park.

In 2014, PP&R committed funding to build the project. The anticipated construction cost is \$5,100,000 with an estimated project budget of \$8,200,000. The funding will primarily come from PP&R systems development charges (SDCs) and PDC has been asked to contribute \$1,000,000. Design of the Park is anticipated to begin in late 2014 with construction to commence in early 2016; completion is anticipated for spring 2017.

Halsey/Weidler Investment Strategy

Starting in late 2013 staff and consultants worked closely with business and property owners along the Halsey/Weidler couplet between NE 102nd and NE 112th avenues to begin the process of drafting an investment strategy for the corridor.

The Halsey/Weidler couplet has a ‘main street’ feel that is unique in the Gateway URA; is home to a concentrated collection of small, unique, locally-owned businesses; boasts easy access to I-205 and I-84; and is served by four light rail lines. However, challenges remain that prevent future job growth and redevelopment, including unsafe street crossings and suburban building form.

Community and staff working on the Strategy have identified short- and long-term activities to help business and property owners and stakeholders focus investments and efforts where they will have the most impact to achieve the goal of a thriving commercial district. In addition to funding the Park site’s design and construction, prioritized actions are:

- **Build Capacity.** The Halsey/Weidler Group (HWG) started as the Strategy project working group, but organized outside of the project and was formally recognized as a sub-committee of the Gateway Area Business Association for the purpose of focusing on the corridor. The HWG is expected to play an ongoing role in furthering the implementation of the Strategy and leading it to success.
- **Identify a Developer for the NE Halsey Street and 106th Avenue Mixed-Use Development Site.** To capitalize on the Park momentum and spur interest in the adjacent PDC-owned one-acre commercial site, in late 2014 PDC will release a Request for Qualifications (RFQ) to identify a developer to build a mixed-use development on this site. The RFQ will emphasize:
 - Retail uses on NE Halsey to Street fill the gap in the retail connectivity;
 - Vibrant uses that help activate the park, supports surrounding retail, and complements existing businesses; and
 - Design that complements the Park and acts as a catalyst for neighborhood growth and change.
- **Invest in Infrastructure That Supports Business Development.** The HWG identified pedestrian safety and building a cohesive district identity as top priorities. A conceptual streetscape vision plan is complete and in late 2014, an IGA that is within the Executive Director’s signature authority will be executed with Portland Bureau of Transportation (PBOT) for design of priority streetscape improvements. Gateway URA funds will be leveraged with PBOT SDCs for design and construction.

- Priority improvements focused on enhanced pedestrian crossings, calming traffic, and introducing elements that would improve the look of the street and help create a district identity. The priority locations for these improvements targeted likely commercial development nodes and high-use pedestrian paths: NE Halsey and Weidler streets at 103rd, 106th, 108th, and 112th avenues.
- **Promote Business Development.** Staff will take the lead in promoting business growth and vitality through PDC business assistance with activities such as outreach, financing, and technical assistance.
- **Complete the Gateway Action Plan.** Staff will work with bureau partners and area stakeholders to develop a plan that identifies and addresses the challenges and opportunities in the Gateway URA. The action plan will likely be similar in approach to those that staff has created for Old Town/Chinatown and Lents Town Center.

COMMUNITY AND PUBLIC BENEFIT

If approved, the IGA will provide funding that will:

- Transform a vacant site into an important gathering space;
- Provide much-needed recreational space in one of the most park-deficient neighborhoods in the city of Portland; and
- Catalyze the disposition and development of the adjacent PDC-owned one-acre site.

PDC's Equity Policy will apply to this transaction.

PUBLIC PARTICIPATION AND FEEDBACK

There is strong community support for this action and the Park project. Gateway URA stakeholders have participated in the design process for the Gateway Redevelopment, Urban Plaza, and Neighborhood Park master plan and have advocated for funding since it was adopted in 2011. Moving forward, PP&R is putting together a new Project Advisory Committee in late 2014 to guide the translation of the framework developed through the master planning process into a real park consistent with the original community goals and to help direct design priorities.

BUDGET AND FINANCIAL INFORMATION

This action will contribute \$1,000,000 towards the construction of the Park. The Gateway URA budget includes \$200,000 in fiscal year (FY) 2014-15 and \$800,000 in FY 2015-16 for the Park (see Attachment C). Following is a synopsis of the Park project sources and uses:

Uses

Design, technical, professional	\$3,100,000
Construction	\$5,100,000
TOTAL USES	\$8,200,000

Sources

PP&R - SDCs	\$7,200,000
PDC	\$1,000,000
TOTAL SOURCES	\$8,200,000

RISK ASSESSMENT

The most significant risk to entering into this IGA is that the total hard and soft costs may exceed the \$8,200,000 project budget. To mitigate the risk, PP&R is pursuing a Construction Management/General Contractor method, which will allow the contractor to understand and incorporate value-engineering ideas during the design phase to reduce the overall cost of the project and to avoid costly change orders or disputes.

ALTERNATIVE ACTIONS

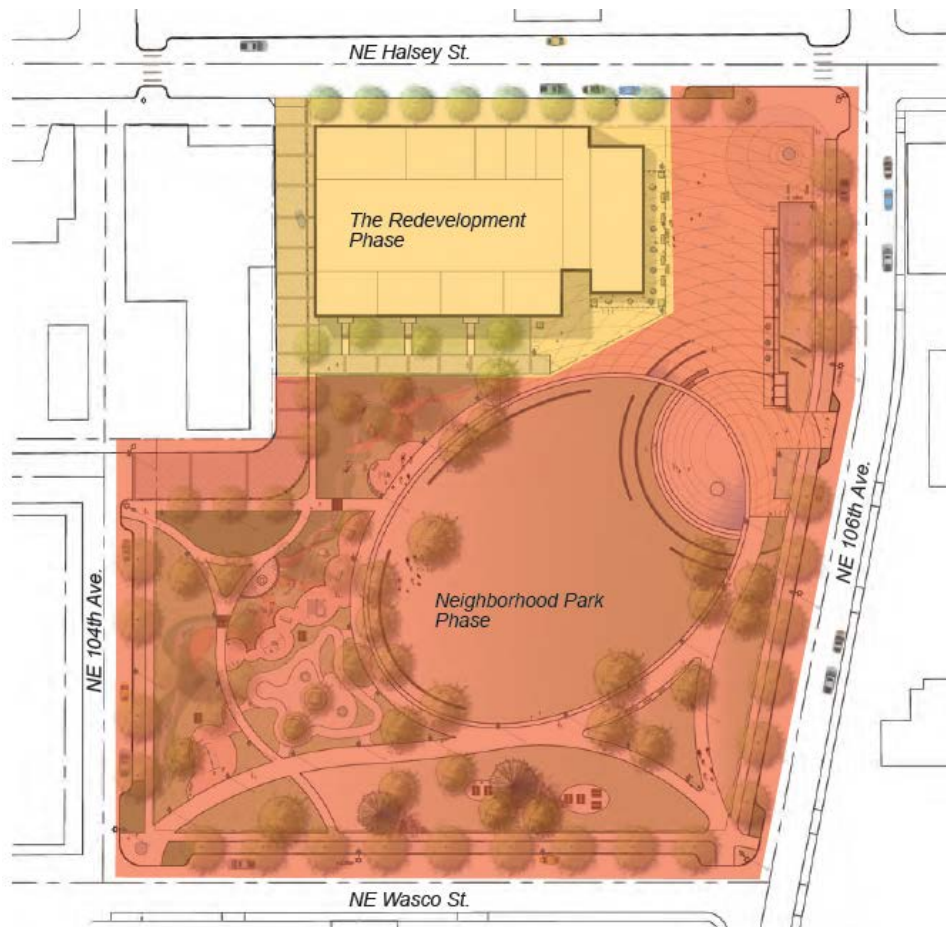
The PDC Board could elect to:

