

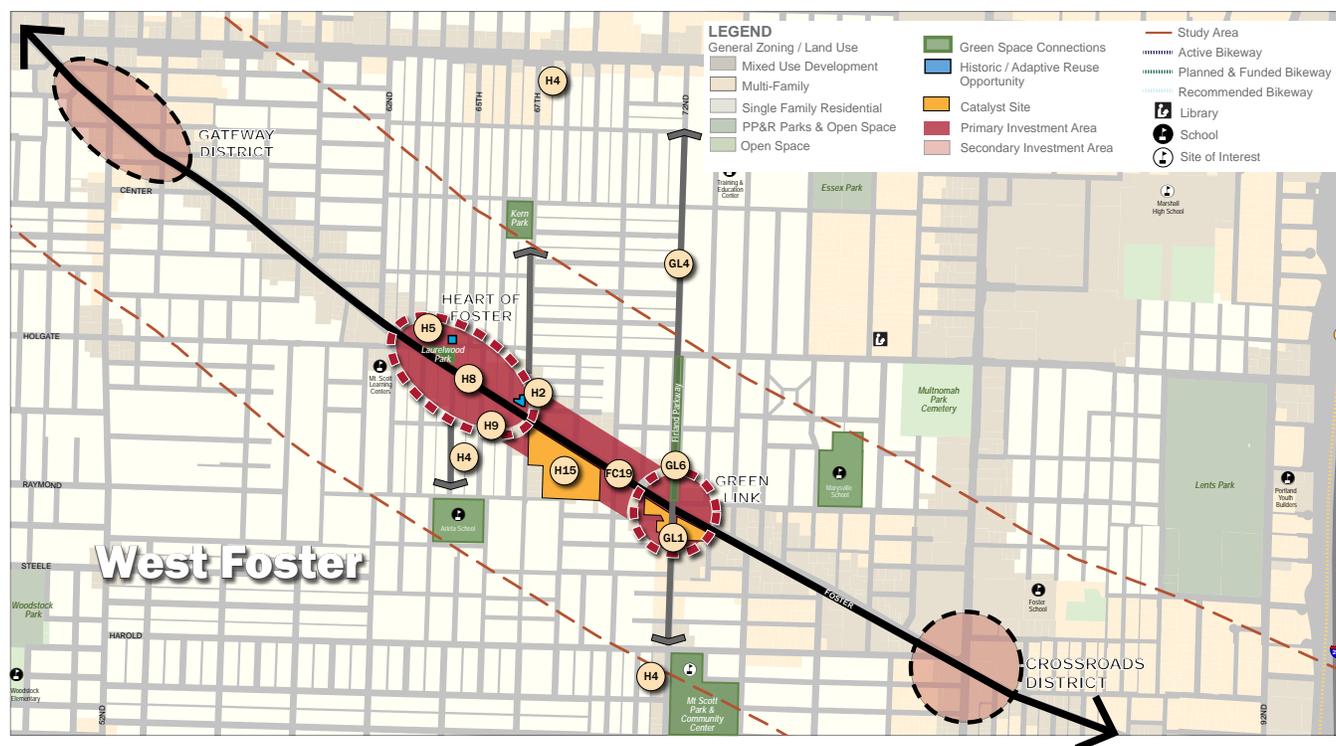
THE FOSTER CORRIDOR INVESTMENT STRATEGY

The Foster Corridor Investment Strategy is divided into two time-frames: short-term and long-term. Short-term projects – largely clustered in a portion of the corridor west of SE 82nd Avenue – are those meant to be implemented within the next five years, laying the groundwork for more extensive future development. The long-term piece looks primarily at the potential for implementing significant flood mitigation for the commercial and residential areas east of I-205 – and examines the relative costs and benefits of doing so.

