

This document constitutes the official meeting record of the February 23, 2011, Portland Development Commission Board of Commissioner's Meeting held at 222 NW fifth Ave., Portland, OR 97209.

J. Scott Andrews
Commission Chair

I. CALL TO ORDER AND ROLL CALL

Chair Scott Andrews called the meeting to order at approximately 8:09 a.m.

Aneshka Dickson
Commissioner

Ms. Renee Castilla, acting as recording secretary for the Board, called the Commission roll:

John C. Mohlis
Commissioner

Chair Scott Andrews	PRESENT
Commissioner Aneshka Dickson	PRESENT
Commissioner John Mohlis	PRESENT
Commissioner Steven Straus	PRESENT
Commissioner Charles Wilhoite	PRESENT

Steven Straus
Commissioner

II. EXECUTIVE DIRECTOR REPORT

Charles A. Wilhoite
Commissioner

Mr. Bruce Warner stated his Executive Director report was included in the board documents. He said rather than highlight anything specific; he would speak briefly about his time at PDC and his retirement.

Sam Adams
Mayor

Mr. Warner said with pride and sadness that it was his last official report to the Board. He reminded the Board and audience he had officially announced his retirement effective December 31, 2010 but had agreed to stay in his role as Interim Executive Director until a successor was named. He said he was pleased to announce Patrick Quinton as the chosen successor pending Board approval and offered his full support and assistance. Mr. Warner stated throughout the last five and one-half year he has had the opportunity to work with a number of great Commissioners and worked on a number of good projects. He said he was pleased PDC exists, has great staff, and a board that is interested in serving the community without costs. He expressed his sincere appreciation for their time and commitment and said PDC would not be successful without its great staff, committed Board and support of city council. Mr. Warner said it was honor to be a part of a great organization.

Patrick Quinton
Executive Director

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III. RECOGNITION OF BRUCE WARNER

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Chair Andrews stated Bruce Warner has been the Executive Director of PDC for five and one half years. Before joining PDC, he was Director of Oregon Department of Transportation, Metro's Chief Operating Officer, Washington County's Director of Land Use and a City Engineer for the City of Hillsboro. He will be returning to the City of Hillsboro as the interim City Manager. Chair Andrews explained Mr. Warner came to PDC at a critical time. In 2005, the agency's relationship with city hall was at an all time low. On the day he was interviewed for the Executive Director Position, City Council was preparing to debate a proposal to eliminate the agency. Two years later voters approved a plan to make City Council the budget agency.



Chair Andrews said it is telling that when interviewed and asked what his greatest accomplishments was, Mr. Warner talked about transparency and relationships, not big projects (of which there were many, i.e. renovation and rebuilding of Meier and

Frank into the Nines and Macys). Mr. Warner has also championed building better relationships with neighborhood and minority communities and providing much greater opportunity for women and minority owned businesses to get contracting opportunities. Mr. Warner also oversaw a very successful major reorganization that saw the agency move from a housing and development focus to economic development and job creation as well as the creation of a dedicated team responsible to the needs of neighborhoods and small businesses. Chair Andrews said the transparency is apparent. PDC's entire commission packet is now online prior to the commission meetings and every meeting is televised. The board provides an opportunity for public testimony for items under consideration and even items that are not on the agenda.

Chair Andrews stated PDC now has a very good relationship with City Hall and work closely with the Mayor. He has had the opportunity to present the budget to City Council the last two years and doesn't think City Council has made any changes to the budget as submitted. He said this is due to the consistent, straightforward and direct communication Mr. Warner has created with the City Commissioners.

Chair Andrews concluded his remarks and stated he has had the honor of working with Mr. Warner for the last two and one half years and really appreciated his calm and steady and even keeled team building approach. He expressed his thanks to Mr. Warner on behalf of the entire commission.

Commissioner Mohlis expressed his thanks and appreciation to Mr. Warner for his accomplishments and for his active commitment to improve the relationships with city hall and the community.

Commissioner Dickson expressed her thanks to Mr. Warner for his support and knowledge. She thanked him on behalf of the minority community in Portland and stated she has appreciated his calm influence to the agency.

