

The following project and funding matrices provide a prioritized project summary of investments for the Foster Corridor. This prioritization is the result of an integration workshop to review all of the projects that was held on April 23, 2013 and included the FLIP team, along with representatives from the Foster Green Steering Committee and other participants. The workshop resulted in a synthesis of priority projects that had been identified to date. Lead implementers and champions were identified for each project, as well as applicable funding sources and action steps to be taken over the next five years. If a champion, lead organization, funding source, or near-term action could not be identified, then the project was given a lower priority for implementation. All of the projects under consideration at the workshop were considered important priorities for the Corridor based on earlier work tasks. The workshop was an opportunity to prioritize and phase projects among this list and to serve as a “reality check” to see if any projects lacked the support to be a priority. Non-priority projects should still be revisited periodically as the Corridor evolves and new leadership emerges.

The attached matrices were developed in response to this work session and were refined in the weeks following it:

- 1) a project matrix which includes the all of the projects identified in the Investment Portfolio in Phase 6, and
- 2) a funding matrix which describes potential funding sources to help fund each project.

The project matrix sorts the projects based on the timing of implementation, with immediate actions at the top. It also includes the following:

- **Action.** The action to be pursued by the Partnership. Some projects included more than one action over the five-year horizon.
- **Dependency.** The corresponding actions and relationships that need to happen either before the action can be accomplished or should happen parallel to this action to maximize leverage.
- **Lead.** The lead is the main driver or implementer of the action. Who is taking charge of carrying this project forward?
- **Sponsors.** The sponsors are champions assisting the lead in carrying the project forward. The sponsor might not have the authority to lead the action, but may be able to assist with funding or relationships that will be critical to the lead implementer.
- **Funders and Funding Sources.** The funders and funding sources may overlap with the lead or the sponsors, but often extends beyond the reach of those implementing the project to consider as many sources as possible. The funding tools in this column can be cross-referenced with the funding matrix as described below.
- **Partners.** The partners are other organizations that may have access to funding or may have a similar kind of project, overlapping interest, or may benefit from the project being put forward. Like a sponsor, but to a lesser degree of responsibility for implementation.

The funding matrix serves as a resource for FLIP partners by providing detailed information about each of the funding tools identified in the project matrix. For each tool, the matrix includes a description, source, eligible projects and recipients, typical amount, notes (including funding cycle dates), and a weblink to more information. The ever-changing nature of grants and funding tools means that a funding matrix is never static or complete, but it represents those tools that are most applicable to each project as researched through this process.

