



MLK

Martin Luther King Jr. Boulevard

COMMERCIAL
DEVELOPMENT
STRATEGY



C O M M E R C I A L
D E V E L O P M E N T
S T R A T E G Y

April 1998

PORTLAND DEVELOPMENT COMMISSION

Carl Talton, Chair

Felicia Trader, Executive Director

Michael McElwee, Project Manager

PROJECT ADVISORY COMMITTEE

Eric Beene, Sabin CDC

Sam Brooks, S. Brooks & Associates

Geri Ethan, Piedmont Neighborhood Assn.

Carl Flipper, CNR Real Estate

Steven Foust, King Neighborhood Assn.

Marcy Jacobs, Oregon Economic Development Department

Fred Montgomery, Developer

Leon Smith, Albina Community Bank

Carl Talton, Pacific Power

Mike Warwick, Eliot Neighborhood Assn.

CONSULTANT TEAM

Barney & Worth, Inc.

Grubb & Ellis

E.D. Hovee & Company

Radius Marketing and Design

Christine Rains Graphic Design

J.M. Woolley & Associates

The Franchise Group

TABLE OF CONTENTS



	PAGE
I. OVERVIEW	1
II. MLK CORRIDOR TODAY	5
Albina Community Plan and Neighborhood Plans	5
The MLK Corridor Today	7
Market Analysis	8
Results of Business/Investor Interviews	13
III. COMMERCIAL DEVELOPMENT ON MLK BLVD.: ISSUES AND OPPORTUNITIES	17
Corridor Identity	17
Streetscape	17
Parking	18
Access	19
Zoning	20
Site Size and Configuration	20
Vacant and Developable Land	21
Land Values, Lease Rates, Occupancy	22
Other Issues and Opportunities	22
IV. MLK CORRIDOR-WIDE DEVELOPMENT STRATEGY	23
V. COMMERCIAL DEVELOPMENT STRATEGIES	35
Segment 1 — MLK Blvd.: Broadway to Ivy	35
Segment 2 — MLK Blvd.: Ivy to Alberta	41
Segment 3 — MLK Blvd.: Alberta to Portland Blvd.	47
Segment 4 — MLK Blvd.: Portland Blvd. to Lombard	55
Segment 5 — Alberta: MLK Blvd. to 33rd Avenue	61
VI. APPENDICES	67
A. Maps: MLK Corridor Development Potential	
B. Bibliography*	
C. Summary: Business/Investor Interviews*	
D. Summary of MLK Corridor Zoning*	
E. MLK Corridor Market and Demographic Analysis*	
F. MLK Corridor Franchise Opportunities*	

* Technical appendices available upon request: contact Portland Development Commission



OVERVIEW

Introduction

In early 1997, work began on a new strategy for sustaining and expanding revitalization of the commercial corridor already underway along Dr. Martin Luther King Jr. Boulevard in Northeast Portland.

In the 1990s, community planning efforts and several important new public / private redevelopment projects have helped create an unprecedented wave of reinvestment in the MLK corridor. Recent investments by community-based, private, and public entities have created significant momentum toward commercial revitalization. New developments in many parts of the MLK corridor — adidas retail store, Terrell Brandon Office Building, Albina Corner mixed use project, Walnut Park Retail Center, Neil Kelly Cabinets, Art of Maintenance, Oriens Building, Roslyn's Garden Café and others — have helped achieve neighborhood plans for the creation of community-based business development. The commercial/pedestrian vitality in the corridor is being steadily restored. Several other projects are expected to be completed in 1997, continuing this trend — including State Farm Insurance drive-in claims center, and several housing/mixed use projects: McCoy Village, Wygant Corners, and Alberta Simmons Plaza.

The new **MLK Commercial Development Strategy** is intended to guide commercial revitalization efforts in the MLK Corridor over the next 5-10 years. The Strategy:

- Assesses the changes that have occurred in the MLK corridor in light of the goals of the Albina Community Plan (ACP)
- Describes market conditions in the local trade area served by corridor businesses
- Evaluates the competitive advantages of the MLK corridor for various categories of commercial development
- Identifies specific categories of business that are under-represented
- Creates development and marketing strategies, targeted to specific segments of the MLK corridor to attract identified businesses
- Serves as a resource for landowners and business intent on development

The MLK Commercial Development Strategy was prepared by a multi-disciplinary consultant team, led by Barney & Worth, Inc. Participants included specialists in real estate development, market analysis, economic development, marketing and graphic design. The consultant team work was conducted under the auspices of Portland Development Commission (PDC), and guided by a project advisory committee of local community leaders.

Study Area

The study area for the MLK Commercial Development Strategy includes:

- The length of *Martin Luther King Jr. Boulevard*, running north from N.E. Broadway to N.E. Lombard.
- The *Alberta Street* corridor, running east from MLK Boulevard to N.E. 33rd Avenue.

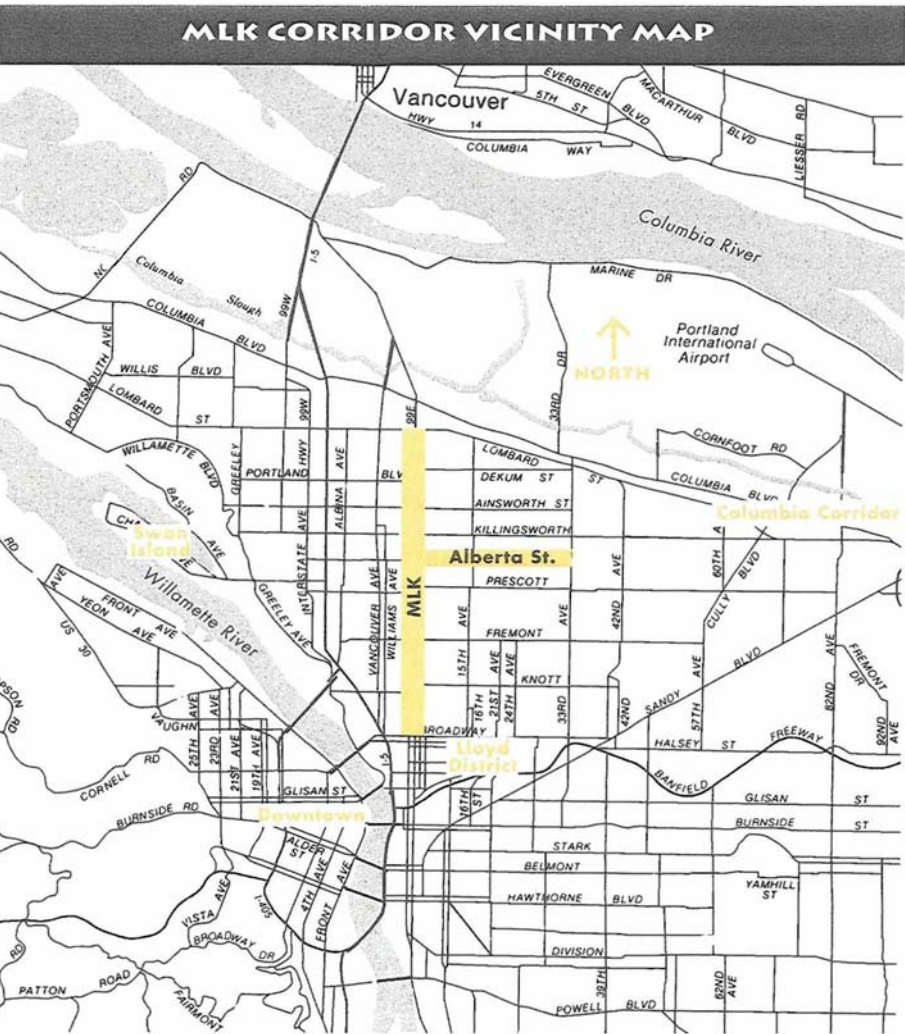
The MLK corridor is located just north of the Lloyd District, and south of the Columbia Corridor industrial district. Elsewhere, it is surrounded by residential neighborhoods.

The project area is within a 5-10 minute drive of downtown Portland, the PDX international airport, several major employment centers, and the region’s key visitor and spectator facilities: Oregon Convention Center and The Rose Quarter. A portion of the commercially zoned land in the MLK corridor is located within the Oregon Convention Center Urban Renewal District.

Corridor Segments

Early in the project, the consultant team defined sub-areas or “segments” of the MLK study area to allow the formulation of targeted commercial development strategies. Project advisory committee members — MLK area business owners and neighborhood leaders — contributed their local knowledge to help define the segments. The segments were defined using the following criteria adopted by the project advisory committee:

- The pattern of existing businesses and clusters, and other land uses
- Zoning patterns as approved in the Albina Community Plan
- Existing commercial nodes: at MLK/Knott, MLK/Fremont and MLK/Killingsworth intersections
- Adjacent neighborhoods and homogeneous trade areas



- Covering all commercially zoned land within the projected area boundaries: along MLK and Alberta corridors

Five segments were identified using these criteria:

- Segment 1. MLK Blvd. - Broadway to Ivy
- Segment 2. MLK Blvd. - Ivy to Alberta
- Segment 3. MLK Blvd. - Alberta to Portland Blvd.
- Segment 4. MLK Blvd. - Portland Blvd. to Lombard
- Segment 5. Alberta - MLK Blvd. to 33rd Ave.

The team profiled each of the five segments in the MLK project area. The profiles provided information on each segment, enabling the project team to design targeted commercial development strategies tailored to meet the unique character conditions and opportunities found in that segment.

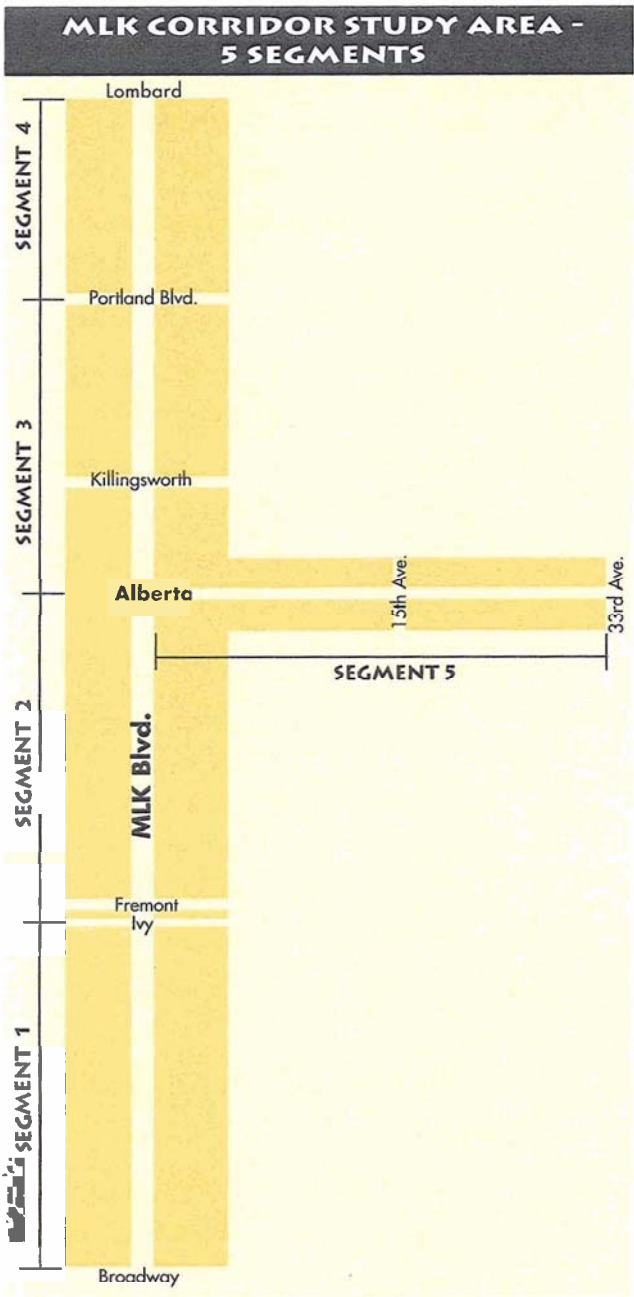
Commercial Development Strategy

The *MLK Commercial Development Strategy* presents a *corridor-wide strategy* intended to guide commercial revitalization in the MLK corridor over the next 5-10 years. Supporting this corridor-wide strategy are five *segment-specific strategies* that focus intensively on each sub-area within the MLK corridor.

The Commercial Development Strategy follows two earlier documents which contribute to commercial development in the MLK corridor:

Development Opportunity Strategy — 1993: this provided examples of twelve “ready to go” development projects at various locations in the MLK corridor. Many of these proposed projects were subsequently developed.

Mixed-Use Development Feasibility Handbook — 1997: this new report provides feasibility studies intended to demonstrate ways to develop under the unique limitations of building in the Albina Community; and facing the challenges of building any kind of mixed-use development — not only in Albina, but across the region.



Key elements of the new MLK strategy recommend:

- **Gateways** created near the MLK corridor's south, north and east entry points
- **Streetscape enhancements** targeted to improve the pedestrian environment around commercial nodes and other activity centers
- **Parking** improvements, including strategic restoration of on-street parking on MLK Blvd. near the busiest commercial zones and new and proposed mixed use/housing projects
- Better **access** for automobiles and pedestrians
- An evaluation of whether and how Albina Community Plan **zoning** is facilitating commercial development in the MLK corridor
- **Site assembly** to provide needed development sites in all parts of the MLK corridor, combined with resources/subsidies that facilitate the designed development
- Targeted **business recruitment**
- Strategies to ensure that MLK commercial revitalization produces jobs and investment opportunities for contributing to local **wealth creation**
- **Events** to promote the "New MLK Corridor"
- **Organization and marketing** approaches and tools to implement the MLK Commercial Development Strategy



MLK CORRIDOR TODAY

The starting point for any strategic look at commercial development in the MLK corridor is to gain an appreciation for what's there today.

This section explores the MLK corridor in 1997: neighborhood and community plans that outline goals and possibilities for commercial development, an inventory of existing businesses located in the corridor, and the results of recent market analyses conducted in the MLK trade area. Highlights are shown in the box on the right.

Albina Community Plan and Neighborhood Plans

In October 1993, the Portland City Council adopted the Albina Community Plan (ACP) to spur revitalization in Northeast Portland. The ACP contains both long range goals and shorter term action agendas. These strategies are intended to increase housing and employment opportunities, spur reinvestment in local commercial and industrial areas, and improve neighborhood livability for the Albina community in inner North/Northeast Portland.



key ACP goal is to stimulate new investment in area businesses.

HIGHLIGHTS - MLK CORRIDOR TODAY

- The MLK corridor has 290 businesses currently operating.
- The most common business categories are: personal services (40 businesses), auto-related businesses: repair (32) and auto dealers & parts suppliers (11), as well as restaurants (27).
- Re-zoning under the Albina Community Plan is already creating new development and bringing new residents to the MLK corridor.
- Market and demographic trends are favorable: real incomes (after inflation) are rising significantly in the primary market area.
- A significant portion of trade area retail sales are "leaking" to other commercial centers.
- The retail purchasing power of MLK corridor residents could support an added 144 businesses if more purchases were made locally.

Source: MLK Market Analysis, E.D. Hovee & Co., 1997

Using a comprehensive approach, the ACP establishes seven key policy areas:

- **Economic Development:** Restoring the community's economic vitality by stimulating new business investment, creating jobs for residents, and revitalizing neighborhood commercial areas.
- **Housing:** Producing 3,000 new housing units over the next 20 years.
- **Public Safety:** Providing a coordinated approach to address public safety problems that have been endemic in Albina's neighborhoods.
- **Transportation:** Maintaining excellent transportation access, via automobile and alternative modes, to jobs, shopping, school and recreational activities. Reinforcing transit-supportive land use and development patterns.
- **Environment and Open Space:** Preserving and managing significant habitats, acquiring new open space, creating new parks and recreational opportunities.
- **Community Image and Character:** Promoting Albina's image as an attractive place to live, work and do business. Preserving the community's historic character.
- **Education and Family Services:** Addressing the physical, social and educational needs of Albina residents, particularly youth and children.

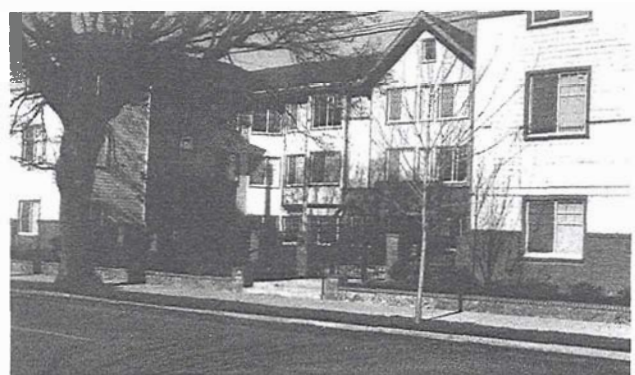
Neighborhood plans in all MLK corridor neighborhoods were also revamped to reinforce these ACP policy goals, adopting neighborhood-specific strategies. This ensures a coordinated approach to implementation.

Over 400 new housing units have been built in the MLK corridor, including Allen Fremont Plaza, since the Albina Community Plan's adoption in 1993.

ALBINA COMMUNITY PLAN - KEY POLICIES

- Economic development
- Housing
- Public safety
- Transportation
- Environment and open space
- Community image and character
- Education and family services

It's impossible to ignore the turnaround in the 1990s. The population is growing in inner North / Northeast neighborhoods; new housing construction has replaced abandonment/ demolition of older units; property values and household incomes are rising faster than region-wide averages; there's an unprecedented level of commercial revitalization; and crime has fallen. The physical appearance of the community has also improved markedly. New public and private investment has produced an impressive portfolio of projects, including new development and rehabilitation and reactivation of existing buildings.



The MLK Corridor Today

The MLK corridor is home to 290 businesses. Some 67 of these businesses are located along Alberta, with the remainder on MLK Blvd.

A comprehensive inventory of MLK corridor businesses and institutions was completed in July 1997. The results show the largest categories of businesses/other uses in the MLK project area are: personal services (40 businesses), auto repair (32 businesses) and automobile dealers & parts (11), restaurants (27), and community services (21).

The accompanying table shows the distribution of selected businesses in each segment. Overall, businesses appear to be fairly well dispersed. Most segments offer a mix of retail and service uses, primarily oriented to the neighborhood market. Segment 4 at the northern end of MLK Blvd. is an exception. It has fewer businesses, and they are primarily auto-related.

Further observations about the pattern of existing businesses in the MLK corridor:

- The density of development varies widely. Segment 2 (MLK Blvd. - Ivy to Alberta), along with Segment 4, are developed less densely than other areas.



There are already nearly 300 businesses in the MLK corridor, along MLK Blvd. and Alberta.

- Walnut Park in Segment 3 stands out as the service, retail and banking hub of the MLK corridor.
- Community services are distributed throughout the MLK corridor, with a concentration in mid-corridor, (especially Segment 2).
- Construction and trade businesses are concentrated along Alberta (in Segment 5).
- Corridor-wide, there remains a strong representation of automobile-oriented businesses.
- There is very little manufacturing corridor-wide (only six firms), and few industrial businesses — but some of these industries are long standing members of the community and offer significant employment.

LOCATION OF MLK BUSINESSES (BY SEGMENT)*						
	MLK Corridor Total	1	2	3	4	5
Construction & Trades	11	1	2	0	1	7
Food Stores	15	1	3	5	0	6
Auto Dealers and Parts	11	5	1	0	5	0
Restaurants	27	6	1	7	4	9
Specialty Retail	17	3	4	4	0	6
Personal Services	40	9	7	16	1	7
Business Services	15	0	4	1	3	7
Auto Repair	32	9	3	7	9	4
Community Services	21	6	5	6	1	3
Total Businesses/ Institutions	290	64	51	72	36	67

*Note: Only selected categories are shown, so columns don't equal totals.

Locations of businesses and other uses along MLK Boulevard and Alberta Street are illustrated in the next pages.

In later chapters, the inventory of existing MLK businesses can be matched with the results of a recent market analysis to identify existing market gaps and future growth opportunities that would support new or expanded business investment in the MLK corridor.

Locations of existing businesses (September 1997) along MLK Blvd. and Alberta are shown in the accompanying maps.

Market Analysis

A key component of the MLK Commercial Development Strategy is the market analysis. A detailed report, prepared by economists from E.D. Hovee & Company in July 1997, evaluates current and emerging trends for the MLK corridor. The market analysis covers area demographics (population characteristics), economics, business activity, and the framework of the Albina Community Plan. (Highlights of the market analysis appear in a supplemental Appendix to this report.)