Commissioner Wilhoite stated he has been on the board for five years and came to the organization during a very trying time. He said PDC was in the media and public's focus for the wrong reasons. Commissioner Wilhoite stated Mr. Warner brought transparency, a higher level of involvement and a unique combination of interpersonal skills and political savvy. He expressed his appreciation to Mr. Warner for all of his hard work.

Commissioner Straus stated Mr. Warner has been a good leader and good friend. He said Mr. Warner has been a comforting voice for PDC and has been a good partner to the commissioners. He expressed his appreciation to Mr. Warner for his service to the agency and the board.

Chair Andrews read into the record Resolution No. 6852:

Resolution of Commendation and Appreciation to Bruce Warner for Service to the Portland Development Commission as its Executive Director

WHEREAS, Bruce Warner was hired as Executive Director in 2005;

WHEREAS, he announced plans to retire and leave the Portland Development Commission ("PDC") on December 31, 2010;

WHEREAS, Bruce has 32 years of directorial experience in a broad range of public works, public administration, economic development, land use and transportation;

WHEREAS, Bruce has been responsible for the overall leadership and management of the City's redevelopment, housing, and economic development programs and projects;

WHEREAS, he has volunteered his time and represented PDC to cities across Oregon as he currently serves on the Board of the Portland Business Alliance and Volunteers of America;

WHEREAS, he has brought a tremendous sense of professionalism and collaboration to PDC where he is highly regarded by his colleagues;

WHEREAS, he has provided calm, thoughtful counsel to the PDC Management Team, the Board of Commissioners and to all employees who sought his advice as the agency went about its work on behalf of the citizens of Portland;

WHEREAS, Bruce has served citizens, members of the media, two Mayors' offices, and all city bureaus with professionalism and diligence; and

WHEREAS, Bruce Warner has earned the admiration and respect of the Portland Development Commission Board and staff for his dedication, enthusiasm, patience, humility, sense of humor, planning insights and hard work.

NOW THEREFORE BE IT RESOLVED, that the Portland Development Commission individually and collectively commends Bruce Warner for his service to this Commission and to the constituency of the city of Portland this Commission represents; and

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

Commissioner Wilhoite moved and Commissioner Straus seconded the motion to adopt Resolution No. 6852.

AYES: Andrews, Dickson, Mohlis, Straus, Wilhoite

NAYS: None

IV. CONSENT AGENDA

Chair Andrews called for a motion to adopt the consent agenda:

Resolution No. 6848, titled, "Appoint Lee Powell and Colleen Gifford to the Gateway Regional Center Urban Renewal Advisory Committee representing the Gateway Area Business Association."

Resolution No. 6849, titled, "Appoint Tracey Gratto to the Lents Town Center Urban Renewal Advisory Committee."

Resolution No. 6850, titled, "Right of Way Dedication to TriMet at NW 4th & Irving Street."

Commissioner Wilhoite moved and Commissioner Straus seconded the motion to adopt Resolution Nos. 6848, 6849 and 6850.

AYES: Andrews, Dickson, Mohlis, Straus, Wilhoite

NAYS: None

V. APPOINTMENT OF PATRICK QUINTON TO THE POSITION OF EXECUTIVE DIRECTOR AND APPROVING THE TERMS AND CONDITIONS OF EMPLOYMENT

Chair Andrews stated since December he has been working with the Mayor's chief of staff to lead the effort to name the new Executive Director. During this time he has continually briefed his fellow commissioners on the process, the strategy and its progress. As always, he has strived for consensus. He said he is proud to announce they have reached consensus on the selection of Patrick Quinton.

Chair Andrews stated he is sure the public is aware that in initial discussions of the process, they quickly came to agreement that an internal candidate would be preferable over a regional or national search. The agency is well aligned from the PDC Board to City Council to staff with a clear direction through the strategic plan and the City Economic Development Strategy. He said PDC needs someone who can leverage momentum and implement the blueprints. Chair Andrews further stated a regional or national search would have taken months and would have been unnecessarily disruptive to PDC operations. After reviewing the 2005 PDC commission resolution outlining the criteria suggested for evaluation of executive director candidates, the board discussed potential internal and external candidates and interview those they felt capable of handling the job.