- Not authorize the IGA. This would likely not jeopardize PP&R's ability to construct the Park since PDC's contribution is less than 20 percent of the construction budget; however, without PDC's contribution key elements of the Park may not be delivered as envisioned by the community.
- Request changes to the IGA to address specific concerns, with the authorization to execute the IGA conditioned upon addressing the identified issues or with the IGA brought to the PDC Board for approval at a subsequent meeting.

ATTACHMENTS

- A. Site Map
- B. Halsey/Weidler Commercial District Investment Strategy
- C. URA Financial Summary

Site Map



PORTLAND DEVELOPMENT COMMISSION

Portland, Oregon

REPORT NO. 14-43

ATTACHMENT B

**AUTHORIZING AN INTERGOVERNMENTAL AGREEMENT WITH
PORTLAND BUREAU OF PARKS AND RECREATION FOR THE
CONSTRUCTION OF GATEWAY URBAN PLAZA AND NEIGHBORHOOD
PARK IN THE GATEWAY REGIONAL CENTER URBAN RENEWAL AREA**

Attachment A includes this cover page and contains 18 pages:

- Halsey/Weidler Commercial District Investment Strategy, October 2014 Draft



HALSEY/WEIDLER COMMERCIAL DISTRICT INVESTMENT STRATEGY

October 2014
DRAFT



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APPENDIX

- A. Halsey/Weidler Summary Memo - Civilis Consultants (April 2014)
- B. Halsey/Weidler Commercial Corridor Investment Streetscape Improvement Plan - Nevue Ngan Associates (September 2014)

ACKNOWLEDGEMENTS

We'd like to acknowledge the time and inspiration provided by the many business and property owners who provided input and direction in developing this strategy. In particular, thank you to the members of the Halsey Weidler Group.

Halsey Weidler Group

- Tom Badrick, Parkrose Heights Neighborhood Association
- Joe Garofoli, Joe's Shoe Repair
- Mark Jones, McGillacuddys
- Nidal Kahl, Furniture Plus and property owner
- Eva Liu, King's Omelet
- Robbin Martell, Hearts Decor Consignment Store / SOS Moving Management
- Christopher Masciocchi, Hazelwood Resident
- Molly Mink Liston, Gilbert Bros Commercial Brokerage Co.
- Kevin Minkoff, Certified Public Accountant
- Linda Robinson, Hazelwood Neighborhood Association
- Fred Sanchez, Realty Brokers, Property Owner, and Gateway Area Business Association
- Dean Sterner, Riverview Bank
- Ted Vogelpohl, V.I.P. Property Management / For Sale By Owner & Builders
- John Wade, Center for Environmental Medicine, property owner; East Portland Rotary
- Tim Zollbrecht, Portland Adventist Community Services

Project Consultants:

- Michele Reeves, Civilis Consultants
- Ben Ngan, Nevue Ngan Associates
- Jason Hirst, Nevue Ngan Associates
- David Goodyke, Nevue Ngan Associates

Bureau Partners:

- Ross Swanson, Portland Bureau of Transportation (PBOT)

Venture Portland:

- Heather Hoell, Executive Director

PDC:

- Trang Lam, Neighborhood Manager
- Susan Kuhn, Sr. Project Manager
- Bernie Kerosky, Sr. Business Development Officer
- Alison Wicks, Project Coordinator

INTRODUCTION

Gateway Area

The Gateway Regional Center Urban Renewal Area (Gateway URA) is served by two interstate freeways, four MAX light rail lines, and the Halsey/Weidler couplet. Over time the Gateway URA is expected to become a high density, urban, mixed-use center that offers jobs, housing, services, and amenities within walkable neighborhoods (Gateway Urban Renewal Plan 2000). The Gateway community is more diverse than the City of Portland as a whole and has a higher percentage of families, children and seniors. The age profile of the district has shifted to an older demographic, while income levels have risen as well (Gateway Urban Design & Market Study January 2012). The Gateway area has two community shopping centers, the Gateway Shopping Center and Mall 205 that anchor the north and south ends of the area, and many scattered small businesses. The Halsey/Weidler couplet is the historic Gateway business district providing a unique mixture of locally-owned businesses and neighborhood amenities. It's located to the north end of the URA and has direct access from the I-205 freeway off ramp. Halsey/Weidler is differentiated from other commercial areas within Gateway by having only two lanes of traffic, offering the potential for a more pedestrian friendly 'Main Street' feel.

Developing the Investment Strategy

Despite its excellent location, Gateway has seen only modest redevelopment activity since the inception of the URA. The City of Portland and the Portland Development Commission (PDC) are committed to increasing neighborhood vitality and economic opportunity in Gateway and will develop a Five-Year Action Plan for the URA. As a precursor to that broader action plan, PDC staff

worked with community and city partners and consultants to consider the historic Halsey/Weidler Commercial District and opportunities for strategic and direct investment.

The focus of this investment strategy is the Halsey/Weidler Commercial District, a concentration of small local businesses located along the Halsey/Weidler couplet, approximately between 102nd and 114th Avenues. This area is relatively walkable with a mix of building styles and retro 50s/60s character that evokes a sense of nostalgia within the community for the once-active and family-friendly business district. Halsey Street is considered neighborhood commercial with the best commercial connectivity. Weidler acts as the arterial; a concentration of residential properties lies to the north (see the image on page 7).

Strategy Objectives.