WEST FOSTER

The Foster Corridor west of SE 82nd Avenue was one of Portland's original streetcar lines, and as such functions like a Main Street, with smaller-scale retailers clustered near key intersections. Recent market studies indicate retail opportunities here are greatest for neighborhood-serving tenants seeking 4,000 square foot spaces or smaller. These opportunities are mostly in the following categories: apparel, building materials (this may require larger spaces), electronics, and food stores (including specialty grocery and restaurants). Therefore, the Foster Corridor Investment Strategy recommends placing the greatest amount of investment at those nodes that have already begun to redevelop or those that hold the most potential for catalytic development: the Gateway District (~SE 52nd), the Heart of Foster (~SE 64th), the Green Link (~SE 72nd), and the Crossroads District (~SE 82nd). Given the current state of investment, potential redevelopment opportunity sites, and the presence of existing infrastructure and public assets, the Strategy recommends that the **Heart of Foster** and **Green Link** nodes be the area of focus for the short-term investments. (It was also recognized that some gateway treatments at 82nd Avenue and 50th Avenue would greatly help distinguish the entrances to the corridor.) Near-term strategies for the Heart of Foster and Green Link areas include:

- **Focus on nodal development.** Focus on key nodes that either already have active pioneering uses in place or that have large vacancies with a great deal of development potential. Private owners of important parcels along the corridor will need support as they gradually redevelop properties.



- **Fill existing buildings.** Not only will tenanting existing vacant buildings help to change the perception of abandonment in the area, it can meet other goals of helping disadvantaged small businesses by providing low rent spaces in which to start and incubate businesses.
- **Improve pedestrian safety.** Foster is a recognized high crash corridor. Creating a safe place for pedestrians and bicycles will be crucial to its success.
- **Implement streetscape improvements.** Street trees, furniture and lighting can create an immediate sense of change along the entire corridor while concentrating initial investments at key locations. Such public investment should be focused on areas with the greatest potential for subsequent private (re) development.
- **Support community-based projects.** City bureaus, Foster Green, and other community organizations can collaborate to launch efforts that revitalize key sections of the corridor.

Long-term strategies are those that will take longer than five years to implement and may be dependent upon successful implementation of the short-term strategies described above. For West Foster, these long-term strategies include:

- **Increase housing options.** Demographic trends show an increased need for Portland-area rental housing that will continue over the next decade. Encouraging two to four-story buildings with retail and commercial on the ground floor and housing above will not only meet this need, but will bring more residents to the area – which in turn will help to support neighborhood businesses along Foster.
- **Ensure new development is mixed use.** As existing vacancies are filled, new construction will become more feasible along Foster. This new construction should be encouraged to develop as mixed use, as discussed above.
- **Expand streetscape improvements.** Continue to enhance the Foster streetscape between the nodes, transforming it into one cohesive corridor.



Laurelwood Park Preferred Concept Plan at SE Foster and SE Holgate (Courtesy: Foster Green EcoDistrict)

EAST FOSTER

The Foster Corridor east of I-205 is primarily industrial in nature, with some housing and natural areas; it is unlikely to change much in the short-term. This area has a cluster of automotive recycling facilities. Automotive parts industries employ over 140 people along the entire corridor, with average annual wages of \$48,000, which is the highest annual average wage of the top ten industries along the corridor. This industry is expected to grow and advance in the future, with increased overseas demand for used auto parts and recycled metals, online parts cataloguing expanding the potential sales market, and the complexity of newer autos requiring greater technical skills. Additional floodplain mitigation and increased amenities such as restaurants, banks, and dry cleaners might help to attract professional employers over time, but this area is likely to remain primarily industrial. Some of the strongest assets of this area are its natural and recreational amenities that serve both residents and employees: the Springwater Corridor, Zenger Farm, and Leach Botanical Garden.

The Bureau of Environmental Services (BES) recently completed a 15-year floodplain mitigation project south of Foster Road, which utilized a willing-seller program to purchase and restore over 60 acres of land to an active floodplain. The project has reduced nuisance flooding along Foster from a typically annual event to one that now is expected to happen only once every seven years. This highly successful project was completed ahead of schedule and under budget and, as such, this Investment Strategy considers the impacts of additional flood mitigation north of Foster, which would include raising Foster Road above the 100-year floodplain. Such action would have a significant impact on the surrounding land use in the area, as businesses would no longer be inaccessible during floods, and surrounding homes would be relieved of expensive flood insurance and potential flood damages. Strategies for economic development east of I-205 include:

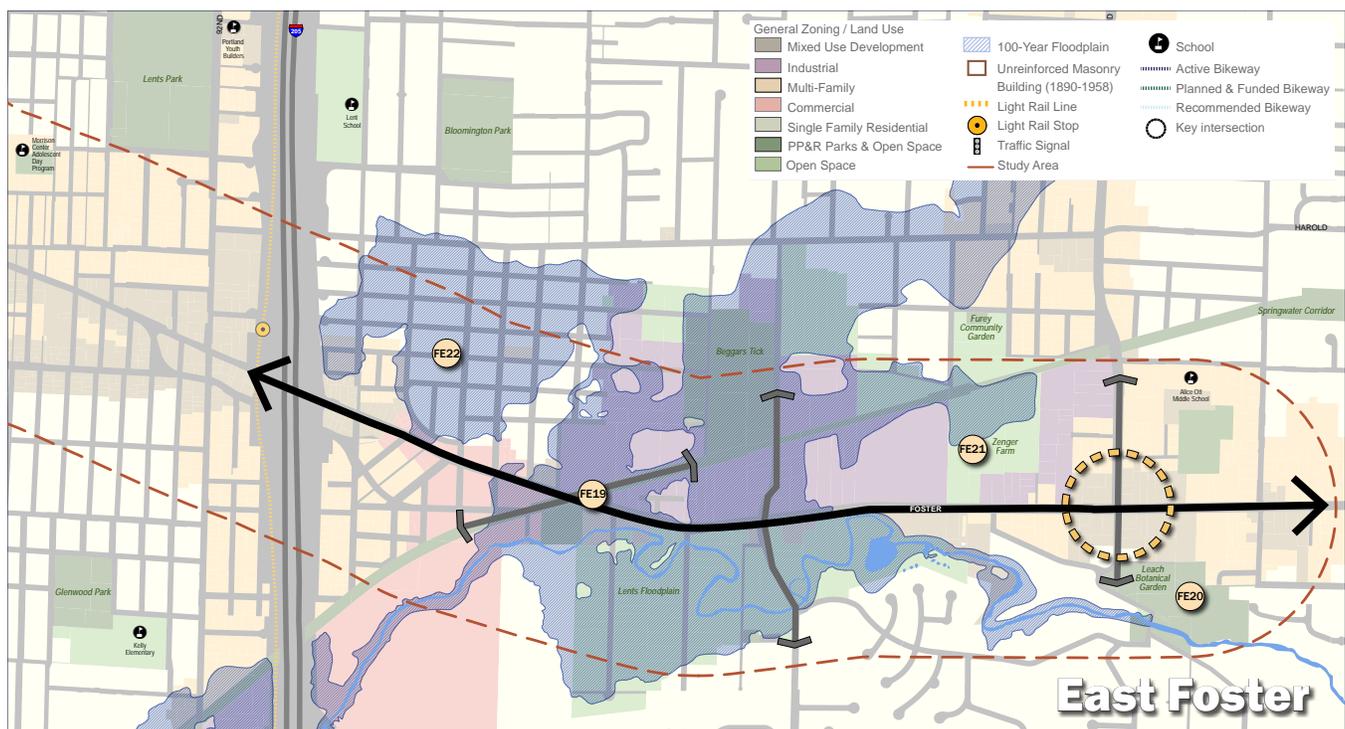
- **Expand upon the auto recycling industry.** The auto recycling industry is growing in importance and sophistication. It provides higher wages than other industries along the corridor and could be



Foster Road east of I-205 (view is looking eastward)

expected to increase as the expertise required and the market opportunities increase. There are some indications that, with vertical stacking, online parts registration, and value-added services, such sites could increase employment opportunities within existing facilities and support spin-off businesses in the vicinity. Companies that remanufacture used parts, general machine shops, auto body shops, auto glass repair, and other similar types of businesses may tend to cluster near auto wrecking yards as they can share customers and employees, and use materials being recycled from old vehicles.

- **Intensify industrial uses.** The Portland Bureau of Planning & Sustainability has identified a shortfall of industrial land within the City of Portland and is considering areas appropriate for adding industrial capacity either by zoning changes or intensification of existing industrial use. Floodplain mitigation efforts would increase the value of the land in this area, spurring intensification of the existing industrial businesses in the area.
- **Include active recreation.** The floodplain south of Foster is a visible green amenity for the area, but is mostly inaccessible, serving a purpose other than active recreation. Portland Parks & Recreation has identified a need for additional park services in this area. Active recreation uses would attract both employers and enhance the surrounding residential community.
- **Address floodplain and amenities.** Additional floodplain mitigation and increased amenities such as restaurants, banks and other retail and services may attract more professional employers over the long-term. These would be prerequisites to any significant intensification of employment on existing industrial and auto recycling sites for the purposes of attracting traded sector businesses.