Chair Andrews said he and the Mayor held meetings with the Urban Renewal Area Committee members, the business and minority communities and the PDC staff. They asked "What are the attributes you would like to see in the next Executive Director?" The feedback was consistent. Almost everyone thought an internal candidate was the right decision and a search would be necessary only if PDC could not find the right candidate. They also heard the need for:

- Strong internal and external leadership skills;
- The trust and confidence of the Mayor and the Board;
- Experience managing and supervising staff;
- Understanding the City's Economic Development Strategy;
- Experience in resource development and the financial markets;
- Understanding the need to continue to focus on maintaining the strong relationships with neighborhoods and minority communities;
- Someone who is inspirational and passionate; and
- Has all of the attributes listed as important by staff, the URAC representatives and the business and minority communities.

Chair Andrews expressed his thanks to all of the candidates for their interest in the position and their sincere desire to see PDC be all that it can be and to fulfill the critical role as the economic development agency of Portland.

Chair Andrews announced the next Executive Director of the Portland Development Commission as Patrick Quinton.

Chair Andrews stated before Patrick addresses the Board about his vision for the future, he wanted to outline three of the top priorities he and Patrick agree on:

1. Settlement of the labor dispute in a manner that drives a new culture that increases the communication with and is more supportive of staff;
2. Find new sources of revenue that will augment the declining and consistently controversial TIF; and
3. Continue to nurture the excellent relationships that have been established with the neighborhoods, community members and city hall.

Chair Andrews said he was excited about the leadership at PDC and the change ahead. He introduced Mr. Patrick Quinton to the Board.

Mr. Patrick Quinton stated expressed his thanks to Chair Andrews and Commissioners, and stated he was grateful for the confidence that given to him and he looks forward to working more closely with them to achieve PDC's worthy mission. He said he feels quite fortunate to be assuming this role at this time because he could not imagine PDC ever having a more knowledgeable and committed chair and board. He also expressed his thanks to Mayor Adams and his team, including Kimberly Schneider for their support. He stated PDC has made great strides in its economic development work over the past two years and much of it wouldn't have been possible without the inspiration of Mayor Adams and staff and their sustained commitment to PDC's strategy.

Mr. Quinton acknowledged and congratulated Bruce Warner on his many years of service to the State of Oregon and his service to PDC. Mr. Quinton said he had been at PDC for three of those years and wanted to thank him for the opportunities he provided. Mr. Quinton also acknowledged his colleagues who were considered for this position – Erin Flynn, Keith Witcosky, Julie Cody and John Jackley. The Board's commitment to select from a strong pool of internal candidates demonstrates the depth of talent within the agency as well as confidence in the strategic direction of PDC. He expressed his appreciation to each for their offer to work with him to guide the agency into a new era. Mr. Quinton especially thanked Erin Flynn for her contributions to PDC, It is Erin who deserves much of the credit for helping to set the strategic direction for PDC's work. Finally and most importantly, he acknowledged and thanked his wife, Titia. He said no success in his life happens without her support and counsel, nor does it happen without the support of their three children.

Mr. Quinton reiterated his excitement and enthusiasm for the Executive Director position but cautioned there are many challenges and opportunities both external and internal for PDC. He stated out of the worst recession in our lifetimes emerged the city's first economic development strategy in 15 years and a renewed focus on job creation. He said PDC will continue its obsessive focus on job creation in the coming years, through ongoing work with traded sector clusters and in promoting entrepreneurship, small business growth and innovation in the Portland region. He said PDC staff is committed to working hand-in-hand with private sector leadership, including the PBA and Greenlight, as well as public partners to ensure that the Portland region is viewed by businesses here and throughout the nation as a competitive and compelling place to do business. Mr. Quinton stated the collapse of global capital and real estate markets has caused PDC leadership to reexamine a dated public-private redevelopment model that now relies too heavily on home runs and does not ask enough in terms of leverage and return on public dollars. He said PDC will use its increasingly scarce dollars to seed the projects that match most closely to job creation objectives, reflect the current realities of the financial markets, and offer the greatest leverage and impact for taxpayer funds.