The objectives for an investment strategy for Halsey/Weidler are to:

- A. Identify and implement infrastructure improvements in the Halsey/Weidler Commercial District that support business growth;
- B. Build capacity within the business district;
- C. Explore development opportunities in the district; and
- D. Move forward a commercial or mixed-use development and a park on the PDC and Portland Bureau of Parks & Recreation-owned site on Halsey at 106th in a holistic and aligned manner

The development of the strategy entailed two phases that built upon previous studies – The Gateway Urban Design and Market Study (2012) and the Gateway Business Development Strategy (2011). The first phase included working with Civilis Consultants to assess the Halsey/Weidler Commercial District connectivity and identity. The goals of the first phase were to identify opportunities to i) create positive identity and brand for the district, and ii) improve economic performance in the couplet. In the second phase, Nevue Ngan Associates built on the first phase

outcomes and the priorities identified by the community, and created a streetscape vision plan for Halsey and Weidler.

Status and Next Steps

As of October 2014, Community members and staff have already begun implementing key actions of the investment strategy:

Action	Status	Next Step	Partner
Identify and implement infrastructure improvements in the Halsey/Weidler Commercial District that support business growth.	Key intersections at 103 rd , 106 th , 108 th , and 112 th identified; PDC and Portland Bureau of Transportation negotiating agreement to provide design and construction funding	Signed agreement for design-November 2014 Design complete- spring 2015 Construction complete- late 2015	PDC, PBOT
Build capacity within the business district.	Halsey Weidler Group recognized as sub-committee of Gateway Area Business Association	Halsey Weidler Group will continue to meet and move identified projects forward, including organizing a coffee and issues forum with PDC as an interim partner	Halsey Weidler Group, PDC business outreach staff, Venture Portland
Explore development opportunities in the district.	Property owner at a key development node is using PDC DOS program to determine development options	Work with property and business owners to explore development opportunities	PDC, property and business owners
Move forward a commercial or mixed-use development and a park on the PDC and Portland Bureau of Parks & Recreation-owned site on Halsey at 106 th in a holistic and aligned manner.	Parks refining design and releasing Request for Proposals for construction of park site PDC committing \$1 M towards park PDC releasing RFQ for one-acre redevelopment site in November 2014	Park construction complete – early 2017	Portland Bureau of Parks and Recreation, PDC,