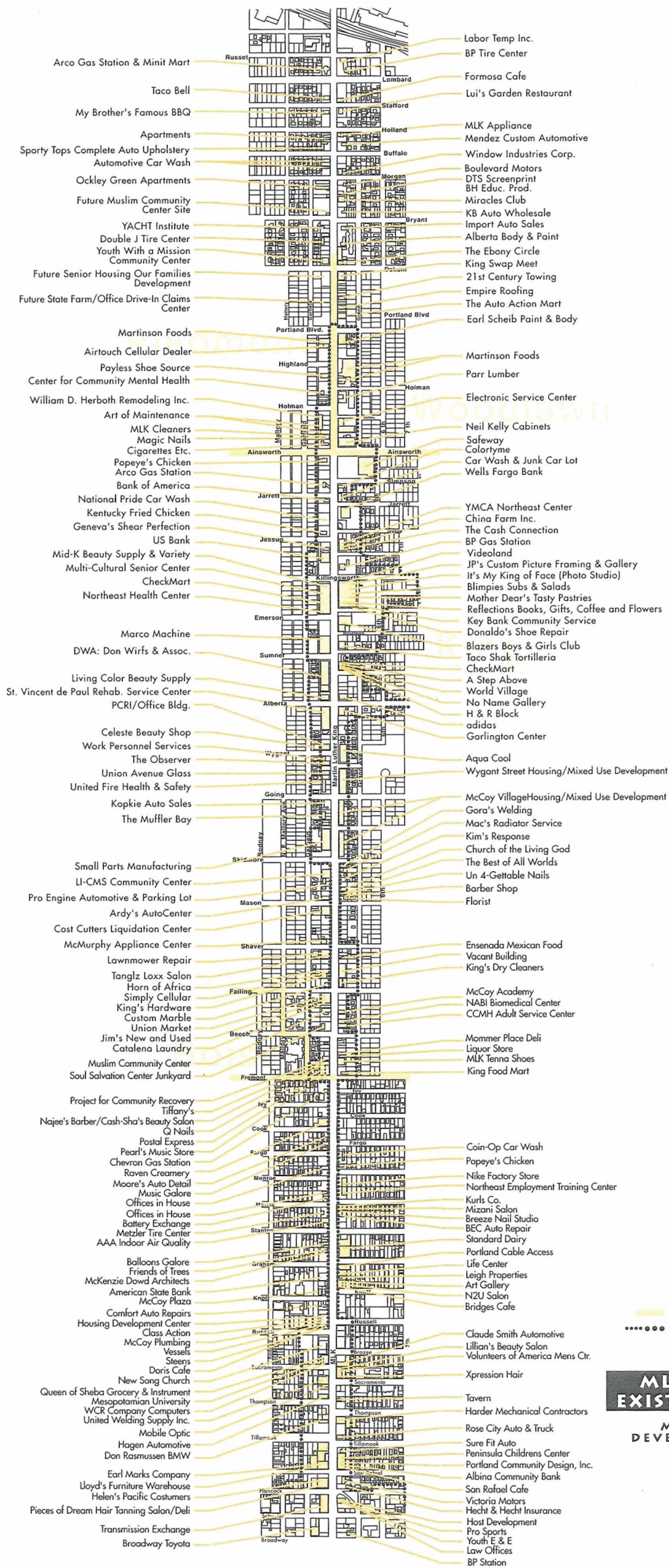
The purpose of the market analysis is to identify and evaluate demographic and socio-economic market trends, and to highlight opportunities which may influence future commercial development in the MLK Boulevard trade area. This analysis also provides a market context for the evaluation of MLK corridor segments and formulation of appropriate business development strategies.

WHAT'S COVERED IN THE MLK MARKET ANALYSIS?

- Identification of primary and secondary trade areas
- Population and household trends
- Employment for local residents
- Retail purchase power of MLK area households
- Comparison: existing MLK businesses vs. future market opportunities
- Competitive position for MLK corridor
- Potential market opportunities and business linkages

The market analysis begins by identifying the trade area for the MLK corridor — the geographic area from which MLK businesses can be expected to draw most of their customers. Two trade areas are defined:

- *A primary trade area* — from which the MLK corridor can expect to draw customers for day-to-day convenience goods and services. This primary trade area is generally bounded by Columbia Boulevard on the north, 15th/18th Avenues on the east, I-84 on the south, and the Willamette River and Albina Avenue on the west.
- *A secondary trade area* — from which MLK area businesses can also expect to draw clientele, but perhaps less frequently, for specialty or destination shopping. The secondary trade area is generally bounded by the Columbia River on the north, 33rd Avenue on the east, I-84 on the south, and the Willamette River and Greeley / Burrage / Delaware Avenues on the west.



Neighborhood Boundaries
 OCCURA District Boundaries

MLK BOULEVARD EXISTING BUSINESSES

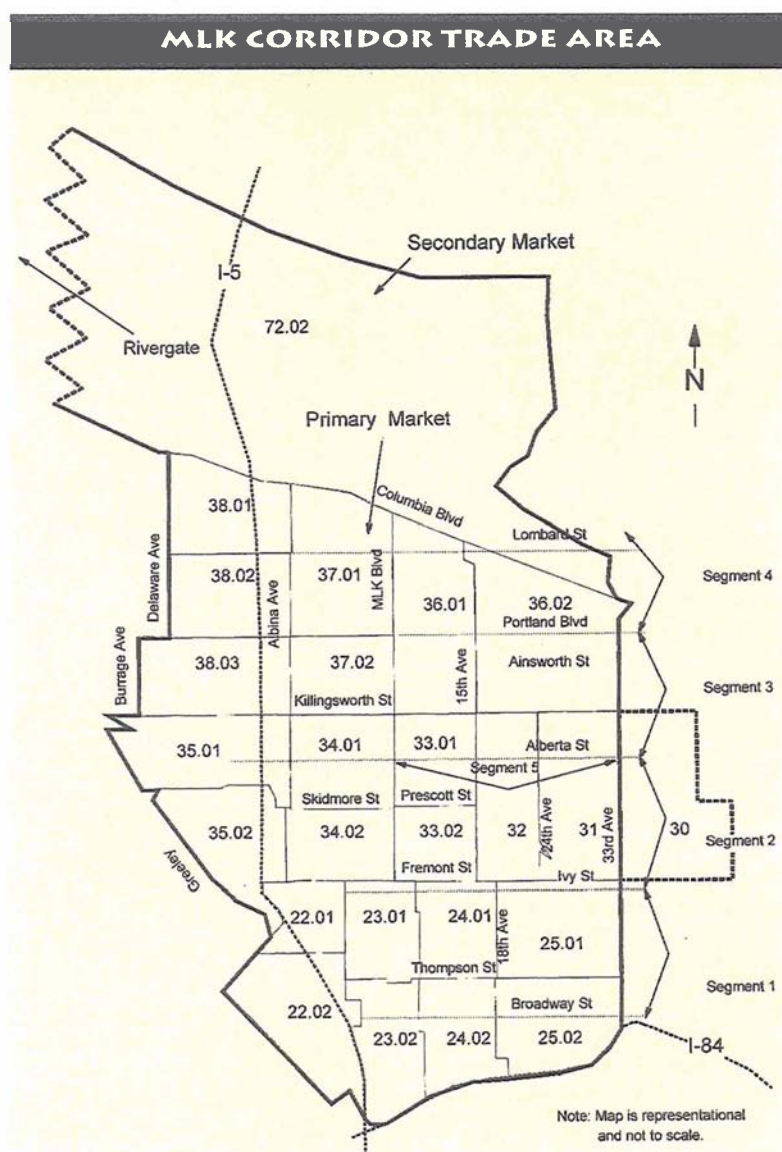
MLK COMMERCIAL
DEVELOPMENT STRATEGY

SEPTEMBER 1997

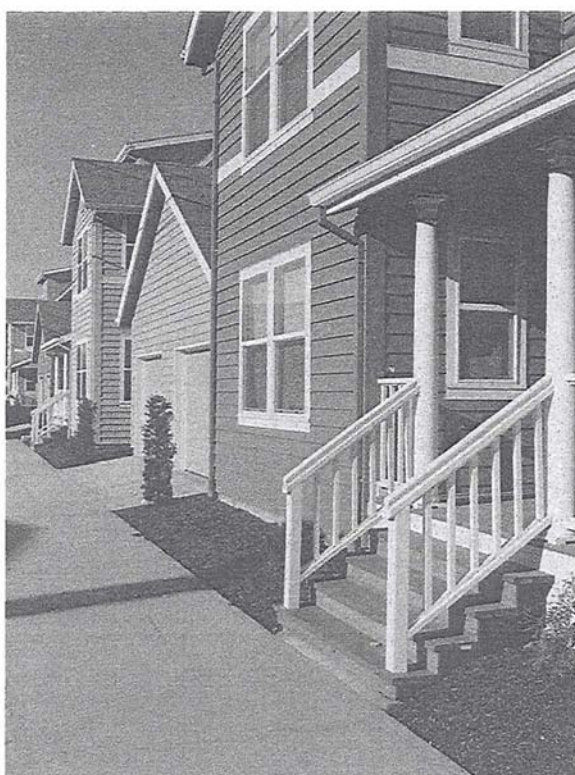
Trade area boundaries are set to coincide with census tracts, wherever possible, to facilitate data collection. The accompanying graphic shows the primary and secondary trade areas for the MLK corridor.

Within these defined trade areas, the market analysis evaluates current market conditions and future market potential. Key elements cover:

- Market area demographics — population and household trends, age distribution, race, education, and psychographics.
- Residential characteristics — covering indicators of housing development, sales price, rental rates, and apartment vacancy trends.
- Economic factors — including current employment patterns and trends: place of work, income, mode of transportation to work, and traffic counts.
- Retail purchasing power — measuring consumer “effective buying income” (retail spending power).



Note: Numbers shown refer to census tract market area delineations.



Home sales prices in the MLK area are growing faster than the regionwide average — up 14% to 17% per year from 1992-96.

RESULTS - MLK MARKET ANALYSIS

- MLK corridor is experiencing new single family and multi-family housing construction.
- A 25% increase in market area households is forecast by 2015.
- Home sales prices increased 14 to 17% per year (1992-96), faster than the 9% regional average.
- The MLK trade area still has more jobs (35,000) than residents. A high percentage of MLK area residents work close to home.
- MLK area incomes remain below the regional average — but they're catching up fast. Household incomes (adjusting for inflation) rose 8% in 1990-96.
- "Effective buying income" for the primary market area is estimated to grow 26% (inflation adjusted) by 2015 — to \$450 million.
- This increased retail purchase power could support an added 207 businesses by 2015.



Incomes are rising in the MLK trade area — up 8% (adjusted for inflation) since 1990.

Results of Market Analysis

Results of the market analysis confirm and explain many of the promising signs which can be observed today in the MLK corridor. After two decades of population decline, the number of households and residents rebounded in recent years. Population in the trade area has grown. Looking ahead, a 25% increase in households in the primary market area is forecast by Metro over the next 20 years (1995 - 2015). Education levels of MLK area residents have also risen sharply.

Housing indicators are also improving. Development of single family and multi-family residences is on the upswing in the MLK corridor. Home sales prices are appreciating — up 14% to 17% per year from 1992-96, compared with an average 9% annual increase in the metro area. And apartment vacancies are nearly non-existent — just 0.3% in the MLK area in 1996!

Economic factors look good, too. The primary trade area still employs 35,000 — more than the number of people who live in the area. Not surprisingly, with so many jobs available nearby, the overwhelming majority of area residents continue to work close to home. Only 56% drove to work in 1990, versus 74% of all workers regionwide. With more area residents at work, real household incomes (adjusted for inflation) are rising in most MLK area neighborhoods, growing 8% from 1990-96.

These factors contribute to increased purchasing power. The "effective buying income" for the primary market area is estimated to increase by 26% (in real inflation adjusted dollars) to \$450 million by 2015.

The market analysis calculates that the MLK study area is currently underserved by at least 33%. An evaluation of business opportunities suggests the primary market area could support an added 144 businesses today. By 2015, these untapped business opportunities could grow to support a cumulative total of 207 new businesses.

MLK CORRIDOR: WHAT BUSINESSES ARE NEEDED?			
	Current #	1997 Shortfall	2015 Shortfall
Building Materials/ Garden Supplies	3	5	7
Food Stores	15	8	14
Apparel/Accessories	9	6	9
Eating & Drinking	27	21	33
Business Services	15	18	25
Recreation	2	6	7
Health Services	4	45	56
Legal Services	2	13	17

Results of Business / Investor Interviews

As an early element of the MLK Commercial Development Strategy, the consultant team conducted confidential interviews with two groups of business owners and investors: current MLK corridor business owners / investors; and prospective future investors

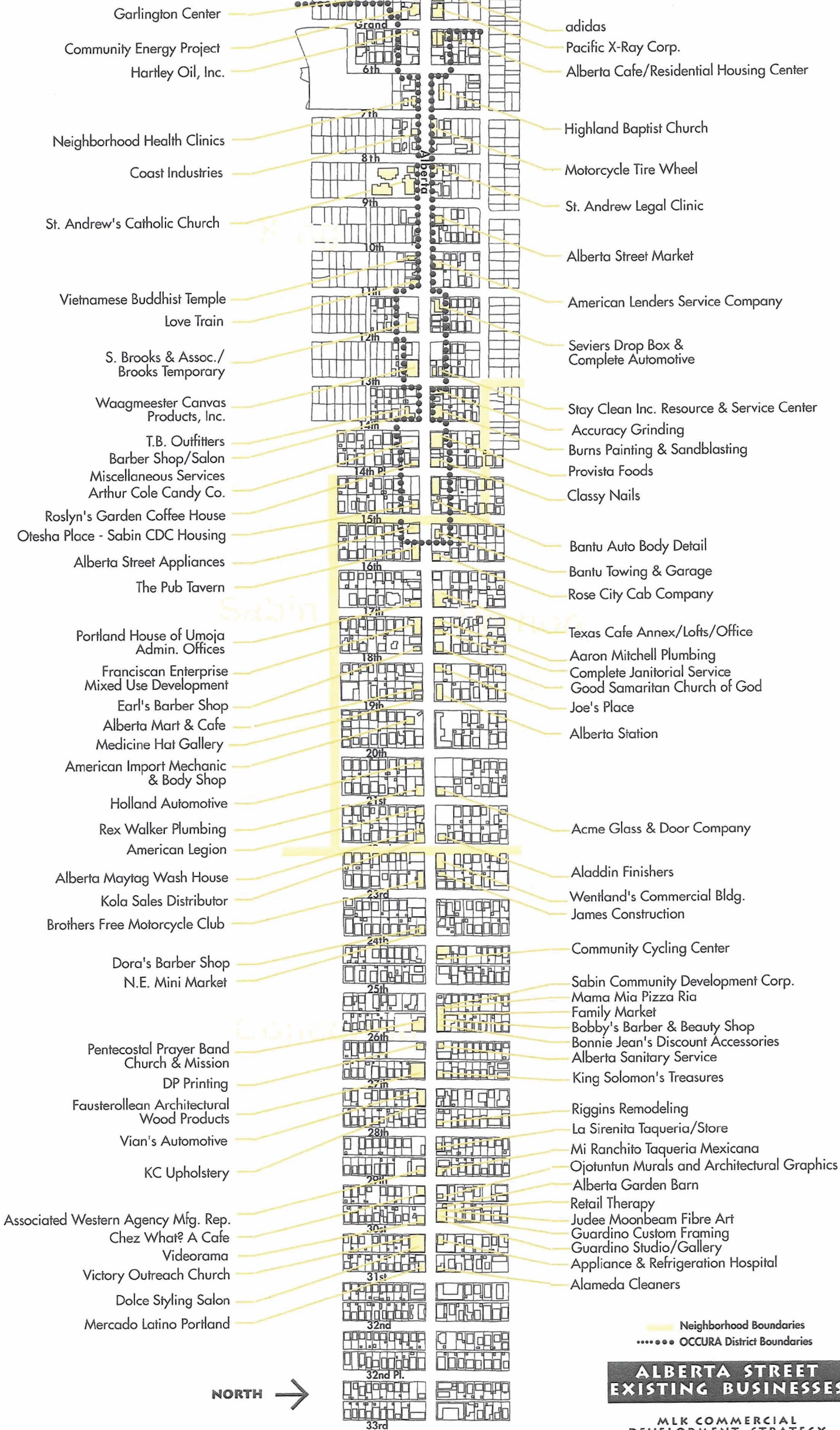
The purpose of the interviews was to gain the perspectives of investors on key issues surrounding future commercial development along MLK Blvd. and Alberta, identifying opportunities and constraints. The persons interviewed and the questions were developed in consultation with PDC and the Project Advisory Committee.

The first round of interviews focused on *current investors* on MLK Blvd. These individuals were selected to provide a range of business sizes, types and tenures in the project area. Highlights of the interviews with current MLK investors are summarized below:

- All area business owners/investors say that the **MLK corridor is improving and property values are rising.**
- **Key assets of the MLK corridor for commercial development** are identified as: central location, access to highways and proximity to the Convention Center and Lloyd Center.

- **The district’s multi-culturalism is also seen as unique, and a major draw for the area.** One respondent believes one reason North/Northeast Portland is becoming more attractive is because incoming Oregonians are more comfortable and accustomed to ethnic diversity. There is concern among current MLK investors that local (ethnic) values could be threatened by gentrification of the project area.
- **Observers highlight a number of retail and services among those businesses most needed for the MLK corridor:** hardware/building supplies, “sit-down” restaurants, entertainment for families, full-service and specialty grocery stores, bookstores and nurseries / greenhouses.
- However, observers say **the biggest challenge for MLK Blvd.** is not the right “mix” of businesses, but rather **is the viability of the businesses that locate here.**
- **MLK corridor business owners want to create jobs for local residents;** most MLK area businesses are said to hire the majority of their employees from the community. Many businesses have located here because of their owner/operator’s personal links to the community
- There is **widespread agreement among current MLK corridor investors on a need to address on-street parking and the MLK Blvd. “median.”**
- There is a general sense **crime is becoming less a real problem, but more a perceived problem.**
- Several people express the belief that **market forces are sufficient to improve the Alberta corridor.**

MLK



ALBERTA STREET EXISTING BUSINESSES

MLK COMMERCIAL
DEVELOPMENT STRATEGY
SEPTEMBER 1997

The second round of interviews focused on businesses and investors that might potentially locate in the project area. These businesses were identified based on results of the MLK Market Analysis, as well as suggestions by the consultant team, PDC and Project Advisory Committee. A diverse range of commercial and industrial business types was sought for the interviews.

The results of these interviews underscore the importance of pragmatism in designing a commercial development strategy for MLK Blvd. In the interviews, many of the prospective businesses identified very specific locational and site needs. If these needs can't be met, the business would be unable to locate in the project area. It is important to point out, however, that the project area doesn't carry any general negatives in the eyes of most prospective businesses. A few of the prospective investors were familiar with the improvements made in the area in recent years.

Highlights of the interviews with prospective future investors are summarized below:

● **The current business strengths of the MLK project area are seen as improving.** These strengths are said to include:

- transition in market area from low-end to medium market
- proliferation of new construction, visibility, attractiveness
- availability of less expensive space
- good potential for redevelopment
- historic buildings.

● **Diverse opportunities are seen for other businesses in the MLK corridor.**

Those which are named in the interviews include: foundry, engineering consulting company, CAD/CAM capacity companies, fastener distributor, smaller stages for industrial films, commercial production, multi-media work, heavy metal fabrication serving Swan Island, specialty grocery store, entertainment business, shopping center, hardware store, drugstore chain, coffee shops, movie set builders & model makers, video facilities and post-production work, training facility for creative services.

● **Outside investors suggest other businesses they would like to have available in the MLK corridor.**

When asked what business suppliers and customers they would like to have nearby if they locate on MLK Blvd., businesses respond: video rental, commercial/retail development, family-style restaurants, coffee shops, and scene shops (for filming). Several respondents say their basic needs are already met in the area.

● **A diverse list of site-specific requirements for particular businesses are also identified.** Most often mentioned are:

- access for customers, suppliers and employees
- adequate site size
- parking (which can be somewhat less in an inner city locale)
- community support
- exposure

- The **price of the site is also mentioned as a key locational factor** by many of the business operators/investors interviewed.

- Project area **issues and constraints are identified** in the interviews: absentee owners/neglected properties; difficult truck access; traffic congestion; inadequate parking; unskilled labor force; not enough space for campus facilities; needs TLC; perception of high crime; older population, not well-educated; not close to customers, employees.

- **Lack of available large sites is also cited as a crucial barrier** by several large investors. These observers underscore the need for government to take the lead in assembling the larger parcels required by many of today's leading businesses.

A list of current and prospective MLK corridor business owners and investors who were interviewed is available in a supplemental Appendix.



Prospective MLK investors emphasize the importance of vacant sites, reasonably priced.

An overview follows of key elements that define street character, corridor-wide, in the MLK project area.

Commercial Appeal: The commercial appeal is improving corridor-wide, particularly near the southern end of MLK Boulevard (Segment 1), around the Walnut Park commercial core (Segment 3), and on Alberta (Segment 5). At other locations, where less revitalization has occurred, negative features continue to limit commercial appeal: unimproved storefronts and buildings, unkempt vacant lots, cyclone fencing, unscreened equipment and auto storage, billboards, etc. The MLK and Alberta corridors also lack distinctive signage. Traffic noise is an issue near the intersections of MLK Blvd. and Broadway, Fremont, Alberta and Killingsworth.

Street Furniture: The pedestrian environment is constrained by a lack of street furniture on MLK Blvd. or Alberta. The only exceptions are a few covered bus shelters, City standard trash receptacles, and some furnishings provided by corridor businesses.

Street Trees: Mature trees are planted in the median strip along MLK Blvd. and near some major intersections, buffering and softening the busy street. Plantings are scattered or missing at other locations along the boulevard, and on Alberta.



