

# GUIDING PRINCIPLES



To prepare the Foster Corridor Investment Strategy, FLIP and the community first established a set of principles to guide project identification, selection, and prioritization. These principles, as well as their associated evaluation criteria and “measures of success, are informed by the Portland Plan, the East Portland Action Plan, Neighborhood Economic Development Strategy, and the Climate Action Plan, as well as by other plans and policies adopted by the FLIP member Bureaus and Agencies.

These principles are informed by the theory that public investment drives private investment, and are intended to meet sustainability’s “triple bottom line” of economic prosperity, a healthy environment, and social equity. Selected projects, therefore, are expected to leverage a mixture of both public and private investments and to provide maximum benefit to the communities and businesses along Foster. The “evaluation criteria” for each principle are a series of questions intended to provide a lens by which investment choices are made in the original project selection and as additional projects are identified. The “measures of success” will act as a toolkit for the City and its partners to determine the overall success of the Foster Corridor against the selected projects and their eventual implementation.

# PRINCIPLE 1

*Establish a comfortable and active urban form with safe, healthy, and equitable access for all residents and employees.*

In addition to new development, reinvest in existing buildings to support new businesses and residences, reduce energy consumption, and provide more space for community gathering (third places) that allow evolution and flexibility around uses. Connect these uses and spaces with sidewalks, paths, bikeways, and transit such that they are accessible to the widest range of possible users.

## Evaluation Criteria:

- Is there safe and equitable access to a range of affordable transportation options?
- Is there a network of sidewalks, bikeways, trails, transit, traffic signals, signage, street furniture, and rail connections?
- Are transit stop locations safe and accessible to the broadest range of users?
- Do bikeways address the needs of the “interested, but concerned” riders?
- Does the investment support an active, healthy lifestyle?
- Are there active, engaging, people-oriented building scales and uses at grade along the street edges that enhance the public realm?
- Does the streetscape support safe and comfortable pedestrian, community, and retail uses?
- Does the corridor support a network of parks, trails, and natural areas that offer a variety of active and passive recreational opportunities?
- Does building form allow for evolution and flexibility around uses?
- Are older buildings being reinvested in and rehabilitated?
- Do green infrastructure improvements, such as street trees, landscaped stormwater facilities, and restoration projects enhance the quality of life and encourage private investment?

## Measures of Success / Metrics:

- Availability and accessibility of quality sidewalks, bike routes, and transit to residences and businesses relative to Streetscape Plan construction
- Safety of crossings and convenience
- Number of injuries and fatalities related to auto accidents
- Presence of amenities and safety features such as transit shelters, trash receptacles, and lighting relative to the Streetscape Plan construction
- Transit, bicycle, and pedestrian access and use
- Miles of nearby family-friendly bicycle routes and network connections
- Vacancy rate: buildings occupied with active uses
- Percentage of households within ½ mile of a park or natural area



## PRINCIPLE 2

*Stimulate commercial viability and economic resiliency of the Foster Corridor and strengthen the stability of surrounding neighborhoods.*

Create economically equitable neighborhoods by increasing the range of area businesses providing goods, services, and employment opportunities to a local and regional market.

### Evaluation Criteria:

- Are there nearby employment and workforce training opportunities for area businesses and residents?
- Are new businesses from Portland's clusters locating in the corridor?
- Do business types and locations adequately provide for the needs of local residents or provide for a regional market?
- Are there opportunities for small business / entrepreneurial development?
- Are there anchor businesses that act as a destination and attract other complementary businesses?
- Is there a diversity of incomes present in the neighborhood that can sustain new business activity?
- Do residential and commercial rents support a diverse range of incomes?
- Is there a strong network of organizations to support neighborhood economic development and effect change in the community?
- How do public parks, trails, and natural areas near or along Foster Corridor play a role in market restoration, community value creation, urban investment, and neighborhood stabilization?
- Does the transportation system best facilitate movement of goods and people to/through the corridor?
- Does the physical form of the development and public realm promote or invite private investment?
- Do Johnson Creek flood mitigation improvements support industrial or commercial property development?
- Do energy and water strategies help reduce business and residential operational costs?

### Measures of Success / Metrics:

- Business licenses (net growth of licenses at corridor level)
- Building permits
- Business revenue Growth
- Assessed Value Growth
- Job growth
- Minority business owner participation
- Participation rates in outreach programs
- Small business training needs identified and offered
- Business types/uses (license data, NAICS codes)
- Demographic indicators (Census/ACS): income, diversity
- Reduction in damage to property from flooding
- Reduction of flooding on Foster Road (average # of years)
- Acreage of commercial or industrial zoned land no longer flooded during smaller, more flood events based on actual flood activity



## PRINCIPLE 3

*Connect people and nature, and provide education and infrastructure that helps meet goals for public health, carbon, energy, water, and waste.*

Make nature a part of everyday life in the Corridor. Utilize “biophilic” design and planning to create a linked network of green corridors, neighborhood greenways, and natural areas that promote public health by provide for active and passive recreation, social interaction, stormwater management, and carbon sequestration.

### Evaluation Criteria:

- Is there a strong sense of ownership, attachment, and stewardship of parks, trails, and natural areas by the public?
- Does educational investment reduce operational costs or encourage private investment?
- Do green infrastructure investments contribute positively to the appearance and function of the area?
- Do green infrastructure solutions manage stormwater at the site and street scale?
- Does protection and restoration of natural resources and local floodplain function reduce susceptibility to flood damage and disruption?
- Does the transportation system promote active transportation?
- Do utility strategies help achieve Climate Action Plan goals (example VMT goals)?
- Do green infrastructure strategies help achieve Johnson Creek Restoration goals for improving water quality and enhancing habitat?