INTEGRATED INVESTMENT PORTFOLIO

The table below and on the following pages contains the Investment Strategy's short-term projects. These projects include physical improvements and programmatic actions that will address the physical form of the Foster Corridor, enhance the public realm, maximize the catalytic potential of redevelopment sites, and strengthen the social fabric of the various communities along Foster. The projects are presented in abbreviated form here as "projects" and associated "considerations," and can be located on the maps on the preceding pages; projects are described in greater detail in the Appendix to this document.

PROJECTS	CONSIDERATIONS	PRIORITY PROJECT (1-5 YEARS)
NEIGHBORHOOD CONTEXT		
<i>The following are contextual opportunities and constraints related to transportation that could affect people's ability to access Foster Corridor and its surrounding neighborhoods.</i>		
NC 5 Implement a Water Conservation Program. Work with the Portland Water Bureau to deploy a water conservation program to Foster area businesses and residences to minimize water consumption.	PWB may not be able to mobilize a neighborhood-specific outreach effort due to perceived "equity" issues (i.e., favoring one part of the city over another). Need to work with PWB to create "pilot/demonstration" water conservation program to improve outreach and water conservation results.	
NC 6 Implement an Energy Conservation Program. Work with Clean Energy Works of Oregon to deploy an energy conservation program to Foster area businesses and residences to minimize energy consumption.	CEWO has already identified Lents as a priority area in Portland; however, nothing has happened in Lents so far as CEWO has been preoccupied building their program. Need to connect with CEWO to accelerate the CEWO Lents program.	
FOSTER CORRIDOR OVERALL		
FC 19 Invest in additional bus stop amenities (e.g. seating, shelters, ADA landing pads) to facilitate improved transit access.	These improvements would require PBOT funding prioritization.	
GREEN LINK		
GL 1 Develop the publicly-owned parcel(s) on the south side of Foster and 72nd to catalyze (re)development in adjacent areas. Ideally, development on these lots will be built to the 72nd/Foster corner so as to create a commercial / mixed-use connection to the 72nd/Harold commercial node. Development on these lots should also include trees, landscaping, etc. that references Firland Parkway and the N/S "green link." Potential for new development to include storefront retail, Mercado, and mixed-use buildings with housing above.	There is potential to reuse the existing building on the eastern lot; because this structure is on the eastern portion of the lot (away from 72nd), it may be difficult to build to the Foster/72nd intersection on this lot. Also, the odd configuration of the western lot presents development challenges.	
GL 4 Consider the use of SE 72nd as a significant green linkage and Neighborhood Greenway connection to Mt. Scott Community Center to the South and Mt. Tabor Park to the North. Focus improvements on traffic calming and multi-modal connectivity. Continue the "green link" streetscape improvements south of the SE 72nd Avenue and Foster Road intersection. (This project should be evaluated alongside GL6 - Enhance Firland Parkway)	Study of traffic patterns and available right-of-way will be necessary as streetscape and/or traffic calming options are explored. Any improvements will require input from the neighborhood as well as local business and property owners.	