S *treet furniture can be installed to improve the pedestrian environment for business customers and area residents.*



O *n-street parking is being restored in some areas along MLK Blvd. to support commercial activity.*

Parking

Commercial opportunities in the MLK Corridor will be shaped, in part, by the availability of on-street and off-street parking. The current status of parking on MLK Blvd. and Alberta is discussed below:

MLK Blvd. Parking: On-street parking is virtually non-existent on MLK Blvd. Many individual businesses along MLK have their own small off-street lots. There is also a surplus of off-street parking near the Walnut Park commercial core, largely in the former Fred Meyer parking structure. However, customers are reportedly hesitant to use the parking structure. As a result, there is a parking “crunch” during the hours of operation at the Trail Blazers Boys and Girls Club. The lack of on-street parking may also constrain the potential for future retail development and expansion along portions of MLK Blvd.

Alberta Parking: The situation on Alberta is just opposite. There is on-street parking all along Alberta, but off-street parking is very limited. Unless more off-street parking is developed, as Alberta businesses grow and attract more customers, business district parking will likely spill over into residential neighborhoods, creating new conflicts and business constraints.

Access

Access into the MLK corridor is also an important influence on commercial development. Key elements of access include automobile access, public transit, and pedestrians.

Traffic: Automobile access to the MLK corridor is generally good. MLK Blvd. is a four-lane boulevard, with left turn refuges at key intersections. Alberta Street (as with other cross-streets) is primarily two-lane. Traffic counts on MLK Blvd. range from 30,000 vehicles per day (at Tillamook in the southern end of the corridor) down to 17,700 (at Portland Blvd. near the northern end). Traffic is increasing corridor-wide, with the most significant increases at the southern end of the MLK corridor. Traffic congestion is an issue today near the intersections of MLK Blvd. and Broadway, Fremont, Alberta and Killingsworth. Despite the rising traffic counts, and congestion, truck traffic is not a major problem. Most trucks are still using parallel routes.

The MLK Corridor has good (although indirect) connections to other transportation routes: I-5 (north and south), I-405, I-84 (east), and Columbia Boulevard (east and west). Most of the MLK corridor is within a 10-minute drive to the Portland International airport.



Transit service is good in the MLK corridor, and ridership is growing.

Transit Service and Ridership: Transit service (via Tri-Met bus) is generally good (i.e., frequent) throughout the MLK project area, and ridership is high.

Transit service on MLK Blvd. is provided by Tri-Met's #6 bus (ML King Jr. Blvd.) This route serves Rose Quarter, downtown, Columbia Blvd., Expo Center, Rivergate and St. John.

Transit service on Killingsworth and Alberta is provided by Tri-Met's #72 bus (Killingsworth - 82nd Avenue). This route serves PCC Cascade Campus, Swan Island (via #85 bus), and Clackamas Town Center.

Peak hour headways on the #6 bus line are approximately 15 to 20 minutes. Average weekday ridership is 4,217 riders per day, with about equal numbers in both directions (1995-96 figures). Ridership has increased about 30 percent over the past four years.

Peak hour headways on the #72 bus line are approximately 10 to 20 minutes. Average weekly ridership is 13,877 per day, with about equal numbers in both directions (1995-96 figures). Ridership has increased 15-20 percent over the past four years.

Pedestrians: Several factors limit pedestrian access into the MLK corridor. There is little street furniture and few other pedestrian amenities. Traffic speeds on MLK Blvd. average above the speed limit, except in the highly congested areas. Speeds on some sections of Alberta are also above the limit.

Pedestrian crossings — already difficult due to MLK Boulevard's width — are more difficult in these high speed locations, and can also be challenging near the congested intersections.

Zoning

Predominant zoning in the MLK project area is generally consistent with the district's urban commercial character. The major zones are Central Employment (EX), General Commercial (CG), and Urban Commercial (CS). A design overlay (d) applies throughout the MLK corridor. The Albina Community Plan converted large portions of MLK Blvd. to multi-family housing zones. These new housing zones — High Density Multi-Dwelling (RH) and Medium Density Multi-Dwelling (R1) — may constrain future commercial development opportunities.

Zoning along MLK Blvd. is primarily EX, CG, RH and R1. Commercial zoning depths along MLK Blvd. are one block deep (200 feet) in most places. However, in some of these areas there are existing residential uses past the 100 foot depth. In some areas, commercial zoning is only 1/2 block deep, particularly along the west side of MLK Blvd., north of Jessup.

Zoning along Alberta is primarily CG, CS and R1. Commercial zoning depths along Alberta are generally one lot deep (100 feet), suitable only for storefront commercial development.

Zoning for the MLK Blvd. and Alberta corridors is illustrated in maps in Section V of this report (Commercial Development Strategies).

Site Size and Configuration

Commercial sites along MLK Blvd. are generally mid-sized parcels (15,000 to 20,000 square feet). Most sites are rectangular, and aligned lengthwise along MLK Blvd. Site depths are generally 100 to 200 feet.

A few larger sites are found along the corridor, particularly in Segment 3 (MLK Blvd: Alberta to Portland Blvd.), where there are several sites of 40,000 to 80,000 square feet.

Commercial sites along Killingsworth in Segment 3 are very small parcels (5,000 square feet). Commercial sites along Alberta in Segment 5 are small parcels (5,000 to 10,000 square feet). Site depths on both streets are only 50 to 100 feet. Site assembly is further constrained on Killingsworth and Alberta by alleys at mid-block.

Vacant and Developable Land

There is very little vacant commercial land corridor-wide in the MLK project area. Three segments have vacant sites of substantial size (1/2 acre or larger): Segments 1, 2 and 4. Vacant sites in other areas are few, small and scattered. The appearance of available sites is misleading, particularly in Segments 1 and 2. A number of the apparent vacant / developable sites are zoned for residential rather than commercial development.

Most segments of the MLK corridor offer some potential for redevelopment, with opportunities less abundant in the segments which are already near full development: Segment 3 (Walnut Park) and Segment 5 (Alberta). Opportunities in these segments will largely depend upon relocation of existing businesses and redevelopment of sites now being used by existing businesses.

Site assembly and subsidies for new development will be crucial to support future commercial development in the MLK project area in the short term. This will be made difficult by residential zoning along MLK Blvd. in Segments 2 and 4, and shallow commercial zone depths in Segment 5, along Alberta.

Development potential within each segment of the MLK project area is illustrated in a series of maps in an Appendix.

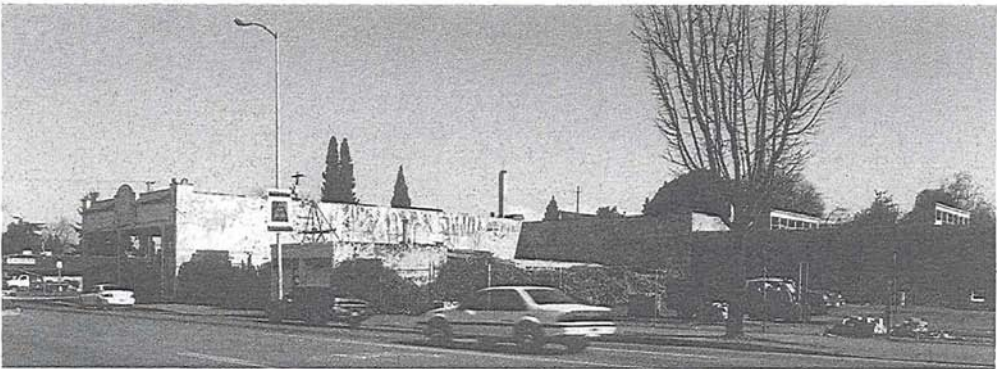
Land Values, Lease Rates, Occupancy

The cost of commercial land significantly defines commercial development opportunities. The following gives an overview of current land values, lease rates, and commercial occupancy in the MLK corridor.

Land Values: Land values for commercial property in the MLK project area, based on corridor-wide sales information for 1996-97, are \$4.80 to \$12.25 per square foot. Most recent sales in recent years were close to \$8.00 per square foot of land. Land values appear to be highest in Segments 1 and 3, and lowest in Segments 4 and 5.

Lease Rates: Quoted rental rates for retail space along the MLK corridor range widely from about \$5.60 per square foot to a top end of the market at about \$15.00. Rents average in the \$8.00 - 10.00 range. Even the top rates are well below competitive retail rental rates throughout the Portland metro area for virtually all types of retail centers. Rental rates that are below the range of about \$12.00 per square foot typically are not adequate to support either new construction or significant rehabilitation without financial subsidy. Some MLK corridor retail space in multi-tenant buildings may even be renting for below the minimum rate noted (\$5.00 per square foot).

Similar observations can be made for office space. Quoted rates for office space along the MLK corridor range from a low of about \$4.30 up to \$11.00 per square foot. The lowest average competitive market rate for the metro area is \$11.00 for rehab space, increasing to about \$21.00 per square foot for Class A properties.



There are few vacant commercial sites on MLK Blvd., and some are zoned for multi-family housing.

COMMERCIAL LEASE RATES (1996)			
MLK Corridor		Metro Area Average	
Retail \$6.00 to \$15.25 /sf		Community	\$18.00/sf
		Neighborhood	17.00
		Strip	17.20
		Specialty	16.00
		Regional	46.00
		Urban	25.00
Office \$4.30 to \$11.00 /sf		Class A	\$21.00/sf
		Class B	17.00
		Class C	12.00
		Rehab	11.00

Source: Grubb & Ellis and other sources

Rental rate information presents both pluses and minuses for the MLK area. The negative is that relatively depressed rental rates make it difficult to support new construction or significant rehabilitation without subsidy. The positive is that the area truly offers affordable rents for businesses seeking to try a new business concept, start-up or expand cost effectively.

Occupancy: There are no data available on commercial occupancy corridor-wide on MLK. The consultant team has estimated overall vacancy in the MLK corridor at 8-10 percent (or about 90 percent occupancy). There is very little vacant space in Segment 3. Newly developed and renovated retail/office space continues to quickly attract tenants. Older, unimproved commercial and industrial buildings are the most likely type of structure to remain vacant in this

market. Occupancy appears to be highest in Segment 3 and lowest in Segment 4.

Current Business Recruitment

Targeting for business recruitment efforts in the MLK project area currently awaits completion of the MLK Commercial Development Strategy. Portland Development Commission plays a lead role in recruitment in the MLK area and city-wide, on behalf of the City of Portland. PDC works closely with area businesses and neighborhoods in its recruitment efforts.

Other organizations involved in MLK area business recruitment currently include: Oregon Economic Development Department, which focuses on industrial recruitment; and Northeast Business Association, which publishes and updates an inventory of corridor commercial properties available for sale or lease.

Other Issues and Opportunities

In preparing an MLK Commercial Development Strategy, several other issues and opportunities should be considered:

- The MLK Corridor is experiencing *significant market leakage*, i.e., retail sales from the primary trade area are “leaking” to Lloyd District, downtown, Jantzen Beach/Hayden Meadows and other commercial centers.
- *Personal safety* (and perceived safety), crime (and fear of crime), are issues for many potential customers and prospective business owners in the MLK corridor.
- There is a proliferation of *multi-family housing being built in the MLK commercial corridor*, under the ACP zoning adopted in 1993, particularly in Segments 2 and 4. Some observers are concerned this transformation may soon affect the prospects for future commercial development in these segments. Other observers believe the new housing will catalyze commercial development.
- MLK corridor businesses do not currently organize *community events* or joint promotions which might attract Portlanders unfamiliar with positive changes taking place on the “New MLK”. One example is the Alberta Street Gallery Walk.
- Another issue to be considered in shaping an MLK Commercial Development Strategy is *wealth creation* for Northeast Portland residents. Strategy elements should be defined which will provide investment and development opportunities for community business people and jobs for local community residents.



Current MLK business recruitment includes finding commercial tenants for new housing/mixed use developments.



MLK CORRIDOR-WIDE DEVELOPMENT STRATEGY

"PORTLAND'S MULTI-CULTURAL MAIN STREET"

Where is the MLK Corridor?

The MLK corridor centers on a three-mile long stretch of Rev. Martin Luther King Jr. Boulevard in Northeast Portland. The corridor extends north along MLK Blvd. from Broadway to Lombard. The MLK corridor study area also includes the commercially zoned portions of Alberta Street, extending east from MLK Blvd. to 33rd Avenue.

Neighborhoods *along MLK Blvd.* (from south to north) include: Eliot, Boise, King, Woodlawn and Piedmont. Neighborhoods *along Alberta* (from west to east) include: King, Vernon, Sabin Alberta, and Concordia.

The corridor holds a very diverse collection of commercial, residential and industrial structures. Most are older one-story structures, representing nearly every decade over the past century. There are a few two- and three-story buildings, but most are small and mid-sized single story buildings — 20,000 square feet or smaller.

There are a few historic structures, near the southern end of the MLK Blvd. (Segment 1) and along Alberta Street (Segment 5). Some of these historic buildings have been renovated for retail, services, office and housing use.

Market Profile

Highlights of the market analysis for the MLK corridor:

- Growing population and households: 3,000 more residents since 1990
- Increased family incomes and employment. Real household incomes (adjusted for inflation) rose 8% from 1990-1996, to \$29,610
- Residential property values up 14% to 17% per year in 1992-96
- Upswing in housing renovation and new housing development (particularly multi-family).
- Over 400 new housing units built since 1993
- Significant sales leakage, to Lloyd District, downtown Portland, and Hayden Meadows/ Jantzen Beach



Region 2040 designates the MLK corridor as a "Main Street".

Competitive Advantage

Competitive advantages for the MLK corridor include:

- Existing unmet demand in primary trade area for consumer goods and services, and projected future demand
- New housing
- Promising economic / demographic trends (growing population, rising incomes, new housing being constructed), and projected increases in future market demand
- Proximity to major regional employment centers: Lloyd District, Columbia Corridor, Emanuel Medical Center campus, Swan Island, Northwest Industrial District, downtown
- Proximity to major regional visitor / spectator facilities: Oregon Convention Center, Rose Quarter
- 10 minute drive to PDX airport
- Easy access to I-5 (north and south), I-84 (east), I-405, Columbia Boulevard (east and west)
- Good transit service
- Strong core of successful existing businesses
- Recent influx (in 1990s) of new commercial development
- Forty development opportunity sites from 5,000 to 80,000 square feet

Existing Businesses

Existing businesses *along MLK Blvd.* include a diverse array of commercial and industrial uses: neighborhood and destination retail; financial and other services; restaurants; warehouse / distribution; institutional; automobile sales and service; building supplies; light industrial; and other uses. The overall development trend appears to be moving toward commercial development (neighborhood and destination retail, services, restaurants), expansion of existing businesses, and new and expanded institutional uses.

A partial list of key businesses and institutions *along MLK Blvd.* in Segments 1, 2, 3 and 4 includes:

- Albina Community Bank
- Don Rasmusson BMW
- Doris' Café
- Nike Factory Store
- Raven Creamery
- United Fire, Health & Safety Supplies
- Union Avenue Glass
- Portland Observer
- Aqua Cool / Brewed Hot Coffee
- Garlington Mental Health Center
- St. Vincent De Paul Rehabilitation Service Center
- adidas Retail Store
- Trail Blazers Boys & Girls Club
- Portland Police Northeast Community Policing Facility
- Videoland
- U.S. Bank
- Geneva's Shear Perfection
- Wells Fargo Bank
- Bank of America
- Safeway
- Neil Kelly Cabinets
- Electromatic Service Center
- Art of Maintenance
- Parr Lumber
- Martinson Foods
- Payless Shoe Source

MLK CORRIDOR
COMPETITIVE ADVANTAGE

- Close-in location
- Promising market trends; increased local buying power
- Close to major employment centers, Convention Center, Rose Quarter
- Easy access to freeways and PDX airport
- Unprecedented development momentum
- 40 development opportunity sites: from 5,000 to 80,000 square feet

Existing businesses *along Alberta* are characteristically small-scale neighborhood retail, services, restaurants, as well as some construction-related and institutional uses. The trend is toward continued development of neighborhood commercial uses.

Key businesses and institutions *along Alberta* in Segment 5 include:

Pacific X-Ray
Coast Industries
Provista Foods
Roslyn's Garden Cafe
S. Brooks & Associates/Brooks
Temporary
Bantu Towing
House of Umoja
Rex Walker Plumbing
Aladdin Finishers
Alameda Cleaners
Guardino's Custom Framing
and Gallery

Recent and Proposed Development

Recent, current and proposed development on MLK Blvd. includes a variety of commercial, institutional and mixed use development.

The trend in recent and proposed development *along MLK Blvd.* is toward new and renovated housing and mixed use projects, with some growth in neighborhood and destination retail, ser-



Commercial revitalization on Alberta complements the existing neighborhood scale and character.

Development Opportunity Sites

Nearly forty *development opportunity sites* have been identified in the MLK corridor, ranging from 5,000 to 80,000 square feet. Many of these sites are currently in use, but over one-third of the total (14 sites) are vacant, and another 11 sites are partially vacant.

The following criteria define sites included as development opportunity sites:

1. Vacant sites 10,000 square feet and larger
2. Larger vacant buildings and associated sites
3. Multiple adjoining sites that are under single ownership
4. Underutilized or marginal business sites that are adjoining, and when assembled would constitute a development site
5. Strategically located sites that are in areas undergoing revitalization, or could catalyze development in segment
6. Sites that currently have existing businesses that may be interested in relocating in a 5-10 year time frame, or don't have room for expansion due to zoning or lack of available land
7. Light industrial sites that are located in area that are evolving to more housing on commercial uses

MLK DEVELOPMENT OPPORTUNITY SITES				
Segment	Total Sites	Vacant	Partial Vacant	Size
1. MLK: Broadway to Ivy	9	4	2	12,000 - 60,000+ sf
2. MLK: Ivy to Alberta	8	4	3	10,000 - 60,000 sf
3. MLK: Alberta to Portland Blvd.	5	0	2	18,000 - 80,000 sf
4. MLK: Portland Blvd. to Lombard	5	0	2	20,000 - 40,000 sf
5. Alberta: MLK to 33 rd	12	6	2	5,000 - 20,000 sf
Totals	39	14	11	5,000 - 80,000 sq

The accompanying table shows the location and status of development opportunity sites. The largest opportunity sites are located in Segment 3, but there are relatively large sites (40,000 sf or bigger) in all segments except Segment 5 (Alberta). However, most of the large sites are in multiple ownership and would require some assembly. Segment 3 is an exception — all of the larger sites have single ownership and are zoned for commercial or employment uses. Some of the large sites in Segments 1, 2 and 4 are zoned for multi-family housing, which may constrain their potential for commercial development.

Site configurations vary throughout the corridor.

Strategy Elements for MLK Corridor

The corridor-wide Commercial Development Strategy covers the following key elements which are outlined in the next sections:

- Gateways
- Streetscape
- Parking
- Access
- Zoning
- Site assembly
- Business recruitment
- Wealth creation
- Events
- Organization and marketing

Gateways

Over three miles long, the MLK corridor is a strip which offers opportunities for gateways at its southern entrance (near Broadway) and its northern entrance (near Lombard). Another natural gateway is at the east end of Alberta, near 33rd Avenue.

The most important gateway is at the southernmost point of MLK Blvd., in Segment 1. This is the region’s most important gateway. It is visible from the Lloyd District, and is close to major regional visitor attractions (Rose Quarter and Oregon Convention Center) which could stimulate commercial activity in the MLK corridor.

A high percentage of the region’s residents and visitors travel past this gateway in any given year — but a much smaller group continues north along the MLK corridor. The opportunity for gateway improvements is to create a distinct and unified identity for the MLK corridor, make the area attractive to passers-by, and stimulate their interest in exploring the corridor. Once they’re exposed to new locations along MLK and Alberta corridors, they can become aware of the unique identity of each segment or node.

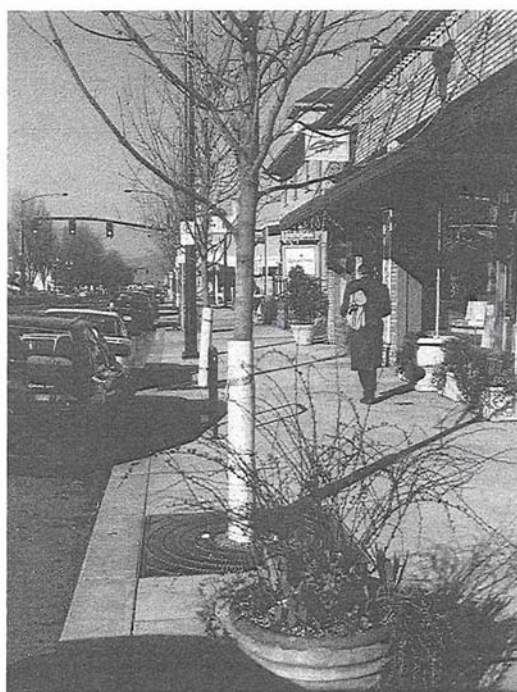
A distinctive gateway can be designed using signage that is visible from Broadway. Landscaping and open space at the gateway may enhance the appeal to visitors. Redevelopment projects, storefront improvements, etc. — if close to the gateway — will assist in reinforcing the gateway and welcoming visitors.