7.3 Foster Corridor Project Implementation Matrix

PROJECT NUMBER	PROJECT NAME	TIME HORIZON	ACTION	DEPENDENCY/ RELATIONSHIPS	LEAD (Driver/ Implementer)	SPONSORS (Champions)	FUNDERS & FUNDING SOURCES (Existing/Potential)	PARTNERS (Advocates)	NOTES
H8	Crossing Safety Enhancements	0-1 year	Install crossing safety enhancements (58th, 61st, 65th, 69th)	Time installation with adjacent development when possible Coordinate with Transit Stop Amenities	PBOT	FABA Neighborhood Assns.	PDC (Foster Streetscape Plan IGA FY12-15) Metro Regional Flexible Funds ODOT STIP Federal funding? (in-progress \$2M application)		Specific enhancements are thoroughly vetted by PBOT already
H5	Enhancing Laurelwood Park			Coordinate with Wikman Building and SEIU (Old Masonic Temple) Building redevelopment efforts Coordinate with Transit Stop Amenities	Foster Green	PP&R	PDC (Potential CLG) Metro Nature in Neighborhoods BES - CWSP OPRD Park Grants SEIU	PP&R SEIU Mult. County RACC FABA	Integration with streetscape / stormwater
	Phase 1	Immediate steps	Complete design and cost estimates Continued community engagement and fundraising						
	Phase 2	1 to 3 years	Implementation of preferred design						
	Phase 3	3+ years	Continued programming and community engagement						
H4	Urban Alleyways			Activate and enhance alleyways with new paving, furniture, art, vegetation, stormwater infrastructure Coordinate with Transit Stop Amenities and redevelopment projects when possible	Adjacent property owners	Foster Green Neighborhood Assns.	crowd-sourcing LID FABA SE Uplift RACC Volunteer labor	PBOT technical support BES stormwater / CWSP City Repair PHLUSH? Crime prevention / PPB / Neighborhood Assoc. Metro - dumping prevention / Nature in Neighborhoods East Mult. Soil and Water Conservation District SOLV Green Lents tool library	Opportunity for unusual amenities such as public toilet CPTED
	Phase 1	Immediate steps	Continue to work with PSU MURP students to complete study and guidebook						
	Phase 2	0-1 year	Start a pilot program with willing adjacent landowners and Alley Allies SE 67th between Powell and Rhone SE 72nd between Harold and Reedway						
	Phase 3	3+ years	Use successes and lessons learned from the pilot program Continue to work with willing landowners to implement alleyway projects						
H2	Phoenix Pharmacy			Coordinate with Transit Stop Amenities and Crossing Safety Enhancements Consider historical connection to Leach Botanical Garden to raise awareness of both projects	Property Owner	PDC Energy Trust of Oregon Mercy Corps NW REIT	PDC (Financial/Technical Assistance) Crowd-sourcing Challenge grants Major local anchor tenant Private equity Historic preservation tax credits NMTC Mercy Corps NW REIT Business Oregon	Leach Gardens Association of restored pharmacies Bosco-Milligan/HPLO PBOT (Street seats) BPS technical support (seismic) Foster Green EcoDistrict	Less than \$500k structural reno. (\$8-900k major) Flexible occupancy Interim fix / occupants
	Phase 1	Immediate steps	Voice community support for the project Continue to seek a development partner, anchor tenant, and funding sources Engage partners like Leach Gardens						
	Phase 2	1-3 years	Redevelop building						
GL1	Redevelop Foster and 72nd Ave			Coordinate with 72nd intersection improvements, Transit Stop Amenities, and Crossing Safety Enhancements	Hacienda CDC	PDC (Property Owner)	PDC (Financial/Technical Assistance) Major local anchor tenant Private equity NMTC Mercy Corps NW REIT Non-profit (Hacienda CDC)	Mt. Scott-Arleta N.A. Depave	Housing opportunity Housing/commercial split PDC willing to sell land to private developer
	SE corner	0-3 years	Continue fundraising Implement plan for Portland Mercado						
	SW corner	1-5 years (opportunistic)	Find a developer interested in the redeveloping the property in a way that enhances the overall goals of the Foster Corridor plan	Coordinate with 72nd intersection improvements, Transit Stop Amenities, and Crossing Safety Enhancements Coordinate with the Portland Mercado	Development Entity				
FC19	Transit Stop Amenities	1-3 years	Implement additional bus stop amenities	Time installation with enhanced crossings when possible Coordinate with redevelopment opportunities	PBOT/TriMet	PBOT/TriMet East Portland in Motion Neighborhood Assns.	PDC (Foster Streetscape IGA FY14-15) Metro TriMet STIP Application? PDC Community Livability Grant	OPAL Oregon Walks (formerly WPC) FABA (Specific business sponsors)	
FE 20	Leach Botanical Garden Upper Garden Development	1-3 years	Implement Upper Garden plan	Coordinate with Multi-modal Connectivity east of I-205 Consider historical connection to Phoenix Pharmacy to raise awareness of both projects	Friends of Leach Garden	PP&R	PDC (Leach Garden IGA FY11-14) Leach capital campaign	(Leach members to enlist partners)	