### Measures of Success / Metrics:

- Effective impervious area for streets and areas in Foster Corridor
- Area of eco roofs added
- Length (or area) of backwater or high flow channels added to Johnson Creek
- Linear feet of stream restored
- Acreage of floodplain in public ownership
- Acreage of floodplain restored/enhanced for wildlife habitat
- Acre feet of flood storage
- Participation in stewardship activities
- Number of public events and participation level focused on stewardship
- Pedestrian and bike counts
- Number of residential and community garden plots
- Number of net street trees planted and tree canopy created
- Number of Audubon Society “Backyard Habitat” certifications
- Usage ratings for public green spaces
- Achieve Portland Climate Action Plan goals for reductions in carbon emissions, energy use, water, and waste generation
- Progress towards clean-energy targets and waste recovery goals



## PRINCIPLE 4

*Focus intensity, mix of uses, and community activity at key nodes to drive strategic investment opportunities.*

Implement strong and recognizable nodes with a mixture of land uses along the Foster Corridor that offer a variety of opportunities for neighborhood businesses and services, housing types, and active transportation links to support a thriving commercial corridor.

### Evaluation Criteria:

- Are there strong, recognizable nodes along the Corridor?
- Is there an economically healthy mix of land uses within the nodes that is appropriate to each node's context?
- Is new investment being concentrated at priority nodes?
- Are mitigation measures in place to ensure access to Foster Road during significant (at least the 25-year) flood events?
- Are older buildings being reinvested in for new uses?
- Is there an 18-hour / 7-days business activity profile in key areas along the corridor?
- Is there an active organization that promotes the corridor?
- Do businesses provide for the needs of local residents and businesses?
- Is there safe and efficient access to and from the nodes via active transportation?
- Are the nodes recognizable and distinct from each other or from other areas along the corridor?
- Are the gathering spaces within each node supportive of the desired character and land use of each node?
- Does green infrastructure help reinforce sense of place along Foster and connection between nodes and to neighborhood destinations (such as parks and schools)?

### Measures of Success / Metrics:

- Number / percentage of locally owned and traded sector businesses
- Number of community events and active organizations promoting corridor
- Usage ratings and pedestrian counts at key locations
- Reports of satisfaction with business district and/or neighborhood livability in surveys of neighborhood residents and business owners



## PRINCIPLE 5

*Create a physical brand for the Foster Corridor (or its individual nodes) that respects the community’s history and cultures, and achieves a sustainable future.*

Highlight the diversity of the surrounding communities and cultures throughout the streetscape, public amenities, and quasi-public spaces to help define the area’s “sense of place”. Protect, enhance, and/or create defining places and features along Foster Corridor, including historic resources, public places, public art, natural environment, and green elements.

### Evaluation Criteria:

- Are there locally-celebrated spaces or art along the Corridor?
- Do public spaces, public art, and/or streetscape elements reflect local cultures, histories, and diversity?
- Does private development engage the public realm?
- Is there an organizational infrastructure that can develop and promote the brand(s)?
- Are there training or educational opportunities for local entrepreneurs to form new enterprises?
- Are older buildings being reinvested in and rehabilitated?
- Does green infrastructure help reinforce the Foster Corridor brand?
- Do flood mitigation improvements help reconnect the Foster Corridor to the areas historic watershed function?
- Do green infrastructure and flood mitigation strategies help create a unique brand within the region?

### Measures of Success / Metrics:

- Net Number / type of public art installations
- Net number of sidewalk café and street seat permits issued
- Net number of transit shelters
- Volunteer observations of public spaces to determine how people use them and what is / is not working
- Public amenities incorporated into watershed restoration projects
- Net number of historic pre-WWII buildings renovated or restored
- Net number of Benson Bubblers

*Note: It is also recommended that a community-based organization track the success of physical improvements such as street banners, murals, temporary art installations, and other street furniture not associated with the Foster Streetscape construction.*



## PRINCIPLE 6

*Balance citywide policies and regional goals with the existing community, its context, and goals.*

Ensure that new investment in Foster Corridor reflects city and regional goals while engaging the uniqueness of the Corridor and the needs and desires of area residents, property, and business owners.

### Evaluation Criteria:

- Are strategies being implemented to reduce greenhouse gas emissions and meet the goals of the City of Portland's 2030 Climate Action Plan?
- Are residential and commercial land uses and forms meeting the city's and neighborhoods' expectations?
- Is there an economically viable mix and scale of uses that meets both adopted city policy and the needs of the neighborhood?
- Are transit usage and connections meeting the "Civic Corridor" goals outlined for Foster Corridor in the 2012 Portland Plan?
- Does the transportation system balance the need for both throughput and local mobility?
- Does improved bikeway infrastructure meet the goals set in place in the Portland Bicycle Plan for 2030?
- Does the business mix and associated infrastructure/amenities support the City-Wide and Neighborhood Economic Development Strategies?
- Do the parks, trails, natural areas, and recreation facilities meet local, city-wide, and regional needs?
- Do green infrastructure and flood mitigation strategies help achieve Portland Watershed Management Plan, The Intertwine, and Johnson Creek Restoration Plan objectives?
- Are city resources being allocated, applied, and spent in the most efficient manner to achieve community goals including equity regardless of traditional jurisdiction?
- Are city agencies willing to collaborate and apply new methods to achieve community goals?

### Measures of Success / Metrics:

- Adoption/confirmation by various City bureaus and partner agencies.
- See Climate Action Goals (Principle 3)
- Vehicle miles travelled (VMT)
- Mode split