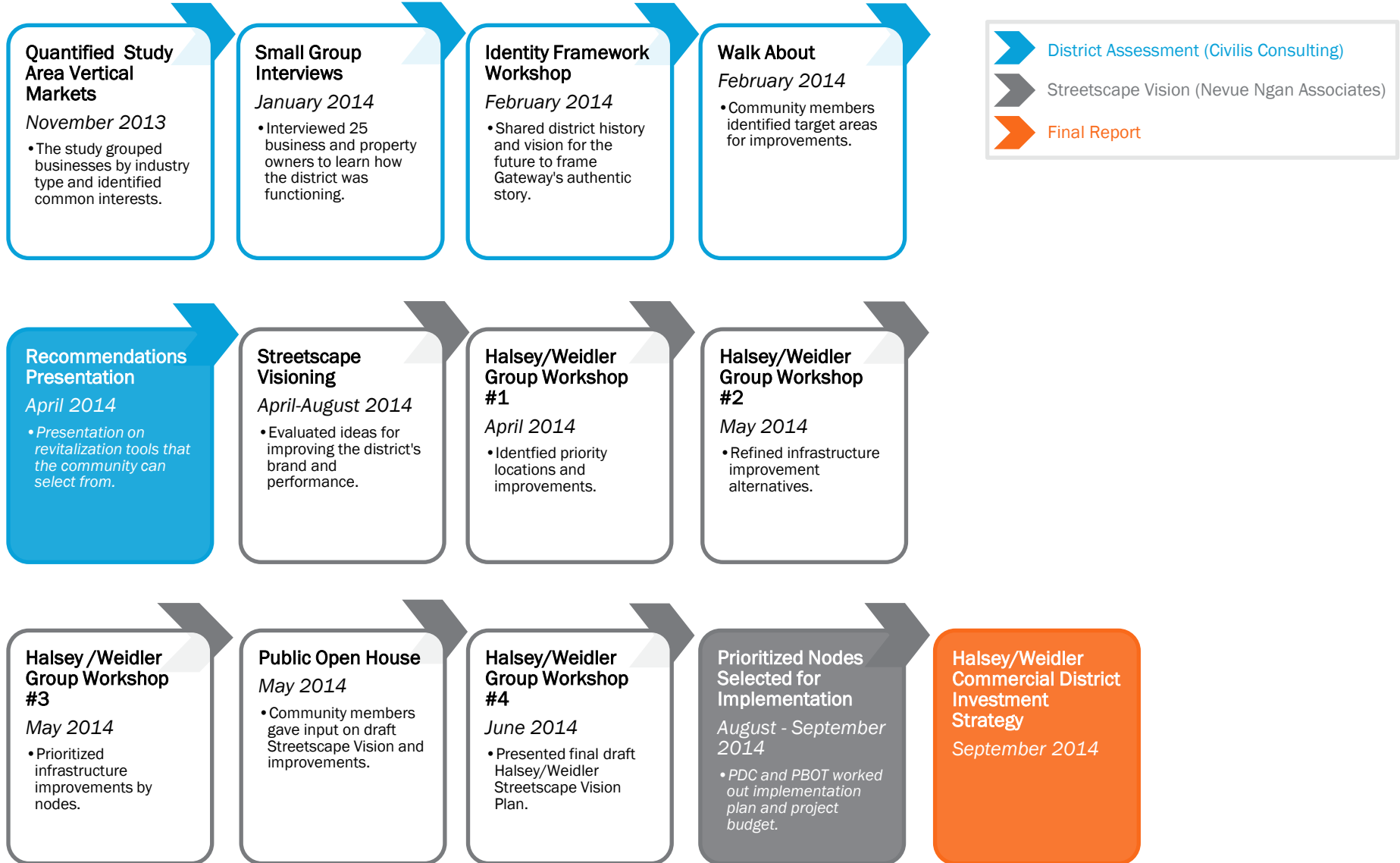
Figure 1 Halsey/Weidler Study Area



Figure 2 Halsey/Weidler Identity Zones



STRATEGY PROCESS



CURRENT CONDITIONS AND HIGHLIGHTS

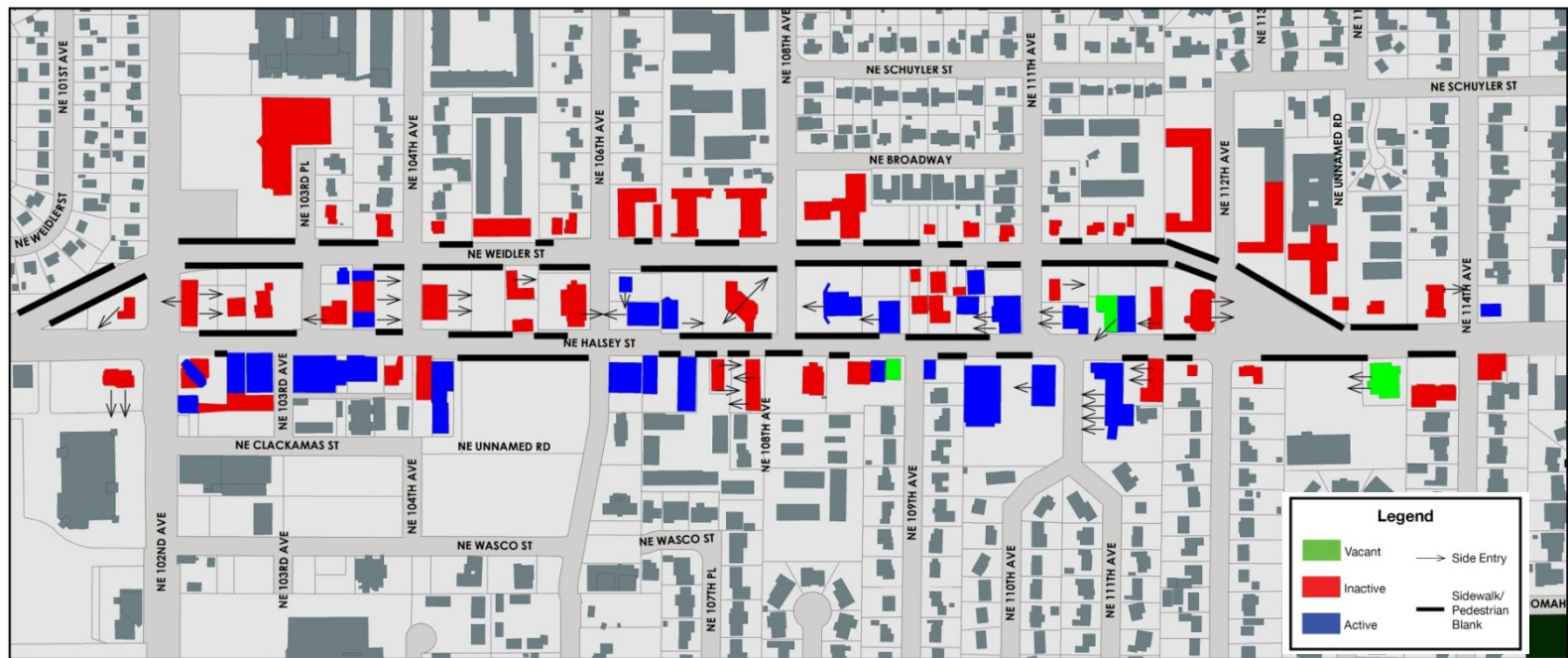
According to the [Vibrant Streets Toolkit](#), a program created to help communities revitalize neighborhoods, a strong and successful commercial district encompasses five key elements: identity, community capacity and district management, safety, retail connectivity, and retail mix. Throughout the development of this investment strategy, including interviews with business and property owners, a workshop on the fundamentals of marketing places and building a story framework, the Halsey/ Weidler Commercial District was measured against those five elements.

1. **IDENTITY** – A commercial district must be identifiable and memorable. Gateway currently lacks a real definition, and the story the district is telling is of being tired and dated.
2. **COMMUNITY CAPACITY AND DISTRICT MANAGEMENT** – No one is focusing on Halsey and Weidler together; businesses are essentially

islands that are not cooperating.

3. **SAFETY** – The perceived safety of a street is key to a vibrant commercial corridor. The traffic speeds on Halsey and Weidler are having a negative impact on business; homeless activity is adding to the perception of the area as being unsafe.
4. **RETAIL CONNECTIVITY** – There are a number of gaps in retail connectivity due to inward-facing buildings, tired and dated-looking buildings, blank walls, and large surface parking lots. As figure 3 illustrates, very few buildings actively engage the street.
5. **RETAIL MIX** – A district takes its identity from ground floor businesses with the goal of local, active, outward-facing retail. In Gateway, businesses are not engaging with the street. According to a community member, there are “no high quality restaurants or good places to suggest to clients”, and “no coffee shops or family hangouts”.

Figure 3 Halsey/Weidler Ground Floor Activation Map (As of November 2013)



PHASE ONE: DISTRICT ASSESSMENT

HALSEY/WEIDLER OPPORTUNITIES & CONSTRAINTS	
OPPORTUNITIES	CONSTRAINTS
<p>Walkable. The Halsey/Weidler commercial district is relatively walkable, and offers a mix of building types and styles that have a retro 50s/60s character.</p>	<p>Built Form. The couplet defines the commercial district by encouraging building forms that don't engage with the street.</p>
<p>Easy access. Gateway is served by two interstate freeways, four MAX light rail lines, and the Halsey/Weidler couplet.</p>	<p>Freeway Interchange. Vehicular access to the Halsey/Weidler is challenged by the freeway interchange itself with its limited signage and somewhat concealed off-ramp.</p>
<p>Triangles. The triangles at either end of the couplet provide an opportunity to establish the district identity.</p>	<p>Lack of Identity. The Halsey/Weidler district is challenged in terms of clearly-defined boundaries and center. Its identity and image are difficult to define.</p>
<p>Affordable. The neighborhood is generally affordable for commercial space and housing.</p>	<p>Leasable Space Mismatch. Leasable building space is too large to attract small local entrepreneurs, a key component to building the identity of the district.</p>
<p>Park Development. The PDC/PPR site to be developed as a 3-acre park and 1-acre mixed-use development will catalyze district building.</p>	<p>Development and Density. Development standards and density requirements in the Gateway URA deter development of under-utilized parcels.</p>
<p>Unique Streets. Two narrow lanes of traffic is an asset unique in Gateway that can be leveraged to differentiate the district.</p>	<p>Narrow Sidewalks. Sidewalks are generally narrow – 9 feet.</p>
<p>Office Anchors. Kaiser Medical Offices and David Douglas School District administrative offices anchor the west and east ends of the couplet.</p>	<p>Auto-Oriented. Halsey/Weidler is an auto-oriented district with large surface parking lots.</p>

The Gateway Store

Using a store analogy, Civilis Consultants broke down the Halsey/Weidler Commercial District into easy-to-understand components to explain how the district functions. Just like a store, the commercial district has front doors, aisles, fixtures and products:

- Front Doors** – Gateway's 'store' is not defined. Halsey/Weidler is a logical choice to define Gateway because it is the only commercial district in Gateway with only two lanes of traffic, a sense of history and connection for residents, and a unique collection of one-of-a-kind-businesses.
- Aisles** – In a commercial district, the streets and sidewalks serve as the store's aisles or its circulatory system, and they are vitally important to creating an economically high performing place. The streetscape visioning phase evaluated and prioritized tools that will provide a safer pedestrian environment and help the streets tell a story of a great and walkable place.
- Fixtures** – In the 'store' analogy the fixtures are what display the products you're trying to sell. For a commercial district, the buildings are the fixtures displaying the product (the businesses). Inward-facing buildings that look tired and dated and vacant lots create blanks in the commercial district that discourage shoppers. The commercial district should have a connected feel from 102nd to 114th with all buildings contributing to the positive experience of being in the Halsey/Weidler Commercial District.
- Products** – A 'store' experience is driven largely by the products for sale, including selection, display, and lighting. The products in this analogy are the businesses, and the Halsey/Weidler 'store' takes its identity from ground floor businesses. Halsey/Weidler businesses should be local, active, and outward facing.