Other opportunities for gateways exist near the main entry points to the MLK corridor: at MLK Blvd. / Lombard and at Alberta / 33rd Ave:

- Lombard is the key access point to MLK from Columbia Boulevard and the Columbia Corridor industrial district which lies to the north. Gateway improvements here — including signage and landscaping — would notify travelers that they're entering a commercial district with diverse shopping and service offerings, inviting the visitors to journey further into the MLK corridor.
- The east end of Alberta, at 33rd Avenue, serves as a gateway into the Alberta business district and also into the MLK corridor. There's an opportunity for gateway improvements here that capture the interest and attention of travelers on busy 33rd Avenue, if the gateway is visible from 33rd.

Streetscape

Current development trends in the MLK corridor are reinforcing the existing commercial nodes, and are also creating some new clusters of activity. Existing nodes being strengthened are: Knott / Russell in Segment 1, Alberta and Killingsworth in Segment 3. Other new activity clusters include new housing / mixed use developments being built in Segments 2 and 4, and at several locations along Alberta Street in Segment 5. At each of these locations, pedestrian activity is expected to grow.



Streetscape improvements should be targeted to areas with high pedestrian traffic.

The streetscape around these activity clusters, however, still lacks appeal to pedestrians. Sidewalks are generally narrow and lacking pedestrian amenities. There's an opportunity to target these emerging shopping districts to make streetscape improvements that enhance the commercial appeal: installing street furniture, covered bus shelters, sidewalk improvements near commercial nodes, street trees and other plantings, lighting, banners, etc.

The solution is to implement a comprehensive program to enhance the commercial appeal of the MLK corridor at the emerging activity centers, and corridor-wide: providing unique district signage, street furniture, covered bus shelters, sidewalk improvements near commercial nodes, street trees and other plantings, lighting, banners, corridor-wide cleanup / face lift / screening activities, and new gateway signage. Streetscape improvements could be targeted for the activity centers currently experiencing increased pedestrian traffic.

Another opportunity is to work with developers along the MLK corridor to assure that any new projects are designed to complement the pedestrian environment. Commercial investors stress their reliance on an attractive pedestrian environment that induces customers to walk between clustered shops. Pedestrian friendly designs could include street furniture, trees and other landscaping, lighting, wider sidewalks or plazas provided by these developments. Design review is required for new development along the MLK corridor and provides a mechanism to help achieve pedestrian supportive features.

Parking

The renaissance of pedestrian shopping at key locations will depend upon adequate and well placed parking resources.

Opportunities to improve parking corridor-wide along MLK Blvd. include:

- Re-install on-street parking on MLK Blvd.: wherever possible near flourishing commercial nodes at Knott / Russell, Alberta, and Killingsworth near the Walnut Park Retail Center.
- New high-density housing is being developed in Segments 2 and 4 with little parking. Adequate parking resources should be identified in these areas to ensure that new residents don't impact business parking.

- Re-install on-street parking to serve other commercial activity centers and new mixed use multi-family housing/commercial projects on MLK Blvd. in Segments 2 and 4.
- Sign and stripe on-street parking on side streets close to the commercial nodes, to help make shoppers more aware of this parking resource.
- Work with new developments to provide adequate off-street parking.
- As the pace of commercial development increases, it may be useful to inventory on-street and off-street parking corridor-wide, identifying any located deficiencies and adopting strategies to resolve any problems.

A different approach should be taken on Alberta. On-street parking is available all along Alberta Street. However, there is little off-street parking. The pressure on parking will increase as commercial development activity picks up in Segment 5, and some new housing is built.

Opportunities to improve parking on Alberta include:

- Designate on-street parking for short-term customer use
- Identify and develop shared off-street parking near areas of significant revitalization



Adequate parking is a key to commercial revitalization of the MLK corridor.

Access

Another element of the MLK corridor-wide Commercial Development Strategy is to improve access for automobiles and pedestrians. The traffic system in the MLK project area generally has enough capacity to handle current volumes, and to accommodate some increases. There are only a few problem spots.

Traffic congestion is already evident at intersections at three commercial nodes: Fremont, Alberta and Killingsworth. This situation will worsen as development occurs, and will conflict with efforts to create / enhance pedestrian-friendly commercial nodes. Another problem: high traffic speeds along MLK Blvd. and Alberta undermine the desired pedestrian environment, and make crossing difficult at some key locations.

Recommended improvements include:

- Upgrade traffic controls to relieve congestion at Fremont, Alberta and Killingsworth intersections, which are key east-west connections..
- Design traffic calming features to slow traffic near the commercial nodes and new housing, and along Alberta Street.
- Improve MLK Blvd. pedestrian crossings near the commercial nodes and new housing projects.
- Improve pedestrian connections from Broadway to the MLK corridor.

Zoning

In 1993, the Portland City Council adopted new zoning for the MLK corridor and Northeast neighborhoods, through the Albina Community Plan (ACP). Zoning along the MLK corridor was carefully reviewed and updated to promote revitalization of Northeast neighborhoods.

Since ACP adoption, a series of issues have been raised concerning the long-term consequences for commercial development along MLK Boulevard. Four main areas of concern have been identified regarding impacts of current zoning on land use patterns in the MLK corridor:

- Shortage of large sites (40,000 square feet or larger), appropriately zoned and available for commercial development.
- Increased proportion of zoning devoted to multi-family housing along the commercial corridor, and proliferation of housing in zones designated for commercial or employment uses.
- Zoning constraints that may limit the expansion potential for some MLK businesses.
- Development standards which further constrain commercial development opportunities on MLK.

Portland Development Commission is currently evaluating these zoning-related issues. The analysis commissioned by PDC is intended to confirm the scope and severity of these problems, and to find possible solutions within current zoning or through strategic zoning adjustments.

Site Assembly

Site assembly can be an important element of the MLK Commercial Development Strategy:

- There is an unprecedented high level of developer interest in the MLK corridor
- Most development opportunity sites are in current use
- Most larger sites are in multiple ownership, and some have mixed zoning

There is an opportunity to strategically assemble sites to promote and expedite desired development at key locations. A possible source of funds to support site assembly is from the Oregon Convention Center Urban Renewal District.

The goal should be to make available opportunity sites — ready-to-build — in each segment of the MLK corridor. Site sizes should match the needs of the multi-tenant “prototype projects” described below, and of target businesses being recruited for each segment.

Prototype Projects

The MLK Commercial Development Strategy identifies *prototype projects* within each segment of the MLK corridor. Their underlying purpose is to assure that sites are available, corridor-wide, for a range of desirable businesses. The prototype projects are intended to set a standard to showcase the quality and type of development deemed most appropriate in each segment of the corridor and to help set the pace for commercial revitalization there.

Most prototype projects are multi-tenant buildings which would provide the small commercial spaces most in demand to accommodate contemporary businesses. Examples of successful prototype projects already completed in the MLK corridor include Walnut Park Retail Center in Segment 3.

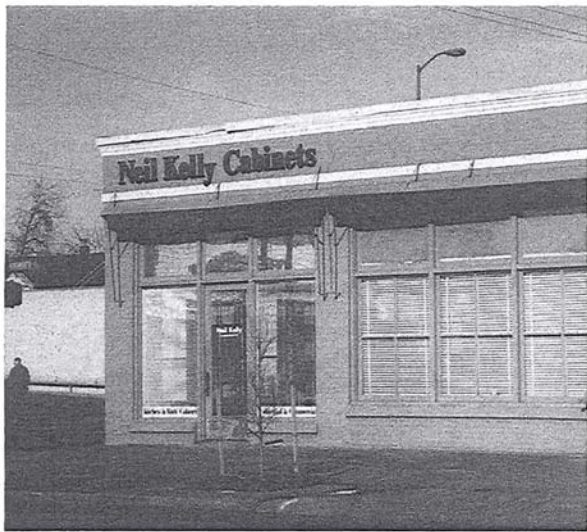
Business recruitment for the new multi-tenant spaces provided by the prototype projects would target the business categories identified for each segment by the MLK Commercial Development Strategy. Recruitment efforts would focus on businesses that offer franchise and other opportunities for business-minded community members who might want to invest in the revitalization. This approach addresses community goals to promote local wealth creation.

The prototype projects would be assembled and supported as appropriate by Portland Development Commission in partnership with other funders, the MLK Action Committee and other community-based organizations. The projects would be developed by private parties who may own land or share an interest in developing the proposed projects on available opportunity sites.

The following prototype projects are recommended for each segment:

SEGMENT	PROTOTYPE PROJECT
1	Mixed use housing, with ground floor commercial and mixed income housing above
2	Multi-tenant office building or health service clinic complex
3	Family restaurant and/or Neighborhood retail/housing village
4	Medium density residential with neighborhood commercial mixed use to support new housing and/or Multi-tenant office building: to serve industrial sales representatives
5	Small-scale multi-tenant storefront commercial building

It is recommended that a more detailed feasibility study be undertaken by PDC to identify the most promising priorities from this proposed list of prototype projects. The feasibility study would pinpoint target sites, provide a schematic design, analyze each project's financial feasibility, and evaluate the type and level of support that would be necessary for development on these sites over the next 5-10 years.



MLK business recruitment matches the needs of individual businesses with local market trends and available sites.

Business Recruitment

A business recruitment program is already in place for the MLK corridor. Operating through formal and sometimes ad hoc efforts, area business leaders have teamed up with Portland Development Commission to recruit needed businesses, and assist existing businesses to fulfill their expansion needs.

The thrust of the Commercial Development Strategy is to build upon this ongoing program, targeting for recruitment those firms which offer the best match for the MLK corridor:

- Recruiting the types of businesses which have been identified by market analysis of the MLK trade area
- Matching the MLK corridor's competitive advantages with the needs of businesses
- Identifying special linkages to industries or market niches outside the MLK corridor
- Matching business needs to market and site characteristics within individual segments of the corridor
- Limiting the search to target businesses for which suitable opportunity sites are available
- Seeking businesses which are compatible with nearby residential neighborhoods

TARGET BUSINESSES - MLK CORRIDOR-WIDE		
Business Type	Segment	Franchise Potential?
Specialty retail	1,5	
Neighborhood retail	3,4	✓
Destination retail	3	✓
Convenience /economy retail	2	✓
Specialty grocery	1	
Family restaurants	3,4	✓
Small restaurants /cafés	1,5	✓
Business services	2,5	✓
Multi-tenant office	2,4	
Health technology	2	
Building supplies /hardware	2	✓
Pharmacy	3	✓
Entertainment	1	
Cinema	3	
Neighborhood bakery/eateries	5	✓

Target business types have been identified for each segment of the MLK corridor. As a starting point, the consultants have developed a list of representative businesses within each category. The target list, which is intended to illustrate the types of businesses within each category rather than provide a list of recruiting "leads," contains both regionally-based and national businesses.

Wealth Creation

An important goal of the MLK Commercial Development Strategy is to increase opportunities for creating wealth among local community members.

Northeast residents and existing MLK business operators should expect the benefit from the corridor's revitalization. And experience shows that home-grown businesses have an excellent track record of hiring and promoting area residents. Opportunities for wealth creation include business ownership/investment, property ownership, and career path employment and training.

One key to local wealth creation is to ensure that small (about 1200 square feet) commercial spaces are available to accommodate development of new contemporary businesses. The MLK Corridor Development Strategy recommends developing *multi-tenant prototype projects* within each segment of the MLK corridor which would provide these small, efficient and affordable spaces which could promote local ownership.

Franchise businesses appear to present a particularly promising approach. Many franchises offer extensive managerial and technical assistance to franchisees. Franchise experts have identified opportunities for future franchise investments in each segment of the MLK corridor, and in virtually every business category targeted for recruitment on the basis of market analysis and other research. An evaluation of the potential for franchising in the MLK corridor, along with examples of these franchise opportunities, segment-by-segment, are available in a supplemental Appendix.

Encouraging people who live in the local community to purchase and operate successful franchised businesses within the MLK/Alberta area starts with people. Success requires matching the right person or family to the right businesses. Finding the right person is the most complex part of the equation.

A suggested strategy is to organize a series of highly publicized workshops to educate people on franchising, with no bias toward any particular business. Participants would be encouraged to come to learn. In turn, they would act as a conduit back into the community, spreading the word about business opportunities and MLK development.

As the workshops progress, a group of people will begin to evolve who have the qualifications and the desire to investigate franchise opportunities further. This group can then be counseled individually, to assist them in finding the business that best fits their needs and wants. In addition, they can be coached on how to research that business to be certain it is the right business for them. Technical assistance and financial assistance can also be provided to help fill any gaps for prospective franchisees who are otherwise qualified. The end result should be identification of a pool of people in the community who are interested, excited, and qualified to operate businesses of their choice.

Additional strategies, beyond franchises, are suggested to promote wealth creation:

- Target local community members for business recruitment.
- Apprise existing MLK business operators of emerging opportunities to expand or reinvest in corridor commercial development; ensure they're aware of promising market trends.
- Recruit local investors to participate in prototype development projects.
- Provide financial incentives and technical assistance.
- Develop small incubator spaces to be available only to community-based businesses.
- Encourage local home-based businesses to "step-up," moving into the incubator spaces or other leased space on MLK or Alberta.
- Monitor progress in creating wealth for local community members, as the MLK Commercial Development Strategy is implemented.

Events

Promotional events can play a role in commercial revitalization of the MLK corridor. Community events and business promotions can be created that reacquaint Portlanders with the “New MLK Corridor.” The MLK Commercial Development Strategy identifies two promising sites for events:

- The Walnut Park Retail Center in Segment 3 can serve as a natural headquarters for large-scale community events.
- The emergence of the multi-cultural neighborhood marketplace along Alberta Street in Segment 5 makes it an ideal location for unique, smaller-scale community / promotional events. The new events can expand upon the district’s multi-ethnic food and other ethnic businesses, attracting newcomers to Alberta and the MLK corridor.

In organizing the first MLK corridor events, it is important that the events leave visitors and business owners with a positive impression. Initially, events should be scheduled for daytime hours to promote perceived safety and personal security.

Organization and Marketing

The MLK corridor has been designated as a “Main Street” under Metro’s Region 2040 plan. This designation recognizes the area’s essential commercial character, and suggests the corridor may be perceived from outside as a single district.

The MLK Blvd. corridor is a strip that is over three miles long, however. It is not a small-scale downtown like most other Main Streets. Despite this difference, it is possible that the MLK corridor might benefit from some of the organizing methods used successfully in other Main Street areas.

Many times, commercial districts hire a “Main Street manager” to act as a catalyst and coordinator for district-wide development and business promotions. This approach could be considered for the MLK corridor.

A second approach is the creation of *marketing materials*. These are brochures and other publications intended to give investors basic facts and figures on development opportunities in the MLK corridor: trends in the market area, recent development activity, specific businesses targeted, etc. The target audience is prospective investors — businesses already located in the area, as well as prospective future investors. Secondary audiences for the marketing materials include banks, real estate brokers, government agencies and others who are often contacted by businesses seeking new locations and other investors. Prototype marketing materials for the MLK corridor were prepared in conjunction with the MLK Commercial Development Strategy.

Once the marketing materials are available, follow-up becomes crucial. The contacts with prospective investors could be handled either by the Portland Development Commission or a Main Street manager.

Another tool that could contribute to corridor-wide development is construction of a *scale model of the MLK corridor*. The model could be updated as new development occurs, with recent and new construction and remodeling projects color-coded to show momentum. An alternative approach is to create and maintain a chronological sequence of *aerial photos*.

COMMERCIAL DEVELOPMENT STRATEGIES

MLK BLVD. — BROADWAY TO IVY

"HISTORIC ALBINA/RETAIL SERVICE CENTER"



Where is this Segment?

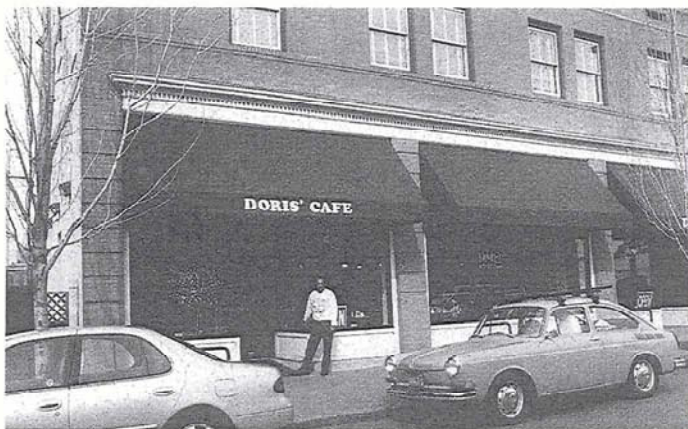
Segment 1 is the southern gateway to the MLK corridor. The segment extends north along MLK Boulevard from N.E. Broadway to Ivy (just south of Fremont).

There are old and new commercial buildings in Segment 1, and also some housing. The area has MLK's largest concentration of historic landmark properties. These historic buildings once formed the commercial core of the former City of Albina.

The leading uses in Segment 1 are auto repair, dealers and parts; and personal services. Other existing businesses in Segment 1 include a wide assortment of neighborhood and destination retail and services, restaurant, construction, supplier/distribution, and light industrial uses. These include:

Earl Marks Co.
Harder Mechanical Contractors
Don Rasmussen BMW
United Welding Supply
American State Bank
Nike Factory Store
Raven Creamery

Doris' Cafe offers its trademark BBQ cooking from a landmark building in Old Albina.

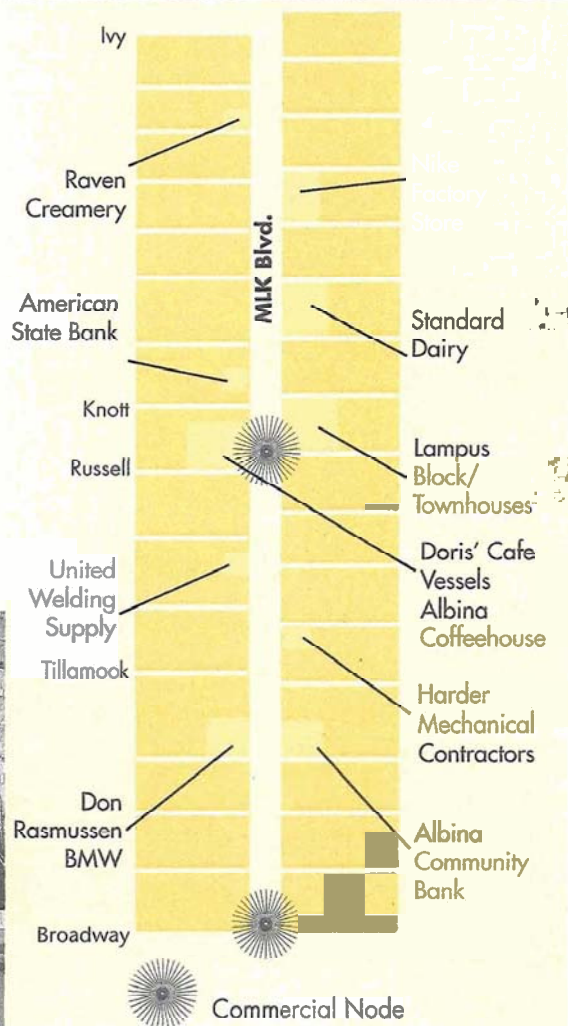


CAPSULE SUMMARY

Key elements of the strategy for Segment 1 include:

- **Create a distinctive gateway** at the southern end of the MLK corridor near Broadway, including signage and public art.
- **Enhance the streetscape** for pedestrians, installing street furniture and landscape, and improving pedestrian connections near the Knott/Russell intersection and other key areas.
- **Re-install on-street parking** along MLK Blvd. near commercial activity centers.
- **Develop a prototype project:** mixed use multi-tenant building, with ground floor commercial and housing above for diverse incomes.
- **Recruit businesses targeted by market studies** for this segment: specialty retail, specialty grocery, restaurants/cafes, and entertainment.

SEGMENT 1 LANDMARKS



Market Profile

Recent studies show the economic and demographic character of the primary trade area for this segment is being transformed:

- The most significant population growth (1994 - 2015) is forecast for this segment of the MLK corridor.
- Real incomes (adjusted for inflation) are continuing to increase — up 2% in Irvington neighborhood and 10% in Eliot neighborhood from 1990-96.
- There were 52 single family home sales in this segment from October 1996 to April 1997, with the highest median sales price (\$145,000) of any MLK corridor segment.

Competitive Advantage

The competitive advantages for Segment 1 include:

- Existing unmet demand in primary trade area for consumer goods and services
- Promising economic/demographic trends, and projected increases in future market demand
- Proximity to major regional employment centers: Lloyd District, Lower Albina Industrial district, Emanuel Medical Center campus, downtown
- Easy access to I-5 (north and south) and I-84 (east)
- Proximity to major regional visitor/spectator facilities: Oregon Convention Center, Rose Garden Arena, Memorial Coliseum
- Nine development opportunity sites from 10,000 to over 60,000 square feet

Recent and Proposed Development

Market trends and extensive recent development in the Lloyd District and Rose Quarter are driving significant new development in this segment of the MLK corridor. The development trend in Segment 1 appears to be toward specialty retail, restaurant and service uses, which are gradually replacing construction-related and light industrial uses.