7.3 Foster Corridor Project Implementation Matrix

PROJECT NUMBER	PROJECT NAME	TIME HORIZON	ACTION	DEPENDENCY/ RELATIONSHIPS	LEAD (Driver/ Implementer)	SPONSORS (Champions)	FUNDERS & FUNDING SOURCES (Existing/Potential)	PARTNERS (Advocates)	NOTES
FE 21	Urban Grange	1-3 years	Continue fundraising and implement the urban grange construction	Coordinate with Multi-modal Connectivity east of I-205	Friends of Zenger Farm	BES (Property Owner) Commissioner Fish	PDC (Financial/Technical Assistance) BES Zenger capital campaign Ecotrust Natural Capital Fund	PP&R	BES proposed community land trust model
GL4/GL6	72nd "Green Link" & Firland Parkway				PBOT	Foster Green Neighborhood Assns.	BES: 1% for Green PBOT: LID PDC Community Livability Grant BES CWSP Metro Nature in Neighborhoods	Neighborhood association(s) Hacienda CDC PDC (Property Owner/ROW)	Full-on neighborhood greenway improvements may be on other 70s streets (not necessarily 72nd) Informal neighborhood uses - gardens Shift to more diverse horticulture Lacking momentum? No champion?
GL 4	<i>Foster-Community Center bikeway</i>	1-3 years	<i>Plan and implement a NE/SE 70s project described in the Portland Bicycle Plan</i>	<i>Coordinate with 72nd Intersection improvements and Transit Stop Amenities, and Crossing Safety Enhancements</i>					
	<i>Intersection Improvements</i>	1-5 years	<i>Intersection improvements, including pedestrian safety enhancements and multimodal improvements</i>	<i>Time improvements with the development of the Portland Mercado and/or the empty lot on the sw corner of 72nd and Foster</i>					
GL 6	<i>Firland Park</i>	5-10 years	<i>Engage nearby residents to develop a plan for greater use of Firland Park</i>	<i>After completion of intersection improvements</i>					
H15	Redevelopment of Mt. Scott Fuel site	1-5 years (opportunistic)	Work with property owners and prospective developers to evaluate redevelopment opportunities and initiate mixed-use development	Coordinate with Transit Stop Amenities and Crossing Safety Enhancements	Property owner	PDC	PDC (Financial/Technical Assistance) Private equity/debt Mercy Corps NW REIT	BES (site testing) PBOT - connectivity, circulation, sidewalks	Need to conduct environmental analysis ROW reclamation (SE 69th) Former Nike employee businesses (via Maggie)
FE 22	Bikeway and Multi-modal Connectivity east of I-205	5-10 years	Plan a bikeway and multi-modal connections east of I-205 to connect the Springwater Corridor to the neighborhoods, Leach Gardens	Begin planning after a decision has been made regarding the flood mitigation approach	PP&R	PBOT	Oregon TGM PBOT ODOT	Zenger Farm Leach Botanical Gardens Neighborhood Associations Foster Green	
NC5	Water and Energy Conservation Program	5-10 years	Engage businesses to implement district-wide water and energy conservation program	Needs a champion to carry the project forward. On hold until Foster Green (or other willing champion) has accomplished more urgent projects and builds capacity within the organization and business community	Property owners and building managers	BPS	BPS Sustainability at Work BPS Bucks for Buildings Multnomah County PACE Non-profits BES Ecoroof Energy Trust PWB Water Conservation Assessment	CEWO PWB FABA (implementation of Sustainability at Work, needs BPS contact) Foster Green/Green Lents/Community Energy Project	Commercial/residential retrofits New building standards AmeriCorps / FLIP role Existing programs serve both residents and businesses - do we want to accelerate that? Lacking support.... Dependent on alignment of participants, sponsors, funding, etc.
	East Foster Strategy	0-15 years	Consider additional floodplain mitigation efforts north of Foster Rd. If feasible, establish goals and budget for the project and begin a willing seller program	BES needs to decide if this is a project they are willing to champion or seek a broader implementation partner	BES Portland version of Oregon Solutions?	PDC PBOT	Explore federal funding resources (Army Corps, FEMA, earmarks) as project is defined Ecotrust Natural Capital Fund BES CWSP Metro Nature in Neighborhoods Grants	Foster Green Green Lents	