DISTRICT ASSESSMENT RECOMMENDATIONS

Front Doors

- Build on the passion and expertise of the Halsey Weidler Group to transition the group into a formal subcommittee of the Gateway Area Business Association (GABA) focused on the Halsey/Weidler Commercial District. Encourage Halsey/Weidler business and property owners to join GABA.
- Establish a district identity and brand to tell the story of Gateway.

Aisles

- Show, don't tell. The district needs to share its stories and unique identities with the streets and sidewalks. Establish an ambience out into the street, using the sidewalk and parking lots to tell the retail story.
- Move forward the development of Gateway Park. Work with Portland Parks & Recreation to program a public plaza.

Fixtures

- Mitigate blanks in the retail connectivity: activate, engage, and program parking lots; light and decorate empty walls, orient buildings/spaces toward the street.
- Move forward development of the PDC commercial site at Halsey and 106th to align with the Gateway Park development schedule.

- Consider line of sight when developing the PDC commercial site and buildings with permeability for more commercial continuity and visibility.

Products

- Update buildings: introduce three- and four-color paint schemes for the district; introduce building lighting and outdoor lighting.
- Right-size interior spaces so buildings are more leasable and attract small local entrepreneurs, a key component to building the identity of the district and generating income for business and property owners.
- Improve retail execution: engage the sidewalk, create dynamic storefront windows, highlight local businesses and expertise; interconnect vertical markets in the district and adjacent businesses.

PHASE TWO: STREETScape VISION

The streetscape visioning process was the second phase of this project in which various tools were evaluated and selected to improve pedestrian safety and to help the district begin to tell an authentic story. This process built on the message heard through the corridor analysis phase identifying safety and identity as the priorities for the corridor, and stressed commercial corridor viability through targeted infrastructure improvements.

- Safety – slow traffic, enhance the pedestrian environment, improve lighting
- Identity – create a cohesive impact through streetscape improvements and revitalized storefronts; capture the historic identity of Gateway, including recreating the iconic Gateway arch in some manner within the design

Community members and staff identified the 103rd, 106th, 108th and 112th intersections for improvements, as they are the strongest potential development nodes and/or the highest traveled north-south pedestrian routes. A toolbox of actions (see Appendix Halsey/Weidler Commercial District Investment Streetscape Improvement Plan 2014 Nevue Ngan) was considered to calm traffic and introduce new elements that give the street a new look and feel.

Recommendations.

- Reduce the posted traffic speed limit along Halsey and Weidler.
- Introduce curb extensions, enhanced marked crosswalks where allowed, and pedestrian scale lighting for a safer pedestrian environment.

- Plant street trees and install banners on the new street lights to reestablish the identity of the neighborhood.
- Build new curb extensions that provide opportunities to incorporate benches, trash receptacles, planters, bike racks, or public art.
- Use the triangles at the east and west ends of the couplet to help create a positive identity for the commercial district.

STREETScape IMPROVEMENT COST ESTIMATE :

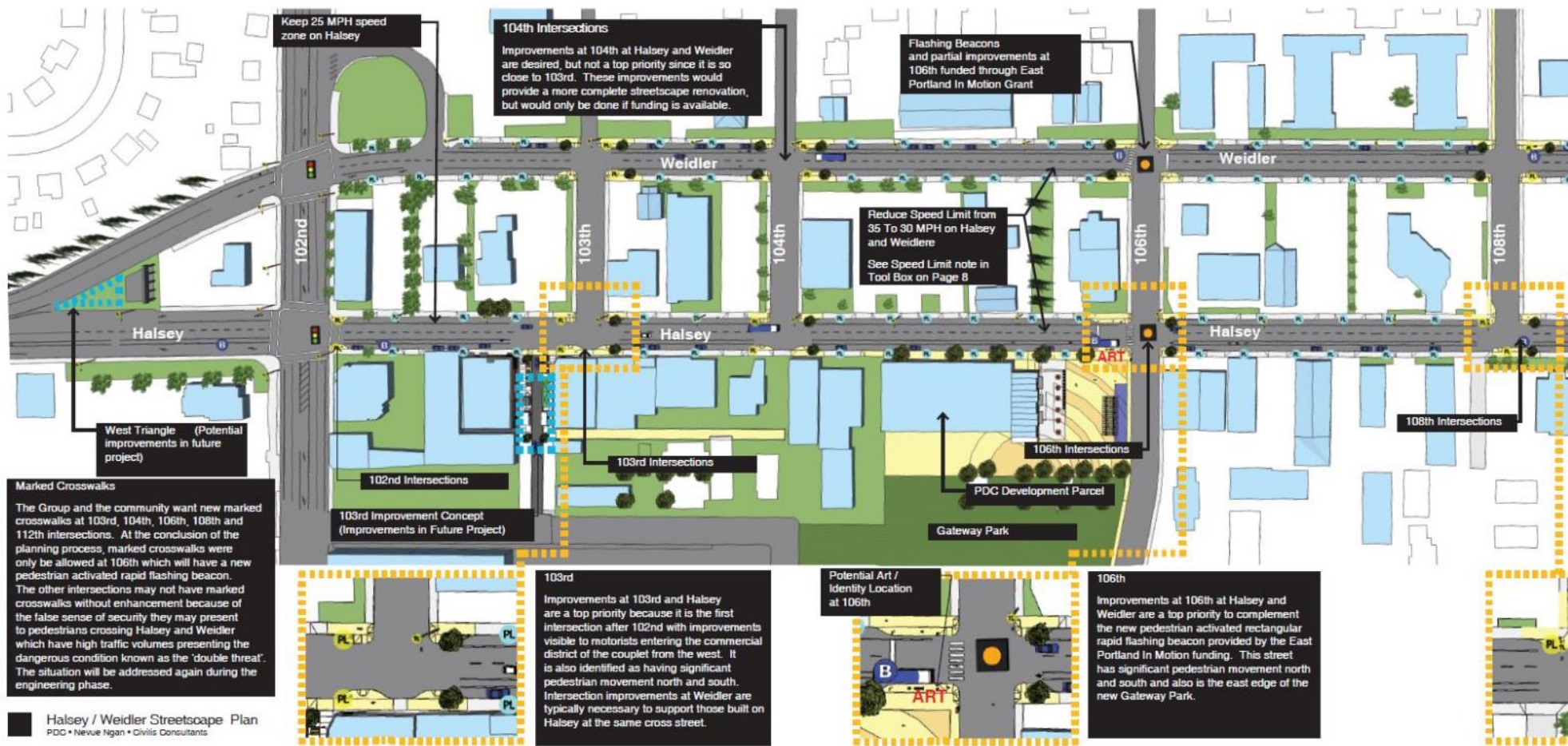
	<i>Location</i>	<i>Improvements</i>	<i>Cost</i>
COMMUNITY PRIORITIES	Halsey and Weidler at 103 rd , 106 th , 108 th , 112 th	<ul style="list-style-type: none"> ▪ Curb extensions ▪ Pedestrian-scaled lighting ▪ Street trees 	\$1,358,000 (combined)
	Halsey and Weidler at 106 th , 112 th	<ul style="list-style-type: none"> ▪ Pedestrian flashing beacon 	
2ND TIER PRIORITIES	Halsey and Weidler at 102 nd , 104 th , 111 th	<ul style="list-style-type: none"> ▪ Curb extensions ▪ Pedestrian-scaled lighting ▪ Street trees 	\$723,000
3RD TIER PRIORITIES	Halsey and Weidler from 102 nd to 112 th (both sides of the streets)	<ul style="list-style-type: none"> ▪ Pedestrian-scaled lighting along corridor every 70 feet 	\$3,150,000