Mr. Quinton stated the growing inequality between the haves and the have-nots in Portland compels us to reenergize the work to help create jobs and promote prosperity in disadvantaged neighborhoods throughout the city. He said PDC's leadership in the use of minority contractors and workers on projects is only a start. If PDC is truly the City's economic development agency, then its impact must stretch beyond downtown and beyond the boundaries of the existing Urban Renewal Areas, to the neighborhoods and residents most disconnected from the regional economy. Mr. Quinton said as stewards of this historic agency, the looming expiration of urban renewal areas and resulting decline in tax increment financing by leaving PDC depleted and ineffectual cannot be ignored. In addition to the efforts to establish new, more tightly focused urban renewal areas, PDC will undertake a comprehensive search for new and, hopefully, creative sources of revenue that will fund this work well into the future and will allow a more nimble response to the needs of businesses and residents.

Mr. Quinton concluded his comments and stated PDC cannot tackle all of these imposing challenges without having its own house in order. There are many hard-working, talented PDC team members – the folks who do all this great work. PDC Leadership, in cooperation and collaboration with union leaders, owe it to this team to finalize negotiations on a new collective bargaining agreement and provide certainty on staff reductions as quickly as possible, hopefully within a matter of weeks. This upcoming period will be tumultuous for this agency and its staff, but he remains confident that PDC will emerge on the other side more financially stable and better structured to execute on its strategy. More importantly, by working through this turbulent time in a collaborative, trusting manner, PDC can renew its shared passion and commitment for the work

Mr. Alan Sprott, Vice President of Vigor Industrial expressed his thanks to Mr. Bruce Warner for his hard work and leadership. He expressed his strong support for Patrick Quinton. He said as a member of N. Portland industrial businesses, it is important for someone with strong leadership skills lead the PDC. He said the River Plan is one example, where business owners have been at odds with the city and where they could use the assistance of Mr. Quinton. He also said his business struggles to develop skilled work force. He said because his business faces stiff competition both domestically and internationally, it is important to have someone with Mr. Quinton's personality and style to assist their business.

Mr. Brewster Crosby, Operating Partner, Unique Investments commended the Board and the Mayor's Office for their selection of Patrick Quinton. He said he worked with Mr. Quinton on the development of the Portland Seed Fund. He said Mr. Quinton demonstrated true leadership and other qualities previously mentioned. He said Mr. Quinton was enjoyable to work with, fair, and focused on the overall vision of the seed fund. He congratulated the Board and Mr. Quinton.

Chair Andrews expressed his thanks to Mr. Sprott for his work on the Portland River Plan.

Commissioner Wilhoite congratulated Patrick Quinton on his selection. He said Mr. Quinton is well equipped for the position and he obviously wants the position. He said he looks forward to working with him.

Commissioner Straus congratulated Patrick Quinton and said he is happy to hear Mr. Quinton remains focused on jobs. He expressed his appreciation for all of Mr. Quinton's work with public and private businesses.

Commissioner Aneshka Dickson congratulated Patrick Quinton and said while he has a big job ahead she is confident he will be successful.

Commissioner Mohlis congratulated Patrick Quinton and said agreed with the comments previously stated. He said he appreciated Mr. Quinton's remarks made this morning, having identified collective top priorities of the Board and the agency. He remarked it will be very challenging however stated there will be a lot of opportunity for growth as well.

Chair Andrews called for a motion to adopt Resolution No. 6852, titled, "Resolution Appointing Patrick Quinton to the Position of Executive Director and Approving the Terms and Conditions of Employment."

Commissioner Wilhoite moved and Commissioner Dickson seconded the motion.