Recent (since 1990), current and proposed development on MLK Blvd. in Segment 1 includes:

- Helen's Pacific Costumers and Pieces of a Dream Salon: activation of commercial uses in an older industrial building
- Albina Corner: housing/mixed use, including Albina Community Bank, Peninsula Children's Center, Portland Community Design
- Mobile Optic: commercial renovation
- New Song Church: Egyptian Theater renovation
- Orians Building: retail/office renovation (Albina Coffeehouse, Doris' Cafe, Vessels)
- Commercial building renovation: Bridges Soup & Sandwich, salon, gallery
- Lampus Block: housing/potential mixed use
- Standard Dairy: proposed housing/mixed use
- 2500 MLK: potential mixed use



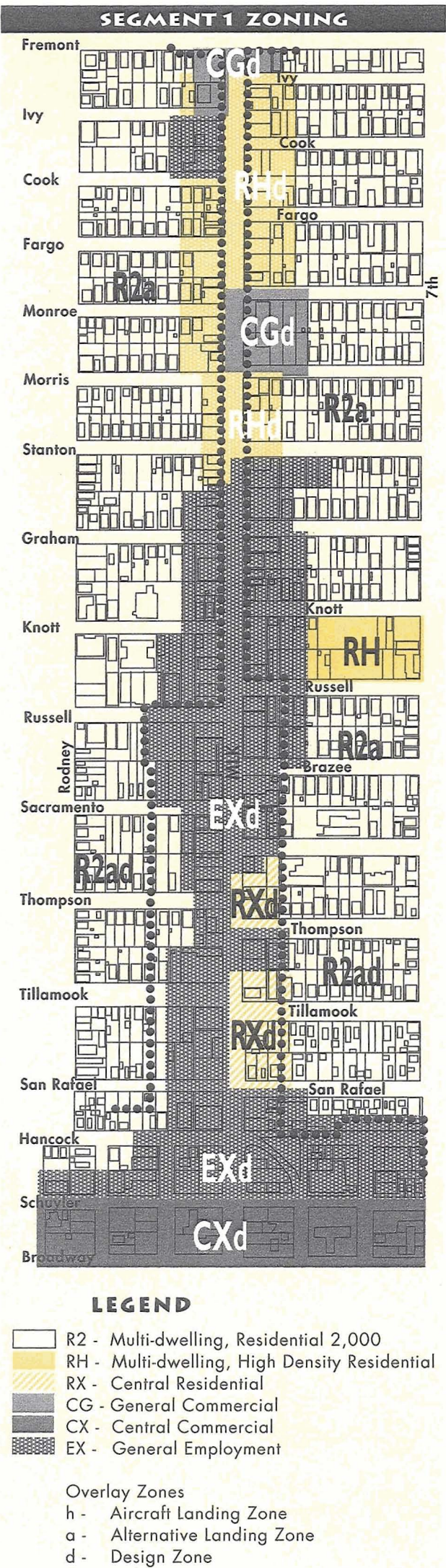
Albina Community Bank anchors a new mixed use building designed to reflect the district's historic character.

Zoning

Zoning along MLK Blvd. in Segment 1 is largely Central Employment (EX) and High Density Multi-Dwelling (RH). Specific zoning designations on MLK are shown in the accompanying map.

Commercial zoning depths are generally one block (200 feet) deep. In a few scattered locations, commercial zoning is only one lot (100 feet) deep. The RX and RH zoning is generally 150 to 200 feet deep.

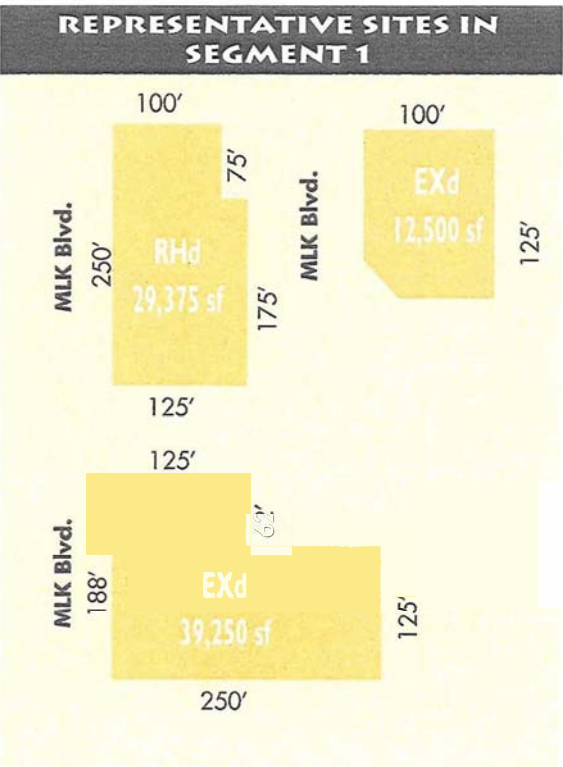
Commercial zoning in Segment 1 is illustrated in the accompanying map.



Development Opportunity Sites

Nine development opportunity sites have been identified in Segment 1, ranging from 12,000 square feet (sf) to over 60,000 sf. Most of these sites are currently in use, although three sites are vacant.

Most commercial sites along MLK Blvd. in Segment 1 are mid-sized parcels (20,000 sf to 37,000 sf). Sites are generally rectangular, shallow (only 100 feet deep), and are positioned lengthwise along MLK Blvd. with frontages typically about 200 feet.



Strategy Elements for Segment 1

The Commercial Development strategy for Segment 1 covers the following key elements which are outlined in the next sections:

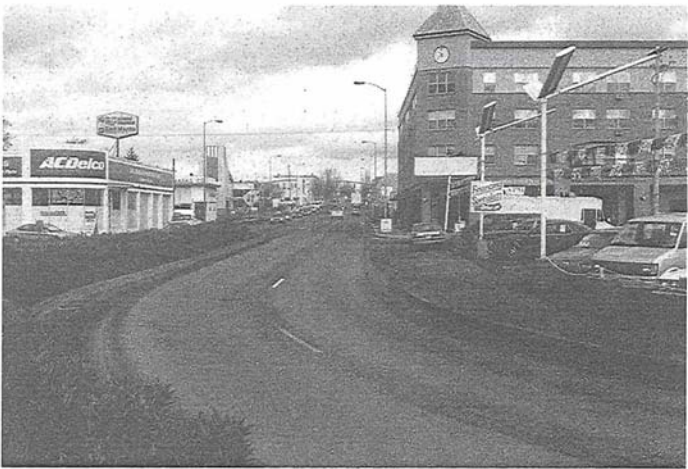
- Gateway
- Streetscape
- Parking
- Access
- Prototype projects
- Business recruitment

Gateway

Segment 1 is located at the southern end of the MLK corridor. This is the region’s most important gateway. It is visible from the Lloyd District, and close to major regional visitor attractions (Rose Quarter and Oregon Convention Center).

A high percentage of the region’s residents and visitors travel past this gateway in any given year – but a much smaller group continues north along the MLK corridor.

The opportunity for gateway improvements is to create a distinct and unified identity for the MLK corridor, grab the attention of passers-by, and pique their interest to take a closer look.



Segment 1 is the southern gateway to the MLK corridor.

A distinctive gateway can be designed using signage and public art that is visible from Broadway. Landscaping and open space at the gateway may enhance the appeal to visitors. Redevelopment projects, storefront improvements, etc. – if close to the gateway – will assist in reinforcing the gateway and welcoming visitors.

Streetscape

There is a growing cluster of neighborhood and specialty retail shops, restaurants and services in Segment 1, centered around the Knott / Russell intersections at MLK Blvd. in mid-segment. A second activity hub in Segment 1 is the Nike Outlet, which is closer to the northern end, near Monroe Street.

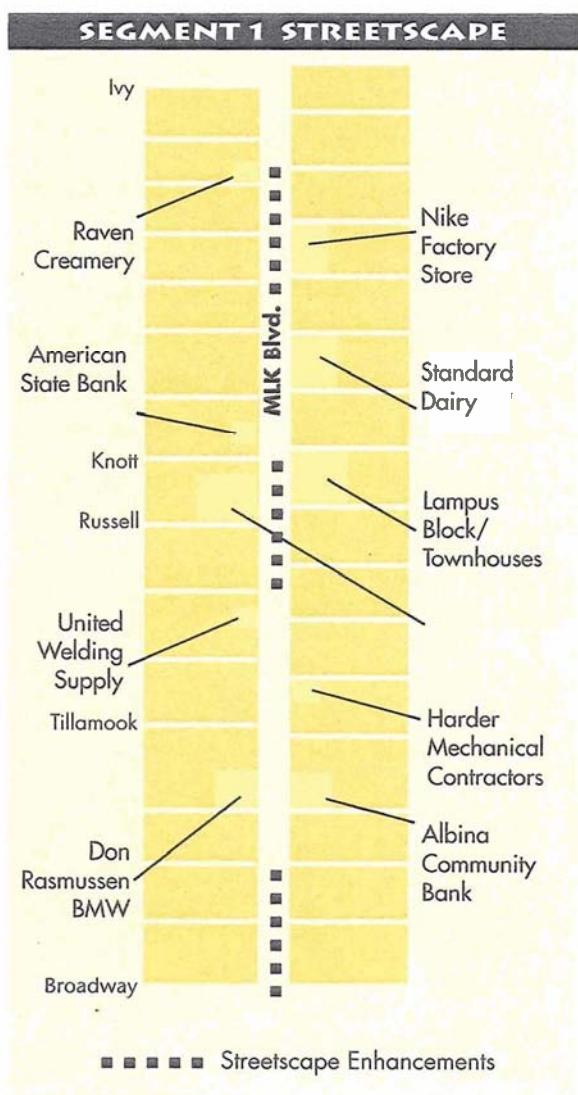
The streetscape environment in these areas, however, still lacks appeal to pedestrians. There's an opportunity to target these emerging shopping districts to make streetscape improvements that improve the commercial appeal: installing street fur-

niture, covered bus shelters, sidewalk improvements near commercial nodes, street trees and other plantings, lighting, banners etc. There are also opportunities to assure that any new developments in Segment 1 complement the pedestrian environment.

Parking

The renaissance of pedestrian shopping in Segment 1 will depend upon adequate and well placed parking resources. Opportunities to improve parking in Segment 1 include:

- Re-install on-street parking on MLK Blvd. wherever possible near the newly emerging pedestrian shopping node surrounding the Russell / Knott intersections, and around other emerging clusters of commercial activity
- Sign and stripe on-street parking on side streets close to these commercial activity centers, to help make shoppers more aware of this parking resource.
- Work with future developments to provide adequate off-street parking.



Access

There’s also a need to improve access for automobiles and pedestrians in Segment 1. Today, high traffic speeds and narrow sidewalks along MLK Blvd. undermine a pedestrian-friendly environment.

Recommended improvements include:

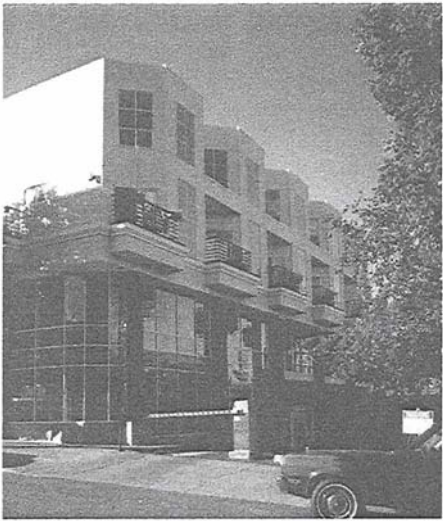
- Design traffic calming features to slow traffic near the commercial nodes and new housing.
- Improve pedestrian connections from Broadway into the MLK corridor, and MLK Blvd. crossings near the commercial nodes and new housing projects.

Prototype Project

There’s an opportunity in Segment 1 to undertake a project that showcases the type of development that is most appropriate for the future. In this segment, the anticipated development focuses on housing/commercial mixed use projects.

The prototype project recommended for Segment 1 is a mixed use development, with ground floor commercial and housing above for diverse incomes.

Business recruitment for the new multi-tenant commercial spaces provided by the prototype project should target the business categories identified for this segment.



A mixed use housing/commercial project could accomodate a specialty grocery targeted for future development in this segment.

Business Recruitment

The Commercial Development Strategy for Segment 1 calls for recruiting those businesses which have been identified by market analysis of the trade area, or which offer special links to industries or market niches outside the MLK corridor, and where suitable opportunity sites are available. Important market factors for Segment 1 include improved demographics (rising incomes, education, purchase power, etc.), proximity to Lloyd District visitor attractions — Rose Quarter, Oregon Convention Center, 5-10 minute access to downtown and other major employment centers, and strong traffic volumes.

Specific commercial businesses have been identified which may be attracted to Segment 1 by its unique market forces and opportunity sites. Targets for recruitment include: **specialty retail, specialty grocery, small restaurants and cafes, entertainment, and tourism / visitor related businesses.** Examples of national and regional businesses in these categories are shown below.

TARGET BUSINESSES — SEGMENT 1			
Business Type	Regional	National	Franchise Potential
Specialty retail	Beard’s Frame Shops	Signature Imports	
Specialty grocery	Zupan’s City Market	Whole Foods Market Wild Oats Market	
Small restaurants/cafes		Pollo Rey	✓
Entertainment			

MLK BLVD. IVY TO ALBERTA "EMPLOYMENT/AFFORDABLE HOUSING CENTER"



Where is this Segment?

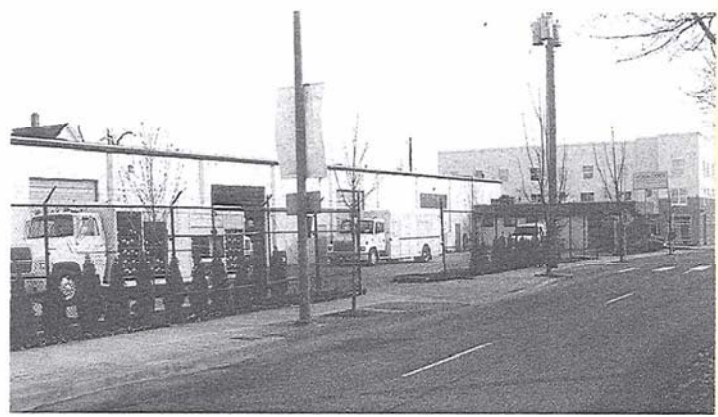
Segment 2 is located in the middle of the MLK corridor. The segment extends north along MLK Boulevard from Ivy (just south of Fremont) to Alberta, through the Boise and King neighborhoods.

Most commercial buildings in Segment 2 are older one- and two-story structures. Two new multi-family projects currently being developed on MLK Blvd. in this segment are anticipated to significantly change the character of the area.

Existing businesses in Segment 2 represent an extremely diverse mix of uses: neighborhood retail, community services and institutions, warehouse and distribution, light industrial, and others. These include:

- Fremont Chevron/Food Market
- Small Parts Manufacturing
- United Fire, Health & Safety Supplies
- Portland Observer
- Aqua Cool/Brewed Hot Coffee
- Garlington Health Center
- St. Vincent DePaul Rehabilitation Center

Aqua Cool/Brewed Hot Coffee is a major employer headquartered here.

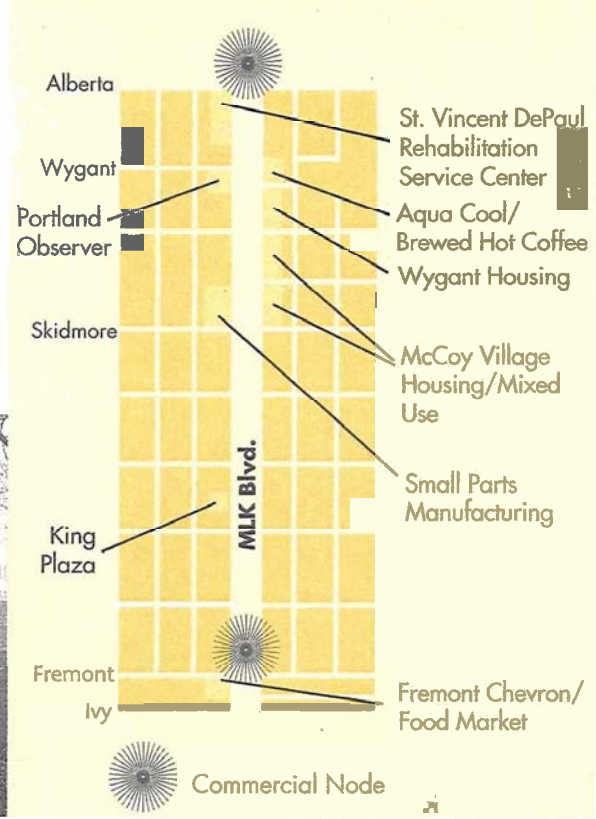


CAPSULE SUMMARY

Key elements of the strategy for Segment 2 include:

- **Enhance the streetscape** for pedestrians near new housing projects on MLK Blvd., installing street furniture and landscape, and improving pedestrian connections.
- **Re-install on-street parking** along MLK Blvd. near new mixed use/ground floor commercial development housing
- **Assemble underutilized sites** for commercial development, especially at the southern and northern ends, near Fremont and Alberta nodes.
- **Develop a prototype project:** multi-tenant office building or health service clinic complex.
- **Recruit businesses targeted by market studies** for this segment: business-to-business services, multi-tenant office, convenience / economy retail, health technology, and building supplies / hardware.
- **Develop a multi-tenant office building** to support medical clinics and health technology businesses and for executive suites.

SEGMENT 2 LANDMARKS



Market Profile

Highlights of the market analysis for Segment 2:

- The segment population is forecast to decline slightly over the period from 1994 to 2015. However, this forecast preceded the resurgence of housing development.
- Minority residents represented a significant majority of the segment population in 1990.
- Between 1990 and 1996, inflation-adjusted incomes increased faster than in any other segment – up 39% in Humboldt, 26% in Boise and 17% in King.
- The highest number of single family home sales (100) occurred in this segment from October 1996 to April 1997, with a median sales price of \$85,000.

Competitive Advantage

The competitive advantages for Segment 2 include:

- Existing unmet demand in primary trade area for consumer goods and services
- New housing
- Promising economic / demographic trends (rising income, new housing being constructed), and projected increases in future market demand
- Proximity to major regional employment centers: Lloyd District, Columbia Corridor, Emanuel Medical Center campus, Swan Island, Northwest Industrial District, downtown
- Easy access to I-405, connecting to other freeways
- Eight development opportunity sites from 20,000 to 60,000 square feet

Recent and Proposed Development

There is no clear development trend in Segment 2. A range of new and current uses are being developed at various locations. Recent and proposed development includes expansion and upgrading of existing businesses, new multi-family housing, and new community service / institutional uses. There are also added retail and service uses in Segment 2 in conjunction with the housing development.

Recent (since 1990), current and proposed development on MLK Blvd. in Segment 2 includes:

- King Plaza renovation: King Hardware, Simply Cellular, Horn of Africa, Custom Marble
- New King's Cleaners: commercial building renovation
- McCoy Village: housing / retail mixed use
- Wygant Corner: housing / retail mixed use
- Portland Observer: expansion
- Wygant Office Building: PCRC, other tenants
- Aqua Cool / Brewed Hot Coffee: expansion / renovation
- CCMH: commercial building renovation

Zoning

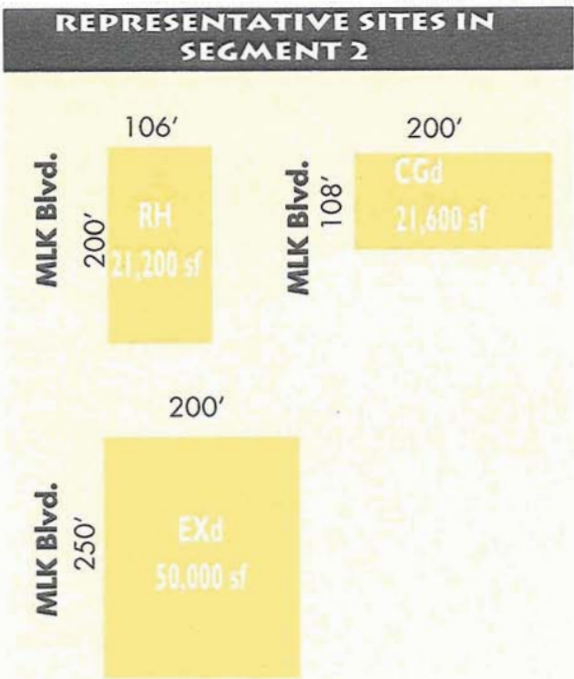
Zoning along MLK Blvd. in Segment 2 is very mixed, but is largely Central Employment (EXd), High Density Multi-Dwelling (RHd), and General Commercial (CG). Specific zoning designations are shown in the accompanying map.

Commercial zoning depths are generally one block (200 feet). At the north end of Segment 1, from Skidmore to Alberta, commercial zoning is only one lot (100 feet) deep. At a few locations, multi-family zoning is 1 and one half blocks deep.