**PRIORITY
PROJECT (1-
5 YEARS)**

PROJECTS	CONSIDERATIONS	*
<p>GL 6 Enhance Firland Parkway with sidewalks, seating, and additional landscape treatments. Improve maintenance activities. Encourage more neighborhood uses and programming appropriate to the linear nature of the parkway. (This project should be considered alongside GL4 - SE 72nd Avenue Improvements)</p>	<p>Current maintenance for Firland Parkway is funded by PBOT. Improvements to the linear open space may require additional funding from local private entities and /or community groups. Programming or active use of the open space will be dependent upon community engagement. Long-term maintenance of any onsite improvements will need to be considered.</p>	*
HEART OF FOSTER		
<p>H 2 Encourage the redevelopment of the historic Pharmacy Building, located on the corner of Foster Rd and 67th. The re-activation of this signature building will contribute to the character brand and image of Foster Corridor and additionally, help to enliven a small-scale neighborhood commercial spine running along 67th.</p>	<p>Renovating the Pharmacy building might be cost-prohibitive, however preserving a historic and iconic building would enhance the character of the neighborhood and create good will in the community. Actively seeking a community-oriented tenant to prelease the space would improve the success of the project. Multiple funding tools such as historic preservation tax credits might need to be applied.</p>	*
<p>H 4 Utilize alleyways that connect from residential neighborhoods into the commercial core of the Heart of Foster District as potential pedestrian pathways and / or areas for public art or parklets / "street seats". They may also be used to connect to residential Accessory Dwelling Units (ADU's). Improve lighting and safety.</p>	<p>Activating alleyways may require public investment in surface improvements and lighting. Safety of alleyways will be an ongoing concern. Ongoing maintenance will be required.</p>	*
<p>H 5 Enhance Laurelwood Park to encourage more use by residents and visitors to Foster Road and spur adjacent economic development. Re-design the park to better complement adjacent commercial uses and consider improvements that include seating, landscape planting, small event space and privately-managed programming. Improve the physical connections between Laurelwood Park and adjacent buildings, including the current SEIU building. If possible, maximize the reuse of the Wikman-Arleta Building to activate Laurelwood Park, i.e. a daycare. Explore the potential for Wikman-Arleta-related programming opportunities in Laurelwood Park.</p>	<p>Park re-design and improvements will require funding and continued maintenance from PP&R. Park programming and activation will require the involvement of surrounding business entities and community members; it may particularly be related to the future use of the Wikman-Arleta Building. Surrounding buildings generally face away from the park, rather than opening onto it. The east edge of the park has a fence and is heavily planted, effectively cutting it off from the attractive historic building currently occupied by SEIU. Large canopy trees provide an abundance of shade and roots, limiting re-design opportunities.</p>	*
<p>H 8 Specifically focus crossing safety enhancements at intersections within and near to the Heart of Foster node. Intersections include SE 58th, 61st, 65th, and 69th.</p>	<p>These improvements would require PBOT funding prioritization.</p>	*

**PRIORITY
PROJECT (1-
5 YEARS)**

PROJECTS	CONSIDERATIONS	*
<p>H 15 Redevelop the Mt. Scott Fuel and /or the Save A-Lot site with new commercial or mixed-use that will catalyze surrounding development within the Heart of Foster. In conjunction with this redevelopment, consider the implementation of a signature park or plaza with water feature or splash pad (i.e. Rose Quarter Plaza, Director Park, Salmon Springs) adjacent to Foster Road to benefit the local neighborhoods and attract visitors from elsewhere in East Portland.</p>	<p>The development potential of the Mt. Scott Fuel site is still uncertain at this time. The additional implementation of a park or plaza will need to utilize private sponsorship for development, operations and maintenance. Alternatively, this could be a privately-owned, publically accessible facility. Given the current funding situation and range of citywide park system needs, Portland Parks & Recreation would not support a new publically-funded signature park or plaza adjacent to Foster Road.</p>	*
FOSTER EAST (OF I-205)		
<p>FE 12 Manage 100-year flood impacts to Foster Road, some industrial lands, and residential neighborhoods by creating conveyance paths between Johnson Creek to existing wetlands and increased flood storage areas north of Foster Rd.</p>	<p>Expanding flood mitigation levels to the 100-year level for Foster Rd and residential neighbors will require substantial funding. Detailed economic benefit analysis is required to determine if costs to increase flood mitigation levels are justified.</p>	*
<p>FE 20 Develop the six-acre Upper Garden at Leach Botanical Garden to enhance cultural, educational, and botanical offerings of the Garden.</p>	<p>The Garden intends to open new facilities in the Upper Garden to the public by 2015, but still requires funding to make this possible.</p>	*
<p>FE 21 Build the Urban Grange at Zenger Farm to expand the Farm's educational offerings and strengthen their long-term financial viability while serving as a hub for healthy food and community connection.</p>	<p>In order to break ground in spring 2014, additional funding must be pursued for this project.</p>	*
<p>FE 22 Improve bicycle and pedestrian connections east of I-205, including bikeway connections from the Portland Bicycle for 2030, sidewalk networks, and off-street trail systems linking key SE Portland destinations.</p>	<p>New or upgrades bikeways in Outer SE Portland will require funding and may compete with other City bicycle priorities. Funding for sidewalk improvements is limited. ROW acquisitions and maintenance costs may be prohibitive for certain trail projects.</p>	*