AYES: Andrews, Dickson, Mohlis, Straus, Wilhoite
NAYS: None

VI. INTERGOVERNMENTAL AGREEMENT WITH PORTLAND BUREAU OF PLANNING AND SUSTAINABILITY FOR THE CENTRAL CITY 2035 IN SIX URBAN RENEWAL AREAS; PROVIDING FUNDING IN AN AMOUNT NOT TO EXCEED \$620,000

Mr. Peter Englander stated the action would authorize the Executive Director to execute a \$620,000 Intergovernmental Agreement (IGA) between the Portland Development Commission (PDC) and the Bureau of Planning & Sustainability (BPS) to complete the fourth year of a six-year planning effort that has included work on the Portland Plan, Urban Renewal Area (URA) amendments and potential creation, and Central City 2035. The IGA is the second IGA with BPS that is consistent with the 2006 Memorandum of Understanding between PDC and the City's planning bureau (formerly Bureau of Planning, currently BPS), that outlines the relationship between the two organizations. Central City 2035 is a review and update of the 1988 Central City Plan. Central City 2035 is a component of the Portland Plan, an update to the City of Portland (City) comprehensive land-use plan, major transportation system plans (Central Portland Transportation Management Plan), consistent with the 2009 Climate Action Plan and 2009 Economic Development Strategy. Central City 2035 will establish a 25-year guide for growth, including public and private investment. URAs within the Central City must be consistent with the area's comprehensive plan, district, and sub-district plans. An updated Central City Plan will take into account the latest thinking and public discussion on economic vitality, housing and community development, mobility, civic and cultural life, the Willamette River, and urban design.

Mr. Joe Zehnder representing City of Portland Planning & Sustainable Services stated the 2005 Portland City Club report on the PDC suggested renewed and clarified roles between the City's planning and lead implementation organizations. The recommendation resulted in a 2006 IGA between the Bureau of Planning and PDC to promote their mutual success and effectiveness at accomplishing the public's goals. The IGA is a continuation of a 3-year \$1,669,956 IGA that ended on December 31, 2010, of which \$451,059 was unspent. Therefore, the current proposed IGA is an increase of \$168,941 over the previously approved IGA. It is anticipated, however, that the work will now be extended through 2013, requiring continued funding in each of the next two fiscal years. Mr. Zehnder said the FY 2010-2011 IGA between PDC and BPS is to provide continued support by PDC for the update of the 1988 Central City Plan. The 1988 Central City Plan provided the blueprint for public and private investments, including those by PDC. The Central City Plan no longer provides this type of guidance and needs to be updated. For PDC,

the update of the Central City Plan will provide a policy framework for prioritizing future programs and projects. The IGA includes services from the Portland Bureau of Transportation (PBOT) for work on the Central City 2035 and the update of the Central City Transportation Management Plan (CCTMP).

Chair Andrews said he is fully supportive of the IGA, however, reiterated PDC has to initiate spending cuts and will have limited resources for this type of activity in the future.

Commissioner Mohlis stated the issues surrounding the River Plan need to be resolved and uncertainty to go away. He said the focus on the plan should be jobs.

Commissioner Straus asked why PDC pays for the work and not the city.

Mr. Zehnder explained the City Plan creates the work plan PDC will follow for the future. PDC along with other city bureaus contribute to the cost of the planning.

Chair Andrews called for a motion to adopt Resolution No. 6851, titled, "Intergovernmental Agreement with Portland Bureau of Planning & Sustainability for the Central City 2035 in Six Urban Renewal Areas; Providing for Funding in an amount not to exceed \$620,00."

Commissioner Wilhoite moved and Commissioner Mohlis seconded the motion.

AYES: Andrews, Dickson, Mohlis, Straus, Wilhoite

NAYS: None

VII. UPDATE ON LENTS TOWN CENTER BUSINESS DISTRICT STRATEGY

Ms. Erin Flynn stated when staff first started to draft the strategies for both Lents and Gateway, they reviewed the objectives for both areas and determined what they wanted to accomplish. In the Lents Town Center, the objectives are:

- What do we want to accomplish;
- Assist in fulfilling community goals to facilitate the emergence of Lents as a key Town Center within the Metro Region;
- Provide support for the revitalization of commercial and residential areas in and near Lents;
- Stimulate business development and investment in the area;
- Provide increased opportunities for residents to compete for new quality jobs;
- Provide housing opportunities for the Lents community's diverse income and tenure needs; and
- Improve local streets and parks.

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

- 1) Expand the size and scope of the consumer market;
- 2) Promote Lents' unique character;

- 3) Be attentive to looks;
- 4) Define the retail core and cluster businesses in the commercial corridor; and
- 5) Aggressively promote LTC.