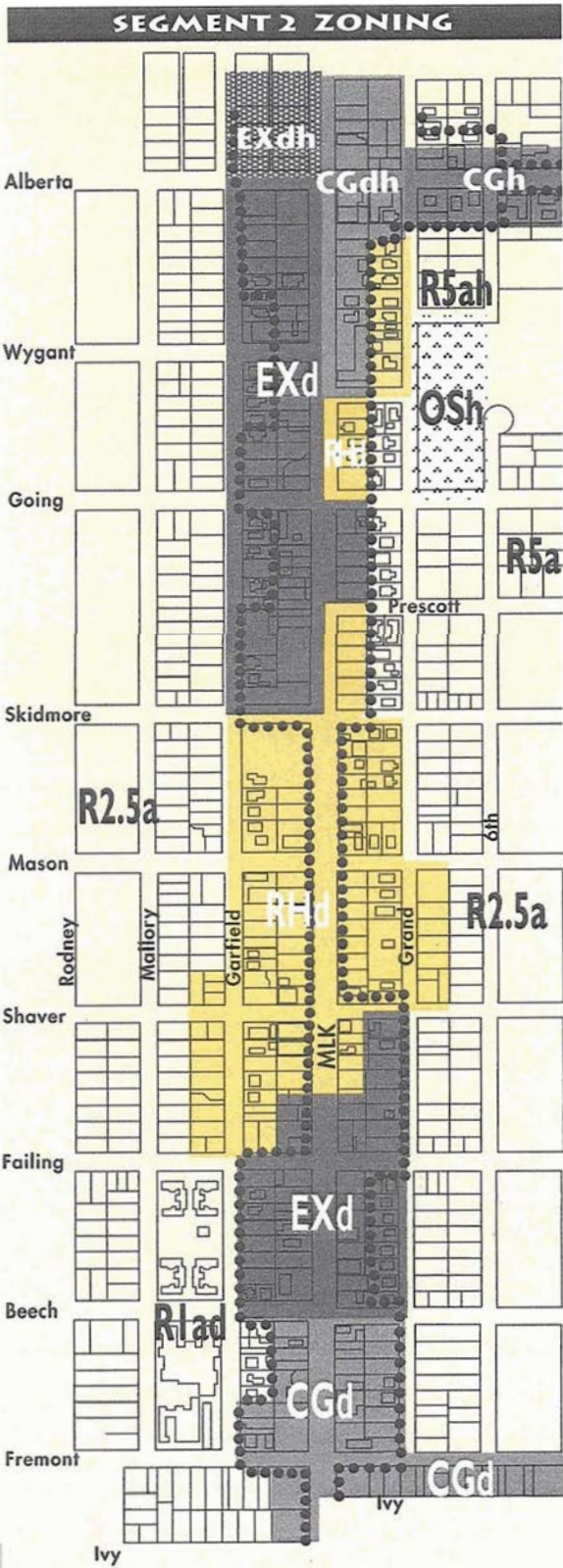
Development Opportunity Sites

Eight development opportunity sites have been identified in Segment 2, ranging from 10,000 to 60,000 square feet. Some of these sites are currently in use, but several are vacant.

Most commercial sites along MLK Blvd. in Segment 2 are small and mid-sized parcels (most are 5,000 to 20,000 square feet). Sites are generally rectangular, and some redevelopable sites are one block deep (200 feet) as illustrated below. Site configurations vary.



New multi-family housing projects like McCoy Village are bringing new residents to the MLK corridor.



LEGEND

- R1 - Multi dwelling, Residential 1,000
 - R2 - Multi-dwelling, Residential 2,000
 - R5 - Single dwelling, Residential 5,000
 - RH - Multi-dwelling, High Density Residential
 - CG - General Commercial
 - EX - General Employment
 - OS - Open Space
- Overlay Zones
- h - Aircraft Landing Zone
 - a - Alternative Landing Zone
 - d - Design Zone

Strategy Elements for Segment 2

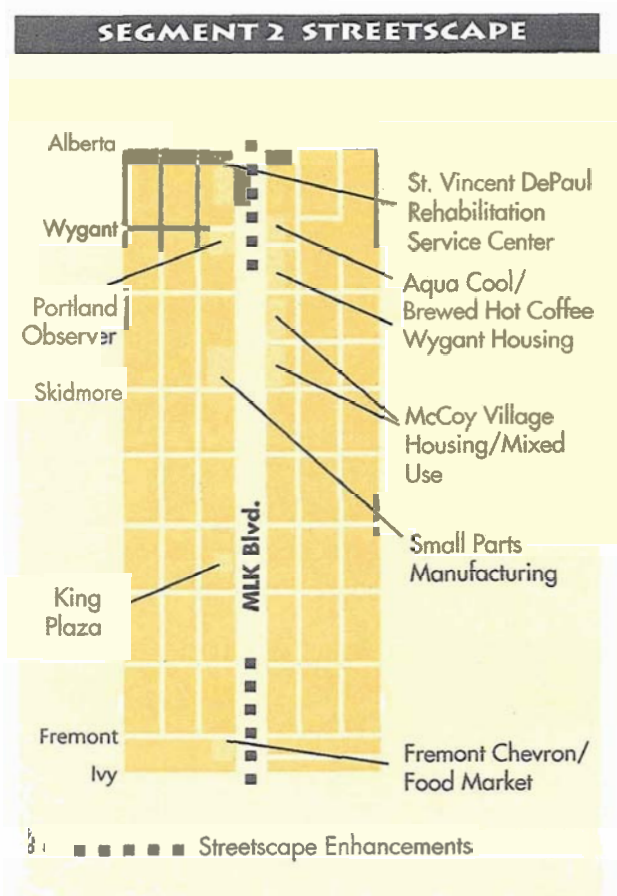
The Commercial Development Strategy for Segment 2 covers the following key elements which are outlined in the next sections:

- Streetscape
- Parking
- Access
- Prototype projects
- Business recruitment

Streetscape

Segment 2 covers a long stretch of MLK Blvd., with various clusters of commercial activity – but no solid commercial nodes at either Fremont or Alberta intersections. The most significant early opportunity to improve the streetscape in Segment 2 surrounds development of new housing projects.

The streetscape environment near the new housing, however, still lacks appeal to pedestrians. There's an opportunity to target this emerging residential neighborhood to make streetscape improvements that enhance the environment for new residents and also boost the commercial appeal of the retail spaces on the ground floors of these developments: installing street furniture, covered bus shelters, sidewalk improvements and pedestrian crossings near commercial nodes, street trees and other plantings, better lighting, banners etc. New developments may also complement the pedestrian environment. An excellent example is the new adidas store (in Segment 3), which offers a plaza and pedestrian amenities, and also serves as a gateway for the Alberta Street business corridor.



Parking

New high-density housing is being developed in Segment 2 with little parking. There's a need to identify adequate parking resources to ensure new residents don't impact existing business and neighborhood parking.

Opportunities to improve parking in Segment 2 include:

- Re-install on-street parking on MLK Blvd: wherever possible near the newly developed housing projects.
- Sign and stripe on-street parking on side streets close to these housing projects, to help make residents and business clients more aware of this parking resource.

Access

Another opportunity is to improve access for automobiles and pedestrians. Congestion is already a problem at key MLK Blvd. intersections (at Fremont and Alberta), in advance of any major redevelopment nearby. Also, high traffic speeds along MLK Blvd. undermine the desired pedestrian environment.

Recommended improvements include:

- Upgrade traffic controls to relieve congestion at Fremont and Alberta, which provide key east-west connections.
- Design traffic calming features to slow traffic in mid-segment, near new mixed-use/housing/commercial projects.
- Improve pedestrian crossings to provide refuge and safe crossing near housing and commercial activities.

Prototype Project

In Segment 2, there's an opportunity to build a project that demonstrates the type of development that best meets the future opportunities and market demand projected here. In particular, this segment needs additional health services and office space.

The prototype project recommended for Segment 2 is a multi-tenant office building or health service clinic complex.

Business recruitment for the new multi-tenant office/clinic spaces provided by the prototype project should target the business categories identified for this segment.



A multi-tenant office building or medical clinic is targeted for development in Segment 2.

Business Recruitment

The Commercial Development Strategy for Segment 2 calls for recruiting those businesses which have been identified by market analysis of the trade area, or which offer special linkages to industries or market niches outside the MLK corridor, and where suitable opportunity sites are available. Important market factors for Segment 2 include improved demographics (rising incomes and new housing), proximity to affordable housing and workforce, 5-10 minute access to downtown and other major employment centers, and strong employers already located in this segment.

Specific commercial businesses have been identified which may be attracted to Segment 2 by its unique market forces and opportunity sites. Targets for recruitment include: **business-to-business services, multi-tenant office, convenience / economy retail, health technology, and building supplies / hardware/ home improvement.** Examples of national and regional businesses in these categories are shown below.



A new economy retailer could tap the emerging market in Segment 2.

TARGET BUSINESSES — SEGMENT 2			
Business Type	Regional	National	Franchise Potential
Business services	Peters Office Supply Minuteman Press	Kinko's	
Multi-tenant office	Western Development		
Convenience/ economy retail	Value Village 2nd Time Around	99¢ Only	✓
Health technology	Providence Medical Plaza OHSU Health Center	Gentle Dental Binyon's Optical	
Building supplies/ hardware	Rodda Home Decor Center	True Value Hardware Coast-to-Coast Stores	✓ ✓

MLK BLVD. ALBERTA TO PORTLAND BLVD. "WALNUT PARK COMMERCIAL CORE"



Where is this Segment?

Segment 3 is located in the middle of the MLK corridor. The segment extends north along MLK Boulevard from Alberta to Portland Blvd., through the King,

Woodlawn and Piedmont neighborhoods.

Segment 3 has traditionally been the banking commercial core of the MLK corridor, centered on the redeveloped Walnut Park Retail Center at Killingsworth. Along with a concentration of older one-and two-story commercial and industrial/warehouse buildings, there are attractive new and renovated buildings in the Walnut Park area which have significantly improved the appeal along the east side of MLK Blvd. between Alberta and Killingsworth. Behind these new uses, multi-family housing (for rental and ownership) has been built.

The leading uses in Segment 3 are personal services and restaurants. Other existing businesses in Segment 3 include a concentration of neighborhood retail and banking activities, and fast-food restaurants located around the Walnut Park commercial core (between Alberta and Ainsworth).



Walnut Park Retail Center is the new commercial hub of the MLK corridor.

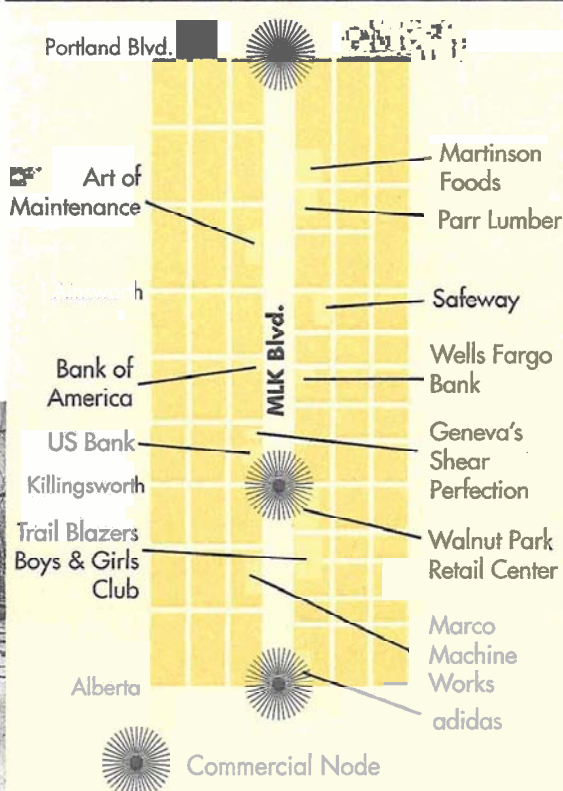


CAPSULE SUMMARY

Key elements of the strategy for Segment 3 include:

- **Upgrade the streetscape** for pedestrians near the Walnut Park retail core and other commercial nodes, installing street furniture and landscaping, and improving pedestrian connections.
- **Re-install on-street parking** along MLK Blvd. where possible near commercial nodes.
- **Develop prototype project(s):** a family restaurant and/or neighborhood retail/housing village.
- **Recruit businesses targeted by market studies** for this segment: neighborhood /destination retail, building supplies / hardware, family restaurants, pharmacy and cinema.
- **Attract regional and national franchise opportunities** which have the potential to promote wealth creation for MLK community members.
- **Organize community events** to acquaint Portlanders with the "New MLK Corridor"

SEGMENT 3 LANDMARKS



Other prominent uses in this segment include institutional, financial services, destination retail, wholesale/retail building supplies, automobile service, warehouse/distribution and light industrial. These include:

A partial list of key businesses and institutions *along MLK* in Segment 3 includes:

Marco Machine Works
 Northeast Health Center for Multnomah County
 U.S. Bank
 Geneva's Shear Perfection
 Wells Fargo Bank
 Bank of America
 Safeway
 Electromatic Service Center
 Art of Maintenance
 Parr Lumber
 Martinson Foods
 Payless Shoe Source

Key businesses and institutions *along Killingsworth* in Segment 3 include:

North Portland Medical Center
 U.S. Post Office, Piedmont Station
 Boston Mini Market

Market Profile

Current economic and demographic trends (rising real incomes) are favorable in this area. Highlights of the market analysis for Segment 3:

- The population of this segment's market area is forecast to decline over the period from 1994 to 2015.
- Real incomes (adjusted for inflation) are rising significantly – up 3% in Humboldt, 17% in King, 8% in Woodlawn and 6% in Piedmont from 1990 to 1996.
- There were 67 single family home sales in this segment from October 1996 to April 1997, with a median sales price of \$90,900.

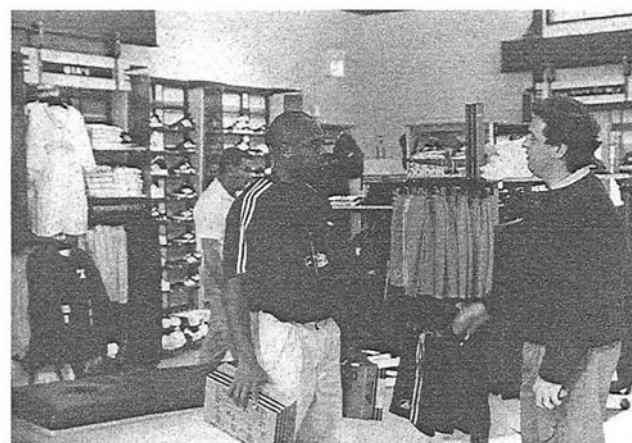
Competitive Advantage

The competitive advantages for Segment 3 include:

- Solid core of existing retail businesses, financial services and institutions
- Presence of 24-hour / day activity: Northeast Community Policing Facility
- Existing unmet demand in primary trade area for consumer goods and services
- New housing
- Promising economic / demographic trends (rising incomes) and projected increases in future market demand
- Proximity to major regional employment centers: Lloyd District, Columbia Corridor, Swan Island
- Easy access to I-5 (north and south) via Portland Blvd.
- Six development opportunity sites from 18,000 to 30,000 square feet



a didas selected an MLK site to open its flagship urban retail store.



Recent and Proposed Development

Significant development has taken place in Segment 3 with the redevelopment of the Walnut Park Retail Center and Portland Police Northeast Community Policing Facility. There has been expansion of existing businesses, and the introduction of new neighborhood and destination retail, services, restaurants, institutional, office, and other uses.



The new Trail Blazers Boys and Girls Club opened next door to the Northeast Community Policing Facility in the heart of Segment 3.

Recent (since 1990), current and proposed development on *MLK Blvd.* in Segment 3 includes:

- adidas Retail Store
- Trail Blazers Boys & Girls Club
- Portland Police Northeast Community Policing Facility
- Walnut Park Retail Center: Multi-tenant retail/service center
- Walnut Park Rowhouses
- Glazer Building renovation: Multi-tenant retail/service center
- Neil Kelly Cabinets: redevelopment of Lynch Steel building
- Storefront retail renovation: Magic Nails and MLK Cleaners
- Geneva's Shear Perfection: expansion
- Art of Maintenance: expansion

Zoning

Zoning along *MLK Blvd.* in Segment 3 is largely General Commercial (CG) and Central Employment (EXd). Specific zoning designations are shown in the accompanying map.

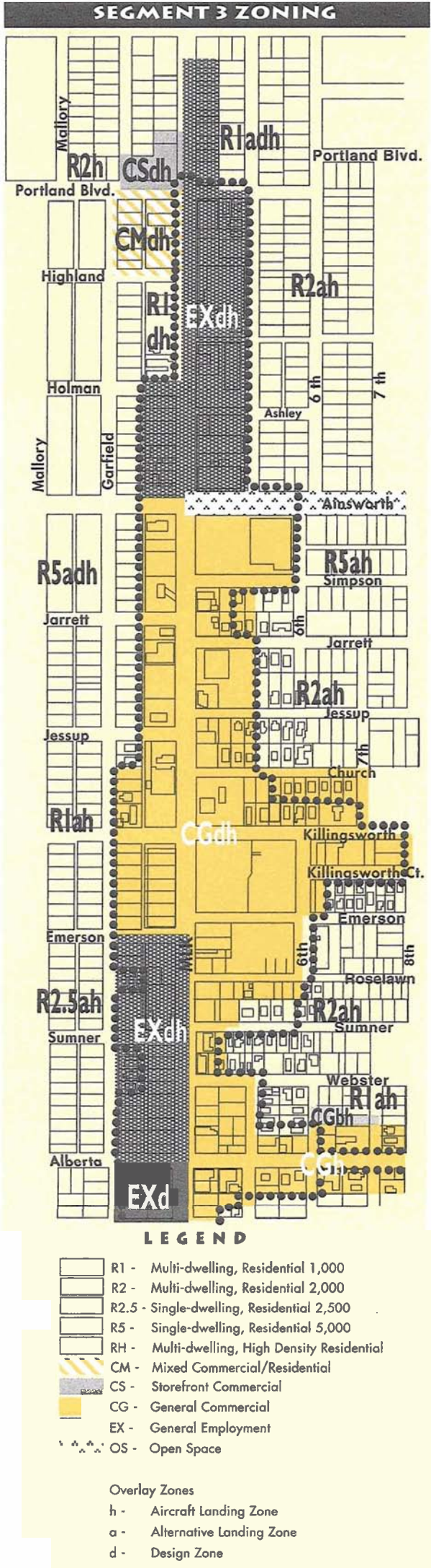
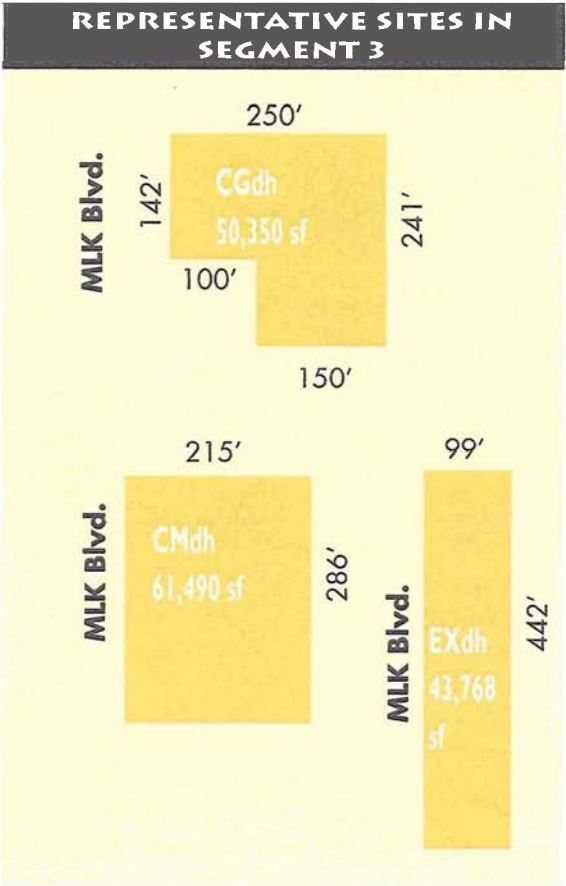
Commercial zoning depths are generally one block (200 feet) deep on the east side and one lot or one half block (100 feet) deep on the west side.

Commercial zoning in the Walnut Park area, near Killingsworth, is up to three blocks deep to the east. North of Killingsworth, commercial zoning is generally only one lot (100 feet) deep on the west side of *MLK*, from Church St. to Highland, and one block (200 feet) deep on the east side.

Development Opportunity Sites

Five development opportunity sites have been identified in Segment 3, ranging from 18,000 to 80,000 square feet. All of these sites are currently in use, but two have vacant land adjoining the active uses. Commercial sites along *MLK Blvd.* in Segment 3 are generally mid-sized parcels. Most of the opportunity sites in this segment are large: 40,000 to over 80,000 square feet (1-2 blocks). These larger sites are concentrated in the commercial core between Alberta and Ainsworth. Site configurations vary, with some sites aligned along *MLK Blvd.*, and others filling a full block or more (see next page).

Commercial sites along *Killingsworth* in Segment 3 are almost uniformly very small (5,000 square feet), except at the intersection with *MLK Blvd.* The blocks west of Killingsworth also have alleys at mid-block, making it difficult to consolidate parcels.