Note 1: Cost estimates include design/engineering, construction mobilization, traffic control and contingency. Improvements also include thermal striping for parking and the crosswalk at 106th estimated to cost an additional \$2,500.

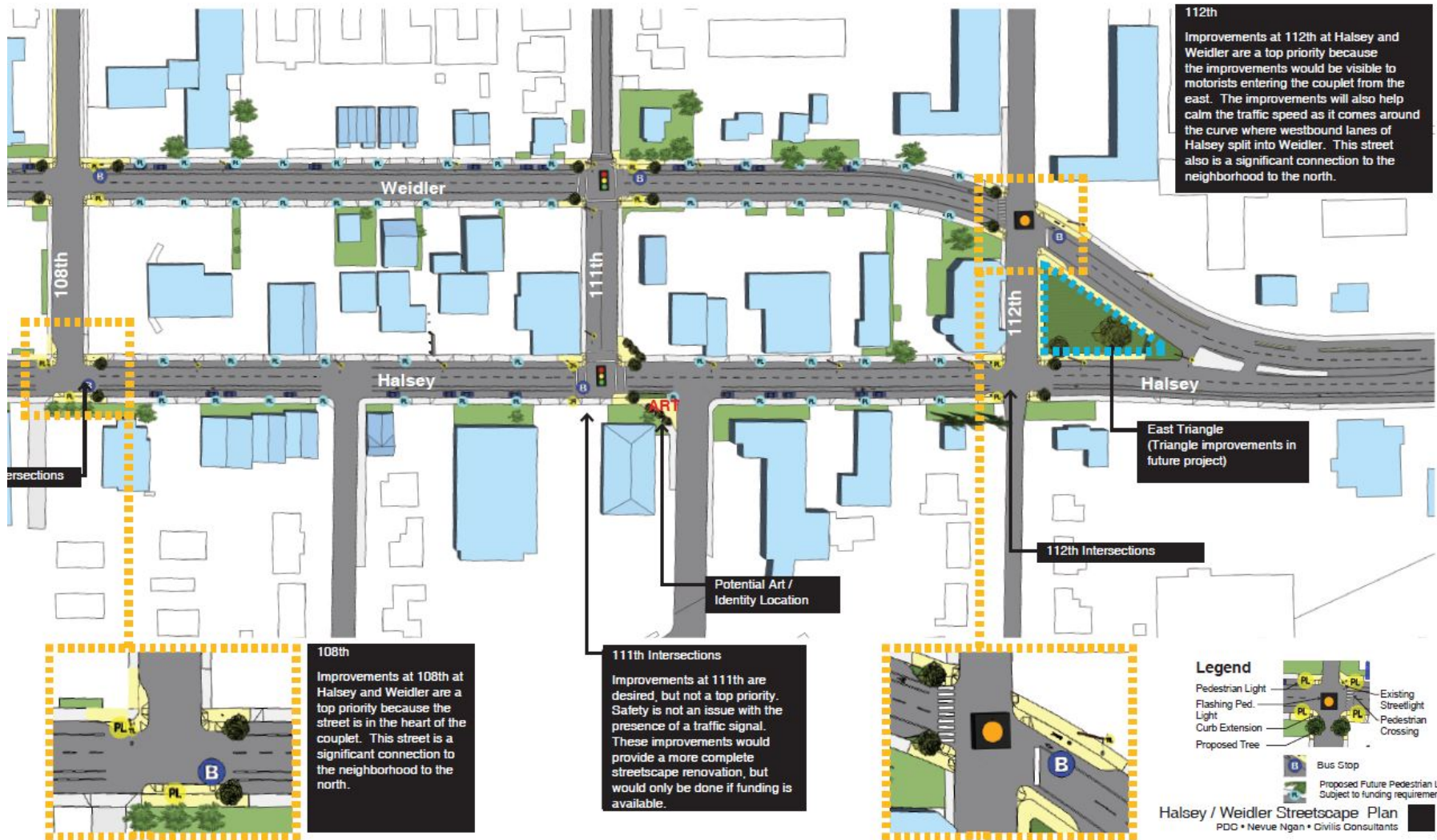
Note 2: Cost estimates are based on historic bid prices from past ODOT/PBOT projects as of June 2014.

Note 3: Improvements on 106th will be completed in partnership with the State of Oregon with funds awarded to the East Portland in Motion Project.

Halsey / Weidler Couplet



Vision Plan



NEXT STEPS

The recommendations resulting from this study support business growth, building capacity within the commercial district, strengthening the Gateway identity, and sparking development interest. The strategy includes not only infrastructure improvements, but also immediate actions that a business or business district can take on with little or no cost, actions that the community can implement in both short- and long-term, and longer-term or more capital intensive actions by individual property owners or that will require funding partners to accomplish.