Mr. Kerosky said the LTC BDS is comprised of four major components:

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

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

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

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

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

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

To date, progress has been made in the development of a web site for the LTC that will contain, among other promotional materials, the comprehensive property database to assist in the marketing of PDC and other space in the town center. The CAC has also developed a logo to 'brand' the town center. A member of the CAC with a media background has been instrumental

in having multiple positive news stories about Lents in *The Oregonian* and *Daily Journal of Commerce*. And finally, during the holiday season, the CAC coordinated the "Light Up Lents" event that dressed up vacant storefronts in the town center with art work from local artists and the children of Lents Elementary School.

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

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

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

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

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

Next steps for the remainder of the fiscal year include:

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

VIII. UPDATE ON GATEWAY BUSINESS DEVELOPMENT STRATEGY

Ms. Erin Flynn stated the objectives for the Gateway district are:

- What do we want to accomplish;
- Transform Gateway district into a Regional Center with enhanced housing, employment, recreational and cultural opportunities for east Portlanders;

- Implement projects that embody the concepts established by the Opportunity Gateway Concept Plan and Redevelopment Strategy;
- Create public spaces, transportation and pedestrian improvements, and projects to enhance Gateway's viability as a livable center of activity;
- Create a character for the district to make it identifiable as a special and distinct place;
- Encourage public and private investment that is consistent with the values and aspirations of the Gateway community; and
- Continually raise the level of informed participation among those interested in Gateway's redevelopment.

Mr. Justin Douglas explained the following are the three strategies staff recommends PDC and the City of Portland pursue to affect job growth in Gateway:

- 1. Create a Gateway promotional campaign.** In interviews with Gateway business owners and real estate brokers, the ADE team found that Gateway suffers from a lack of "brand," or "there-there." Just as most people in the Portland region do not inherently know where Gateway is located, brokers may not be familiar with the business and real estate development opportunities. PDC and the City must find a better way to communicate business opportunities to employers and brokers that otherwise dismiss Gateway. This could be a low-cost, high-profile campaign that proactively engages the brokerage community, uses press releases to communicate project activity, and encourages internal PDC Business and Industry staff to pitch Gateway locations in their outreach work.
- 2. Design and implement a business recruitment campaign, targeting specific industries and opportunity sites.** The ADE team inventoried all businesses in Gateway to better understand the industry mix. Gateway has a significant concentration of medical-related businesses, from Adventist Medical Center (Gateway's largest employer), to the Oregon Clinic, to numerous smaller providers of medical services scattered throughout the URA. These businesses benefit from Gateway's freeway and MAX access and aging local population. ADE also found that Gateway could be an attractive location for professional services, call centers, and clean tech employers, several of which are already located in the URA. With its regional accessibility, flexible zoning, and proximity to the airport, Gateway is poised to capitalize on this competitive advantage. However, PDC and the City must target growth and recruitment efforts in these industries.

Finally, the potential Gateway Education Center, a shared facility offering space for classrooms and programs to local educational institutions, could offer unique partnerships with workforce providers, employers, and non-profit organizations serving East Portlanders. PDC will continue to perform financial feasibility and organizational commitment analysis.

- 3. Create a stronger sense of community by clustering neighborhood retail and services along the Halsey/Weidler couplet corridor.** The Halsey/Weidler corridor effectively serves as Gateway's "Main Street". Not only is Halsey/Weidler the most walkable corridor in the URA, with dozens of local businesses and storefronts, the Gateway Area Business Association (GABA) plays an active role networking, conducting business outreach, and hosting regular member meetings. In addition to this built-in social infrastructure, PDC and the City of Portland control a significant redevelopment opportunity at NE 106 Avenue & Halsey Street. Investing in the Gateway Redevelopment, Urban Plaza, and Neighborhood Park will dramatically transform the

appearance of the Halsey/Weidler Corridor, bring much-needed open space to the district, and provide a mixed-use, commercial redevelopment opportunity fronting Halsey.

VIII. ADJOURN

There being no further business, Chair Andrews adjourned the meeting at 10:03 a.m.

Respectfully submitted,

Approved by the Portland Development Commission on April 13, 2011.



Recording Secretary