Strategy Elements for Segment 3

The Commercial Development Strategy for Segment 3 covers the following key elements which are outlined in the next sections:

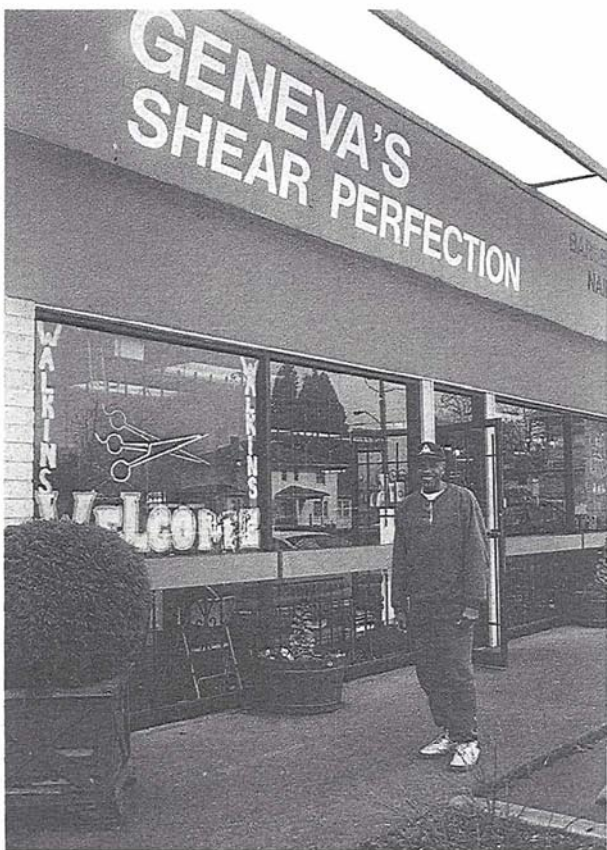
- Streetscape
- Parking
- Access
- Prototype projects
- Business recruitment
- Franchise opportunities
- Events

Streetscape

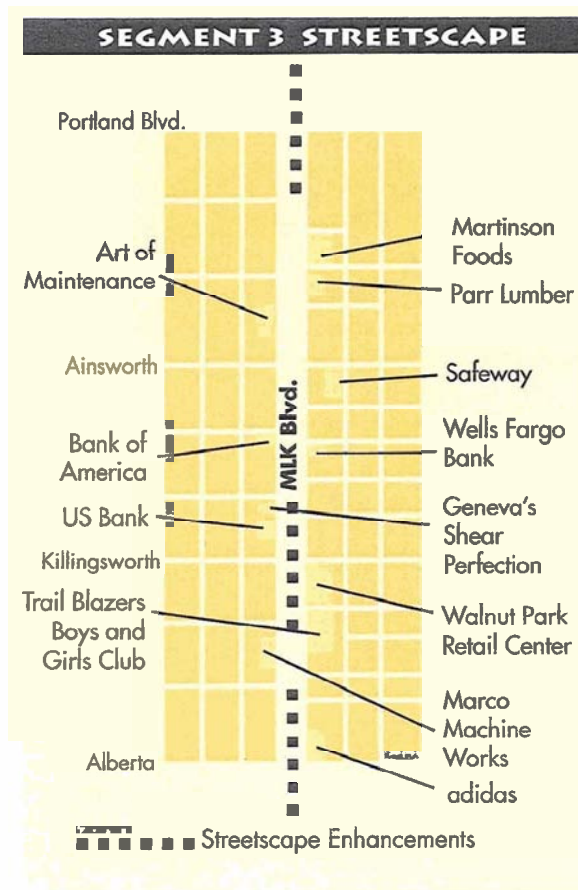
Segment 3 covers a long stretch of MLK Blvd., centered on the corridor's commercial core which is located in the Walnut Park district near the intersection of MLK Blvd. and Killingsworth.

The most significant early opportunity to improve the streetscape in Segment 3 is to upgrade the pedestrian environment in the Walnut Park commercial core, and near the other MLK Blvd. commercial nodes: at Alberta and Ainsworth.

Today, this segment attracts significant pedestrian activity — particularly around the Walnut Park Retail Center. The streetscape environment can be



Geneva's Shear Perfection is a landmark business in Segment 3.



enhanced to capitalize on this emerging pedestrian zone, reinforcing the commercial appeal: installing street furniture, covered bus shelters, sidewalk improvements near commercial activities, street trees and other plantings, lighting, banners, etc. Commercial nodes at Alberta and Ainsworth should also receive similar treatment.

Parking

New high-density housing is being developed in Segment 3 with little parking. There's a need to identify adequate parking resources to ensure new residents don't impact business parking. Opportunities to improve parking in Segment 3 include:

- Re-install on-street parking on MLK Blvd: wherever possible near the Walnut Park Retail Center and other commercial nodes.
- Sign and stripe on-street parking on side streets close to the commercial nodes.

Access

Segment 3 also needs to be improved for automobiles and pedestrians. Congestion is already a problem at key MLK Blvd. intersections (at Alberta and Killingsworth), in advance of any major redevelopment nearby.

Recommended improvements include:

- Upgrade traffic controls to relieve congestion at key MLK Blvd. intersections: at Alberta and Killingsworth.
- Improve pedestrian crossings at commercial nodes and near activity centers (e.g., Trail Blazers Boys & Girls Club).

Prototype Projects

There's an opportunity in Segment 3 to undertake a project that showcases the desired type and quality of development for the future. This segment is the commercial/retail hub of the MLK corridor.

The prototype projects recommended for Segment 3 are a family restaurant and/or a neighborhood retail/housing village.

Business recruitment for the family restaurant or multi-tenant retail spaces provided by the prototype projects should target the business categories identified for this segment.



family restaurant is targeted for development in Segment 3.

Business Recruitment

The Commercial Development Strategy for Segment 3 calls for recruiting those businesses which have been identified by market analysis of the trade area, or which offer special linkages to industries or market niches outside the MLK corridor, and for which suitable opportunity sites are available. Important market factors for Segment 3 include improved demographics (rising incomes and new housing), 5-10 minute access to downtown and other major employment centers, and a solid core of retail, financial and other businesses already located in this segment.

Specific commercial businesses have been identified which may be attracted to Segment 3 by its unique market forces and opportunity sites. Targets for recruitment include: **neighborhood / destination retail, family restaurants, pharmacy and cinema.** Examples of national and regional businesses in these categories are shown below.

Franchise Opportunities

Segment 3 offers some excellent opportunities to attract regional and national franchise businesses. Franchises can contribute to wealth creation in the community if they are locally owned, or if they have a record of hiring, training and promoting local community residents.

The Walnut Park Retail Center could serve as an incubator for small franchise businesses which are compatible with the Center's objectives. Several other opportunity sites in this segment can accommodate larger franchise operations. Target businesses for Segment 3 which offer franchise potential include: family restaurants, pharmacy, and other neighborhood /destination retail.

Events

Promotional events can also play a role in Segment 3. Community events and business promotions can be created to reacquaint Portlanders with the "New MLK Corridor". The Walnut Park Retail Center in Segment 3 can serve as a natural headquarters for new events.

TARGET BUSINESSES — SEGMENT 3			
Business Type	Regional	National	Franchise Potential
Neighborhood/destination retail		Fila Grow Biz International*	✓
Family restaurants	Izzy's Elmer's Godfather's Pizza		✓
Pharmacy		Hi-School Pharmacy The Medicine Shoppe	✓ ✓
Cinema	McMenamin's	Magic Johnson Theaters Coming Attractions	

* Note: Grow Biz International is the parent company of five franchises — Play It Again Sports, Computer Renaissance, Dis Go Round, Once Upon a Child, and Music Go Round.

MLK BLVD. PORTLAND BLVD. TO LOMBARD “MLK NORTHERN GATEWAY”



Where is this Segment?

Segment 4 is the northern gateway to the MLK corridor. The segment extends north along MLK Boulevard from Portland Boulevard to Lombard, through the Woodlawn and Piedmont neighborhoods.

Most commercial buildings in Segment 4 are older one-story structures. Much of the segment still has the traditional, auto-oriented appearance of the old State highway. There is a mix of existing uses: auto sales & service, retail/commercial, fast food, industrial, housing. New commercial and housing projects being developed in this segment may enhance the area's commercial appeal.

The leading uses in Segment 4 are auto repair, dealers and parts. Existing businesses also include other scattered uses: retail, restaurant and institutional.

A partial list of key businesses along MLK in Segment 4 includes:

- Double J Tire Center
- Automatic Car Wash
- Sporty Tops Complete Auto Upholstery
- My Brother's Famous BBQ
- Formosa Café
- Taco Bell
- BB Goodyear Tire
- Arco Gas Station & Minit Mart

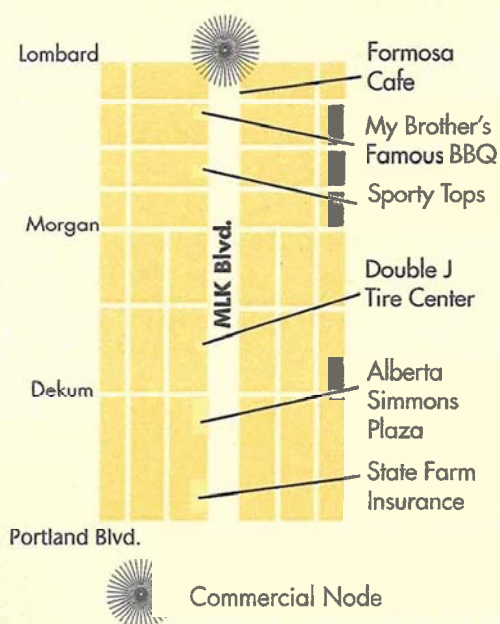


CAPSULE SUMMARY

Key elements of the strategy for Segment 4 include:

- **Create a gateway at the north end of the MLK corridor near Lombard:** signage and landscaping that welcomes visitors and induces them to look further.
- **Enhance the streetscape** for pedestrians near new housing/commercial/mixed use projects on MLK Blvd. near Portland Blvd., installing street furniture and landscape, and improving pedestrian connections.
- **Re-install on-street parking** along MLK Blvd. to support new housing and commercial projects.
- **Develop prototype project(s):** medium density residential with neighborhood commercial that supports the new housing and/or a multi-tenant office building.
- **Recruit businesses targeted by market studies** for this segment: multi-tenant office, family restaurants and neighborhood retail.

SEGMENT 4 LANDMARKS



any existing businesses in Segment 4 are auto-oriented.

Market Profile

Highlights of the market analysis for Segment 4:

- The population of this segment's market area is forecast to decline over the period from 1994 to 2015
- Minority residents represented roughly half of the segment population in 1990
- As of 1990, household incomes were second lowest in this segment – \$25,209 annually. However, real incomes (adjusted for inflation) are increasing at a moderate pace – up 8% in Woodlawn and 6% in Piedmont between 1990 and 1996.
- There were 54 single family home sales in this segment from October 1996 to April 1997, with a median sales price of \$86,200. Sales prices in the area ranged from \$42,500 to \$150,000. The average size was 1,270 square feet.

Competitive Advantage

The competitive advantages for Segment 4 include:

- Existing unmet demand in primary trade area for consumer goods and services
- Promising economic / demographic trends (rising real incomes), and projected increases in future market demand
- Proximity to PDX airport and a major regional employment center: Columbia Corridor
- Easy access to I-5 (north and south) and Columbia Blvd. (east and west)
- Six development opportunity sites from 20,000 to 40,000 square feet

Recent and Proposed Development

This segment has experienced the least amount of redevelopment over the past five years. There is some development *activity* now underway, but no clear development *trend* in Segment 4, with projects covering a wide range of uses.

Recent (since 1990), current and proposed development on MLK Blvd. in Segment 4 includes:

- Dekum Corner commercial renovation:
Ebony Circle
- Lui's Garden Restaurant: Commercial renovation
- State Farm Insurance drive-thru claims center
- Alberta Simmons Plaza: senior housing/
ground floor retail
- Muslim Community Center

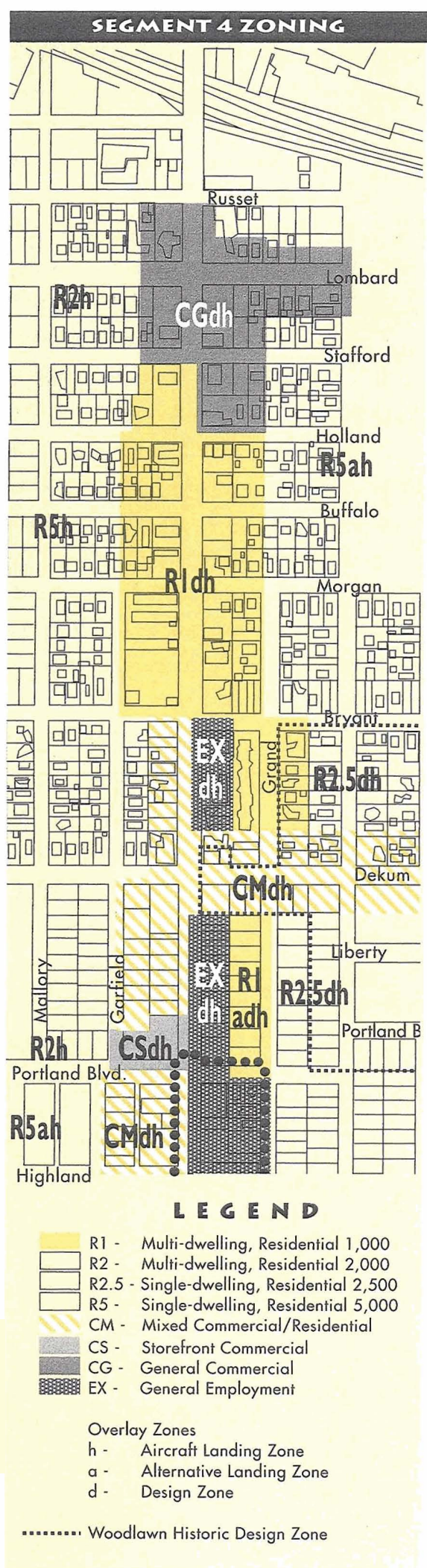
Zoning

Zoning along MLK Blvd. in Segment 4 is largely Central Employment (EXd) and Medium Density Multi-Dwelling (R1), with some CM (mixed commercial/residential zoning). At the northern end of the segment there is General Commercial (CG) zoning surrounding the MLK Blvd. / Lombard intersection. Specific zoning designations are shown in the accompanying map.

Commercial zoning depths are generally one block (200 feet) deep in the CM, CG and R1 zones, with some exceptions. The depth of commercial zoning is 1/2 block in the EXd zone on the east side from Portland Blvd. to Bryant, backed by another 1/2 block depth of R1 multi-family residential zoning.



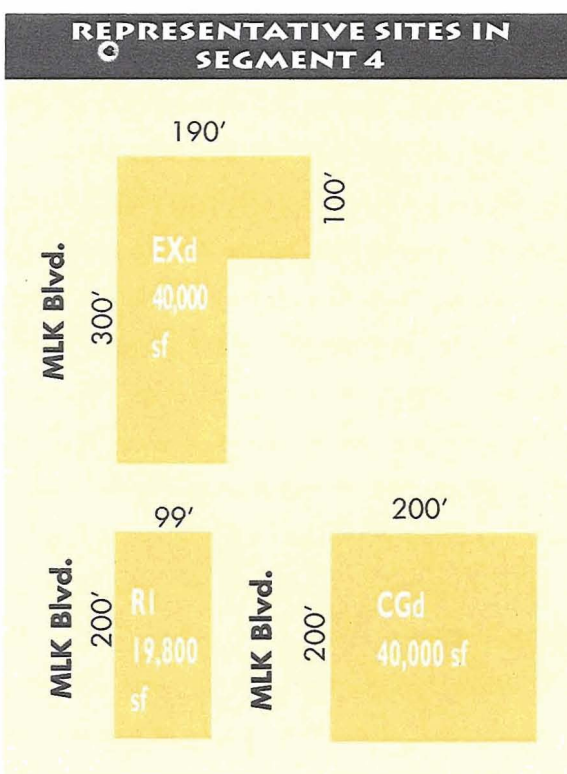
A new State Farm drive-in claims center is being developed at Portland Blvd./MLK Blvd.



Development Opportunity Sites

Five development opportunity sites have been identified in Segment 4, ranging from 20,000 to 40,000 square feet. Three of these sites are currently in use, but the other two are partially vacant.

Most commercial sites along MLK Blvd. in Segment 4 are small to mid-sized parcels (5,000 to 20,000 square feet). A few larger sites have been assembled, with development underway on these. Site depths are generally 100 feet (200 feet at some locations). Most sites are configured length-wise along MLK Blvd.



Strategy Elements for Segment 4

The Commercial Development Strategy for Segment 4 covers the following key elements which are outlined in the next sections:

- Gateway
- Streetscape
- Parking
- Access
- Prototype projects
- Business recruitment



The northern gateway to the MLK corridor is at Lombard.

Gateway

Segment 4 is located at the northern end of the MLK corridor. This is the key access point to MLK from Columbia Boulevard and the Columbia Corridor industrial district which lies to the north.

Gateway improvements here — including signage and landscaping — would notify travelers that they're entering the MLK commercial district with diverse shopping and service offerings. The existing commercial node at Lombard would also be enhanced by any gateway improvements.

Streetscape

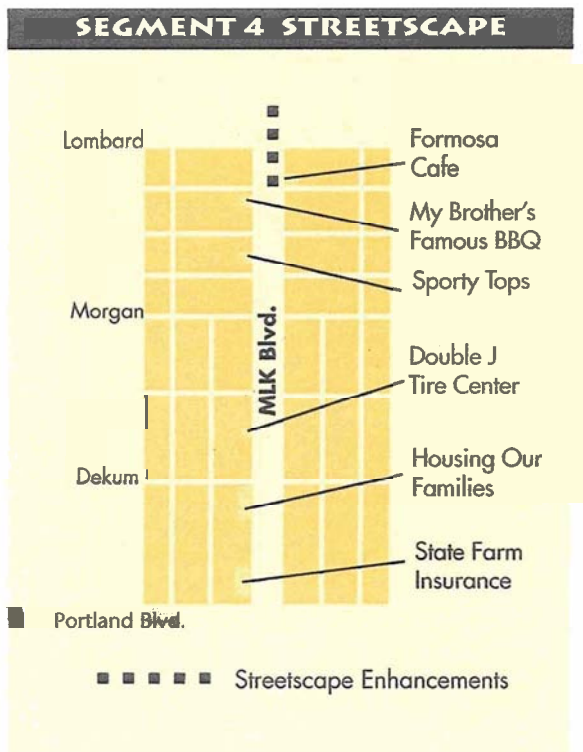
The streetscape environment in Segment 4 remains auto-oriented, and lacks appeal to pedestrians. There's an opportunity to target the newly developing residential and commercial projects to make streetscape improvements that enhance the environment for new residents and also boost the commercial appeal: installing street furniture, covered bus shelters, sidewalk improvements near commercial nodes, street trees and other plantings, improved lighting, banners etc. Another opportunity is to assure that these and any other new developments in Segment 4 support a pedestrian environment.

Parking

New high-density housing with ground floor retail is being developed in Segment 4 with little parking. New commercial uses being developed nearby are anticipated to provide sufficient parking to meet their own needs. With no on-street parking along MLK Blvd., there's a need to identify adequate parking resources to ensure new residents don't impact limited business parking.

Opportunities to improve parking in Segment 4 include:

- Re-install on-street parking on MLK Blvd. wherever possible near the newly developed housing project.
- Sign and stripe on-street parking on side streets close to this housing project, to help make residents and business clients more aware of this parking resource.
- Work with any future developments to provide adequate off-street parking.



Access

Another element of the Commercial Development Strategy for Segment 4 is to improve access for automobiles and pedestrians. Congestion is not a serious problem at key MLK Blvd. intersections in this segment. However, high traffic speeds along MLK Blvd. undermine the desired pedestrian environment near the new housing and commercial projects and the existing commercial node at Lombard.



multi-tenant office building for industrial sales is targeted for development in Segment 4.

Recommended improvements include:

- Improve pedestrian crossings at the Lombard commercial node, near the new housing and commercial developments on MLK Blvd., and serving key bus stops.

Prototype Projects

In Segment 4, there's an opportunity to build a project that demonstrates the type of development that best meets the future opportunities and market demand projected here. In particular, this segment needs additional neighborhood/retail uses and office space.

The prototype projects recommended for Segment 4 include a medium density residential/mixed use project with neighborhood commercial space that supports new housing in the area. Another prototype project is a multi-tenant office building to serve industrial sales representatives.

Business recruitment for the new multi-tenant commercial spaces provided by the prototype projects should target the business categories identified for this segment.

Business Recruitment

The Commercial Development Strategy for Segment 4 calls for recruiting those businesses which have been identified by market analysis of the trade area, or which offer special linkages to industries or market niches outside the MLK corridor, and for which suitable opportunity sites are available. Important market factors for Segment 4 include improved demographics (rising incomes), and 5-minute access to PDX airport, Columbia Corridor and other major employment centers.



Segment 4 holds the potential for development of new neighborhood retail businesses like these on NE Broadway.

Specific commercial businesses have been identified which may be attracted to Segment 4 by its unique market forces and opportunity sites. Targets for recruitment include: **multi-tenant of-**

fice, family restaurants and neighborhood retail. Examples of national and regional businesses in these categories are shown below.

TARGET BUSINESSES — SEGMENT 4			
Business Type	Regional	National	Franchise Potential
Multi-tenant office*	Cintas	National Sanitary Supply Black & Decker	
Family restaurants	Izzy's	Marie Callender Olive Garden	
Neighborhood retail	Rite-Aid	Walgren's Hi-School Pharmacy	✓

*Lists sample tenants

ALBERTA STREET — MLK BLVD TO 33RD AVE. “MULTI-CULTURAL NEIGHBORHOOD MARKETPLACE”

Where is this Segment?