Actions being undertaken within the next year include:

Identity and Capacity Building

- In September 2014 the GABA Board acknowledged the Halsey Weidler Group as a standing subcommittee of GABA.
- The Halsey Weidler Group is leading efforts to add trash receptacles and benches and to begin planning and design of the east and west triangles. The goal is to apply for PDC's 2014-15 and/or 2015-16 round of Community Livability Grant funds.
- Several community members have expressed interest in participating on the Gateway Park advisory committee. Applications for the committee are expected to be available in fall 2014.

Business Development.

- Property and business owners have joined GABA and have been recruited as board members.
- The Halsey Weidler Group will partner with PDC to introduce a “coffee and issues” forum starting in fall 2014.
- PDC and PBOT are finalizing a schedule for design/engineering and construction of the priority streetscape improvements identified in the vision plan.

Commercial District Investment.

- Parks has initiated design and construction of the Gateway Park with a grand opening goal for early 2017. PDC is investing \$1 million in construction of the park.
- PDC is pursuing development of the site at Halsey and 106th with the goal to align development with the Gateway Park design and construction.
- Several individual property and business owners have started working with PDC to explore redevelopment and enhancement projects, including right-sizing ground floor space and utilizing parking lots to engage the street.
- The Halsey Weidler Group is considering options to address district clean-up and landscape maintenance with the help of Venture Portland.

The full investment strategy is outlined in the following Recommendations Table and categorized into three areas:

- Identity and Capacity Building
- Business Development
- Commercial District Investment

IDENTITY AND CAPACITY BUILDING

<i>Action</i>	<i>Lead</i>	<i>Partners</i>	<i>Resources</i>	<i>Notes</i>
IC1 Focus On Halsey. Halsey Weidler Group to coordinate with Gateway Area Business Association (GABA) to focus on Halsey as a neighborhood commercial district with immediate potential and to build on the momentum of this strategy work.	Halsey Weidler Group HWG	Gateway Area Business Association (GABA)	Venture Portland	GABA formally recognized the Halsey Weidler Group September 2014 as a standing subcommittee.
IC2 Establish District Identity. Establish a district identity and brand to tell the story of Gateway; create district collateral that can be accessed by individual businesses and guidelines for brand placement within the broader district.	HWG		PDC Community Livability Grant (CLG), Venture Portland Grants	The brand created and used on the 102 nd Ave street banners is being considered for adoption for the Halsey commercial district
IC3 Signage. Use signage to reinforce district identity, including street banners, freeway signs, and signs at the district 'front doors' - the triangles.	HWG	GABA, East Portland Rotary	PDC CLG, Venture Portland	Street banners can mirror the banners on 102 nd with distinct images for Halsey.
IC4 Connect with Neighbors. Organize a monthly 'coffee and issues' forum that features a series of topics to benefit business owners, property owners, and the general community.	HWG	PDC	PDC Gateway URA TIF; GABA; Venture Portland; area banks; area businesses	PDC will coordinate and finance the first year in cooperation with HWG to prepare HWG to assume lead.
IC5 Support Livability. Coordinate community efforts to identify and prioritize district livability projects and to go after various funding sources.	HWG	GABA	PDC CLG, Venture Portland	The Halsey Weidler Group began meeting in August 2014 to determine project priorities; ideas discussed include: improving the triangles, adding trash cans, benches and bike racks.
IC6 Address Safety. Develop a plan to address safety issues, real and perceived. This may include, working with police and other city bureaus, managing street and public design elements, addressing signs of neglect.	HWG	East Portland Rotary, Hazelwood Neighborhood Association (NA), Parkrose Heights Neighborhood Association (NA)	Venture Portland Portland Police Bureau	This may be a topic for the coffee and issues forum.
IC7 Incorporate Civic Uses. Encourage businesses to incorporate civic uses into their business plan, such as offering related classes to the public, opening space to community meetings, hosting a community bulletin board, hosting a coffee and issues forum.	HWG	GABA Business and Property Owners		
IC8 Community Clean-Up. Organize a community clean-up and landscape maintenance program.	HWG	Hazelwood NA, Parkrose Heights NA	Venture Portland grants	The HWG is researching program models.
IC9 Billboard Options. Think strategically about alternatives to the existing billboard at the triangle at the west end of the couplet	HWG	East Portland Rotary		The HWG is researching the logistics of having some control over the billboard message.
IC10 Promotion. Build buzz and positive stories about the Halsey/Weidler strategy and about the Gateway area through website presence.	HWG	GABA	TBD	PDC website may be used in interim to communicate information; other options: i) work with PSU students through Gateway Park project to create website; ii) leverage community expertise; iii) update GABA website
IC11 District Front Doors – Triangles. Maintain and enhance the triangles at the east and west ends of the couplet to define the district and enhance the community's identity.	HWG	GABA, East Portland Rotary	PDC CLG, Venture Portland	The HWG is applying for grants to fund design work for the east triangle.

BUSINESS DEVELOPMENT

<i>Action</i>	<i>Lead</i>	<i>Partners</i>	<i>Resources</i>	<i>Notes</i>
BD1 Build Business Network. Organize quarterly social events to encourage networking among business and property owners.	HWG	GABA	Venture Portland	
BD2 PDC Business Assistance. Promote business growth and vitality through PDC business assistance with activities such as outreach, financing, and technical assistance.	PDC	Various technical assistance providers and lenders, business owners	PDC grant and loan programs and technical service providers	
BD3 Business District Resource Tools. Coordinate business technical assistance tools as a resource for support individual business.	HWG	Venture Portland, GABA		
BD4 Attract Retailers. Research community commercial broker programs as a model to be pro-active in filling vacant spaces quickly and with appropriate retailers.	HWG	Building owners, Business owners	PDC grant and loan programs, private lenders	Possible coffee and issues topic
BD5 Right Size Spaces. Encourage right sizing interior spaces so buildings are more leasable and attract small local entrepreneurs, a key component to the identity of the district.	HWG	Building owners, Business owners	PDC grant and loan programs, private lenders	
BD6 Improve Retail Execution. Improve business visibility: engage the sidewalk; create dynamic storefront windows; highlight local businesses and expertise; interconnect vertical markets in the district and adjacent businesses.		Property and business owners	PDC grant and loan programs, private lenders	

COMMERCIAL DISTRICT IMPROVEMENTS

<i>Action</i>	<i>Lead</i>	<i>Partners</i>	<i>Resources</i>	<i>Notes</i>
CD1 Streetscape Improvements – Recommended Priority. Invest in streetscape improvements that focus on pedestrian safety, slowing traffic, and building a cohesive district identity.	PDC	Portland Bureau of Transportation (PBOT)	Gateway URA TIF, PBOT SDCs	The conceptual streetscape vision plan is complete. PDC and PBOT will enter into an IGA for design in fall 2014.
CD2 Slow Traffic. Request speed limit reduction on Halsey and Weidler: Halsey from 106 th to 114 th from 35 to 30; Weidler from 35 to 30: Halsey from 102 nd to 106 th to remain at 25.	HWG	PBOT GABA		Determine if approval is with PBOT or ODOT.
CD2 Build Gateway Park. Develop Gateway Park to complement and enhance district revitalization efforts.	Portland Parks and Recreation (PPR)	PDC	PPR and PPR SDCs, Gateway URA TIF	The Gateway Park will start design/engineering in October 2014 and construction is expected to be complete by spring 2017.
CD3 Commercial Development. Capitalize on the Gateway Park development and move forward a mixed-use development on PDC's one acre site at Halsey and 106 th . Consider residential development above to provide 'eyes on the street/park.'	PDC	Development community	Gateway URA TIF, private financing	PDC has started plans to move the commercial development forward in step with the park development
CD4 Promote building rehabilitation and development. Stimulate rehabilitation and development of privately-owned properties to support business growth and vitality, as well as safety, by offering PDC financing.	PDC	Various lenders, consultants, and property owners, development community	PDC grant and loan programs	
CD5 District/Building Design Pallet. Facilitate development of community design guide to encourage redevelopment that supports district identity and supports premise to 'show, don't tell'; introduce 3 and 4 color paint schemes; introduce building lighting and outdoor lighting.	HWG	PDC	Gateway URA TIF, other grant programs	
CD6 Incorporate Sustainability. Incorporate sustainability and green features in all improvements to support Gateway as an EcoDistrict.		Developers, property and business owners, Bureau of Environmental Services		
CD7 Improve the Retail Experience. Mitigate blanks in the retail connectivity through repurposing under used space: activate, engage, and program parking lots; light and decorate empty walls, and reorient buildings/spaces toward the street.	HWG	Property and business owners	PDC grant and loan programs	Could be a coffee and issues topic.

URA Financial Summary
Five-Year Forecast Program Requirements Detail

	Revised- 3 FY 2013-14	Adopted FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
Gateway Regional Center URA						
Resources						
Beginning Fund Balance	4,854,219	3,953,006	1,078,863	699,162	710,575	630,581
Fees and Charges	100	327	327	327	327	1,955
Interest on Investments	7,000	12,800	5,300	4,000	4,000	4,300
Loan Collections	14,736	12,894	12,893	12,894	12,894	77,089
Long Term Debt	0	1,000,000	0	0	0	0
Property Income	0	0	750,000	0	0	0
Reimbursements	0	4,275	4,275	4,275	4,275	4,275
Short Term Debt	3,496,500	3,496,500	3,496,500	3,444,543	3,496,500	3,496,500
Total Resources	8,372,555	8,479,802	5,348,158	4,165,201	4,228,571	4,214,700
Requirements						
Program Expenditures						
Administration						
Financial Administration						
A45101380 Debt Management-GTW	10,000	10,000	10,000	10,000	10,000	10,000
Total Administration	10,000	10,000	10,000	10,000	10,000	10,000
Business Development						
Business Lending						
L00210380 BL -General-GTW	0	300,000	300,000	300,000	300,000	300,000
L02100380 BIF-General-GTW	400,000	0	0	0	0	0
Small Business & Community Dev						
B55800380 Business Development-GTW	10,000	10,000	10,000	10,000	10,000	10,000
B55900380 Community Development-GTW	20,000	20,000	20,000	20,000	20,000	20,000
Traded Sector Business Dev						
B15102380 Site Recruitment-GTW	10,000	10,000	10,000	10,000	10,000	10,000
T01069380 Lean Manufacturing-GTW	2,250	0	0	0	0	0
Total Business Development	442,250	340,000	340,000	340,000	340,000	340,000
Housing						
PHB Housing						
H15900380 PHB Staff & Admin-GTW	478,898	250,283	128,719	149,466	159,698	130,654
H15292380 Property Management-GTW	2,000	1,000	1,000	1,000	1,000	1,000
H15917380 Ventura Park-GTW	93,223	0	0	0	0	0
H15934380 Gateway/Glisan-GTW	814,324	2,976,418	0	0	0	0
H15430380 Affordable Rental Hsg-GTW	0	500,000	500,000	400,000	200,000	75,000
Total Housing	1,388,445	3,727,701	629,719	550,466	360,698	206,654
Infrastructure						
Parks						
N38029215 Gateway Park Project-GTW	0	200,000	800,000	0	0	0
Transportation						
N38028915 GTW Street Improvement-GTW-Adm	200,000	500,000	0	0	0	0
Total Infrastructure	200,000	700,000	800,000	0	0	0
Property Redevelopment						
Commercial Property Redevelopm						
P38091015 Public Outreach-GTW-Adm	2,000	2,000	2,000	2,000	2,000	2,000
P38059015 Commercial Dev-GTW-Adm	200,000	50,000	0	0	0	0
P38060125 JJ North Rstrnt Lot-GTW-Adm	6,088	7,700	7,700	7,700	7,700	7,700
P38060155 Bingo Site-GTW-Adm	1,850	1,350	1,350	1,350	0	0
P38090015 Project Development-GTW-Adm	50,000	50,000	50,000	50,000	50,000	50,000
Commercial Real Estate Lending						

Five-Year Forecast Program Requirements Detail

	Revised- 3 FY 2013-14	Adopted FY 2014-15	Forecast FY 2015-16	Forecast FY 2016-17	Forecast FY 2017-18	Forecast FY 2018-19
R01100380 CPRL-General-GTW	600,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Community Redevelopment Grants						
G02100380 DOS-General-GTW	75,000	48,000	75,000	75,000	75,000	75,000
G03100380 SIP-General-GTW	150,000	200,000	150,000	150,000	150,000	150,000
G04100380 GFGP-General-GTW	125,000	50,000	125,000	125,000	125,000	125,000
G01100380 CLG-General-GTW	75,000	75,000	75,000	75,000	75,000	75,000
Total Property Redevelopment	1,284,938	1,984,050	1,986,050	1,986,050	1,984,700	1,984,700
Total Program Expenditures	3,325,633	6,761,751	3,765,769	2,886,516	2,695,398	2,541,354
Personal Services	248,102	184,375	226,684	148,191	236,224	341,204
Transfers - Indirect	845,814	454,813	656,543	419,919	666,368	947,450
Total Fund Expenditures	4,419,549	7,400,939	4,648,996	3,454,626	3,597,990	3,830,008
Contingency	3,953,006	1,078,863	699,162	710,575	630,581	384,692
Ending Fund Balance	0	0	0	0	0	0
Total Requirements	8,372,555	8,479,802	5,348,158	4,165,201	4,228,571	4,214,700