Segment 5 is located on Alberta Street, east of MLK Blvd. The segment extends east along Alberta from MLK Blvd. to 33rd Ave., through the King, Sabin, Vernon and Concordia neighborhoods.

Commercial buildings in Segment 5 include a mix of old and new one- and two-story structures. One new multi-family housing project is also currently being developed on Alberta in this segment.

The leadin guses in Segment 5 are restaurants and construction and trades, and are largely neighborhood retail and personal services. The segment also includes warehouse / distribution, automobile service, community services and institutions, and other uses. A partial list of key businesses and institutions along Alberta in Segment 5 includes:

Pacific X-Ray Corporation
Coast Industries
St. Andrew Church and Legal Clinic
Bantu Towing and Garage
Rose City Cab Co.
Portland House of Umoia Residential
Center and Offices
Rex Walker Plumbing
Acme Glass and Door
Aladdin Finishers
Alameda Cleaners

Roslyn's Garden Café has become a neighborhood gathering place.

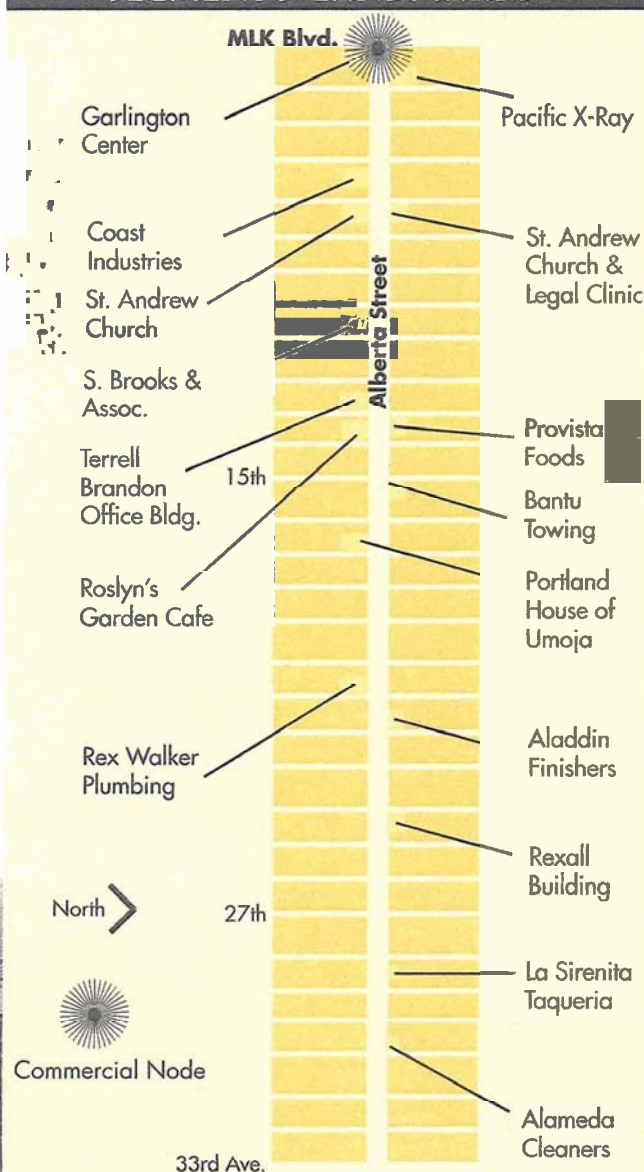


CAPSULE SUMMARY

Key elements of the strategy for Segment 5 include:

- **Create a neighborhood gateway** to the district at the east end of Alberta, near 33rd Avenue.
- **Enhance the streetscape** and improve the pedestrian environment all along Alberta, improving storefronts, screening storage areas, and installing street furniture and landscaping.
- **Re-designate on-street parking** for short-term customer use.
- **Develop a prototype project:** a multi-tenant storefront commercial building.
- **Recruit businesses targeted by market studies** for this segment: neighborhood / specialty retail, small business services, small restaurants / cafes, and neighborhood bakery.
- **Organize promotional events** drawing on the district's emerging multi-cultural flavor.

SEGMENT 5 LANDMARKS



Market Profile

Highlights of the market analysis for Segment 5:

- This segment's market area has the largest population in 1994 and forecast for 2015. Though the total population is predicted to drop slightly over the period from 1994 to 2015, this forecast preceded the resurgence of housing development.
- Minority residents represented less than half of the segment population in 1990.
- As of 1990, household incomes were highest in this segment – \$28,581 annually. However, real incomes (adjusted for inflation) are falling in parts of the area – down 12% in the Sabin neighborhood from 1990-96, while up 17% in King.
- There were 82 single family home sales in this segment from October 1996 to April 1997, with a median sales price of \$96,100. Sales prices in the area ranged from \$41,000 to \$315,000. The average sales price was \$106,200 and the average size was 1,360 square feet.

Competitive Advantage

The competitive advantages for Segment 5 include:

- Existing unmet demand in primary trade area for consumer goods and services
- New infill housing being built on Alberta and in surrounding neighborhoods
- Promising economic / demographic trends (highest incomes in MLK corridor) and projected increases in future market demand
- Twelve development opportunity sites from 5,000 to 20,000 square feet



The Terrell Brandon office building recently developed on Alberta exemplifies the type of multi-tenant project targeted for Segment 5.

Recent and Proposed Development

New projects in Segment 5 are primarily neighborhood-scale shops and restaurants, consistent with the pattern of existing uses. There has also been a growing ethnic flavor introduced by new businesses in this segment.

Recent (since 1990), current and proposed development along Alberta in Segment 5 includes:

Alberta Street Café

Provista Foods: renovation

Terrell Brandon office building — new construction

Roslyn's Garden Café: redevelopment of existing building and vacant lot

Sabin Community Development Corporation: housing & office development on NE 15th

S. Brooks & Associates / Brooks Temporary: renovation of institutional building

Franciscan Enterprises: redevelopment of Texas Lodge for housing/mixed use

Commercial building renovation for Guardino Gallery & Custom Framing, other uses

Rexall Building: renovation for cafe and Community Cycling Center

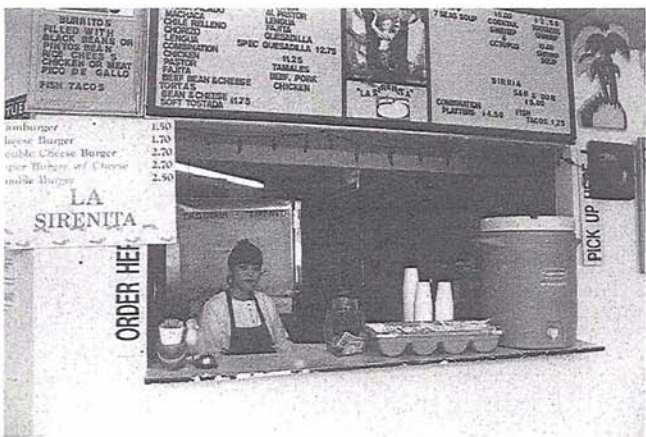
Northeast Community Development Corp.: redevelopment of PP&L power station on NE 27th & Alberta

Zoning

Zoning along the Alberta corridor (Segment 5) is primarily Urban Storefront Commercial (CS) and General Commercial (CG), with small sections of Medium Density (R1) and Central Employment (EXd). Specific zoning designations along Alberta are:

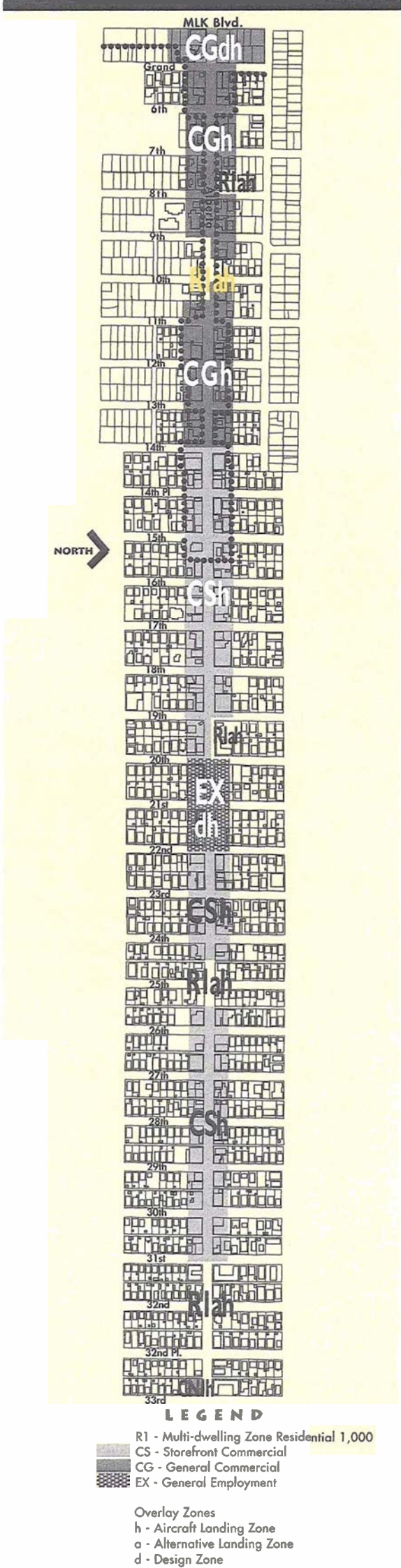
- MLK to 14th Avenue: CG (R1 from 9th Ave. to 10th Ave.)
- 14th Avenue to 31st Avenue: CS (R1 on north side from 19th Ave. to 20th Ave; EXd from 20th Ave. to 22nd Ave; R1 from 24th Ave. to 26th Ave.)
- 31st Avenue to 33rd Avenue: R1

Commercial zoning depths are very shallow along both sides of Alberta — generally only one lot (100 feet) deep. These shallow zoning depths accommodate only storefront-type commercial development.



Does Alberta have Portland's most authentic taquerias? Some diners think so!

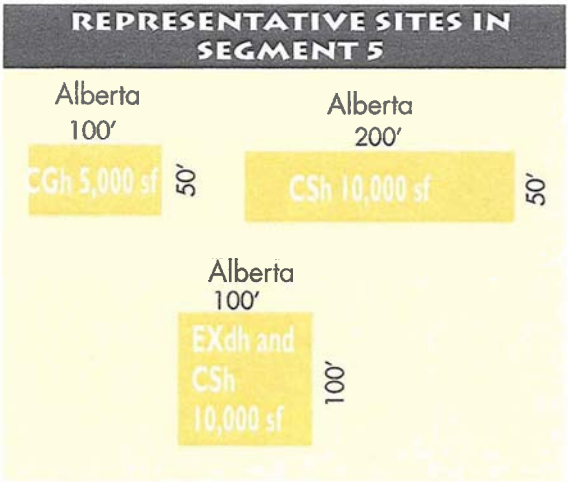
SEGMENT 5 ZONING



Development Opportunity Sites

Twelve development opportunity sites have been identified in Segment 5, ranging from 5,000 to 20,000 square feet. Nine of the sites are 10,000 square feet or less. Some of these sites are currently in use, but six are vacant and two others are partially vacant.

Most commercial sites along Alberta in Segment 5 are small and mid-sized parcels (5,000 to 20,000 square feet). Site depths are very shallow (50 to 100 feet). East of 24th Avenue, there are alleys at mid-block, making it more difficult to consolidate development sites.



Strategy Elements for Segment 5

The Commercial Development Strategy for Segment 5 covers the following key elements which are outlined in the next sections:

- Gateway
- Streetscape
- Parking
- Access
- Prototype projects
- Business recruitment
- Events

Gateway

Segment 5 — Alberta Street — is a distinctive neighborhood commercial district which extends into the residential neighborhoods to the east of MLK Boulevard.

The east end of Alberta, at 33rd Avenue, serves as a gateway into the Alberta business district and also to the MLK corridor. There’s an opportunity for gateway improvements that capture the interest and attention of travelers on busy 33rd Avenue.

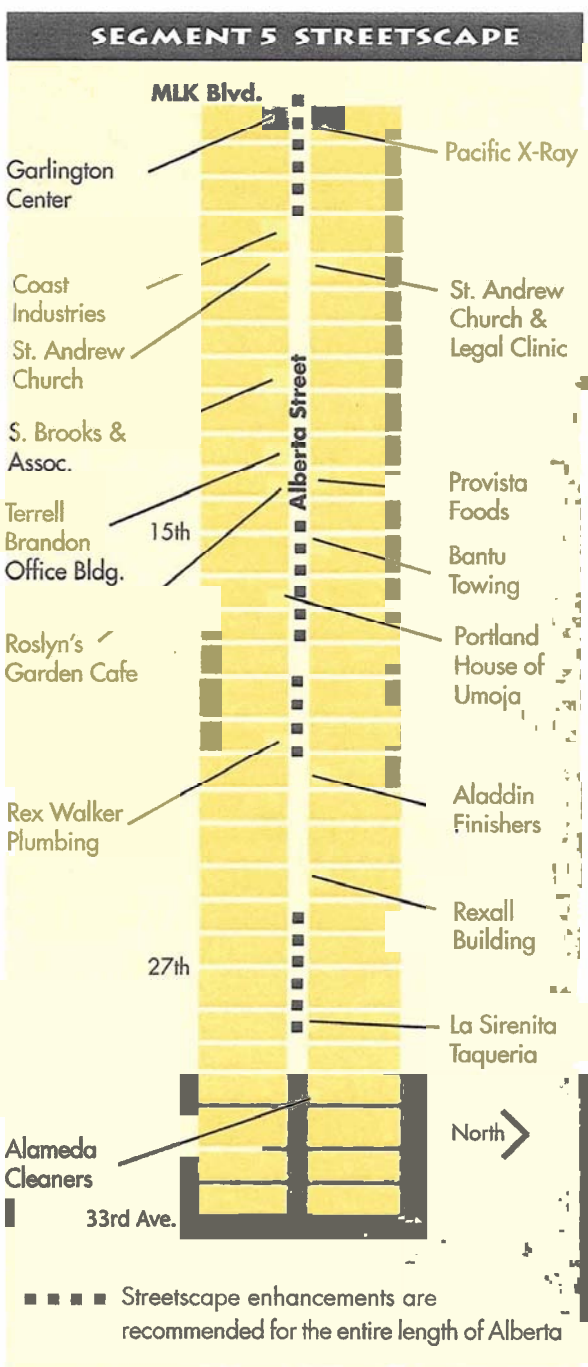
Gateway signage and possibly other improvements should be visible from 33rd Avenue. The gateway improvements here should also be of a smaller scale that is compatible with the neighborhood scale of Alberta street businesses.

At the western end of Segment 5, at MLK Blvd., the new adidas Retail Store has built a plaza which now serves as a gateway to Alberta businesses. Distinctive signage can be added nearby to help reinforce this attractive gateway to the district.

Streetscape

The Alberta corridor is experiencing a renaissance, and is becoming a multi-cultural commercial center. A number of Hispanic businesses have located in the eastern end, and there are also African-American and Asian-owned businesses. New and renovated buildings along Alberta have also helped to enhance the commercial appeal in some sections of Alberta. Streetscape negatives include security grating, cyclone fenced parking lots, unscreened storage of building supplies and equipment, marginal businesses occupying existing building spaces and lots.

The pedestrian environment is crucial in any neighborhood commercial district, which depends upon pedestrian activity. Today, there are some trees planted at scattered locations along Alberta. Several cafes have introduced their own sidewalk furniture. But there's an opportunity for further improvement. As an early priority, it's possible to work with private property owners to renovate older buildings, improve storefronts, screen outdoor storage areas, upgrade lighting, and standardize and improve landscaping and signage to appear more consistent.



Parking

On-street parking is available all along Alberta. However, there is little off-street parking. The pressure on parking will increase as commercial development activity picks up in Segment 5, and some new housing is built on Alberta.

Opportunities to improve parking in Segment 5 include:

- Designate on-street parking for short-term customer use
- Identify and develop shared off-street parking near areas of significant revitalization and concentrations of commercial activity

Access

Another element of the Commercial Development Strategy for Segment 5 is to improve access for automobiles and pedestrians. Congestion is already a problem at the Alberta / MLK Blvd. intersection in advance of any major redevelopment nearby. Also, high traffic speeds along Alberta undermine the desired pedestrian environment.

Recommended improvements include:

- Upgrade traffic controls to relieve congestion at Alberta / MLK Blvd. intersection.
- Design traffic calming features to slow traffic all along this busy commercial corridor.

Prototype Projects

There’s an opportunity in Segment 5 to undertake a project that showcases the type of development that is most appropriate for the future. In this segment, future development is expected to be small-scale, neighborhood commercial development.

The prototype project recommended for Segment 5 is a small-scale, multi-tenant storefront commercial building to accommodate business services and other small-scale neighborhood and specialty retail uses.

Business recruitment for the new multi-tenant commercial spaces provided by the prototype project should target the business categories identified for this segment.

Business Recruitment

The Commercial Development Strategy for Segment 5 calls for recruiting those businesses which have been identified by market analysis of the trade area, or which offer special linkages to industries or market niches outside the MLK corridor, and where suitable opportunity sites are available. Important market factors for Segment 5 include strong economic / demographic indicators (highest MLK corridor incomes and new housing), existing market demand, and emerging multi-ethnic business district.



Small business services are targeted for future development in this segment.

Specific commercial businesses have been identified which may be attracted to Segment 5 by its unique market forces and opportunity sites. Targets for recruitment include: **neighborhood / specialty retail, small business services, and neighborhood bakery/eateries.** Examples of national and regional businesses in these categories are shown below.

Events

The emergence of the multi-cultural neighborhood marketplace in Segment 5 makes it an ideal location for unique community / promotional events. The new event(s) can capitalize and expand upon the district’s multi-ethnic character, its restaurants, groceries and other ethnic businesses, attracting similar newcomers to Alberta and the MLK corridor. Initially, events should be scheduled for daytime hours to promote perceived safety and security. A current example of an event for Segment 5 is the Alberta Street Gallery Walk.

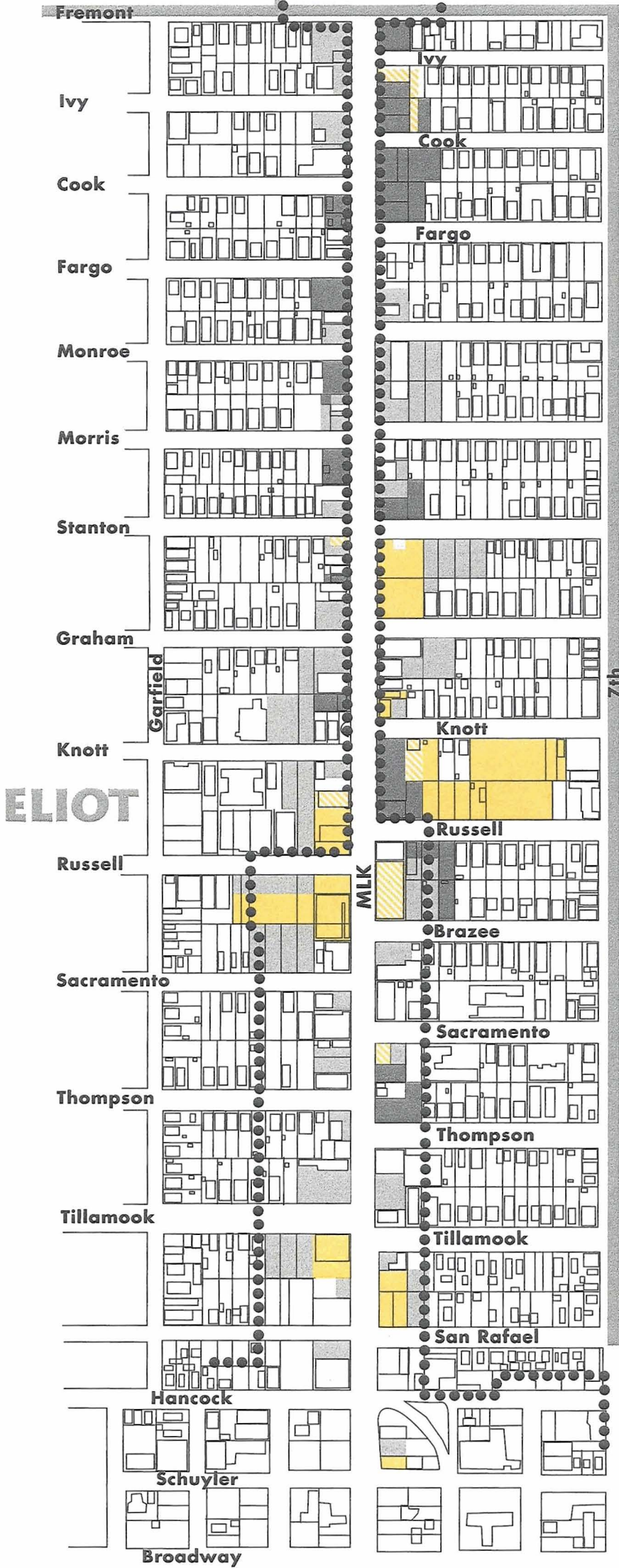
TARGET BUSINESSES — SEGMENT 5			
Business Type	Regional	National	Franchise Potential
Small business services	LazerQuick		✓
		Mail Boxes Etc.	✓
		Postal Annex	✓
Neighborhood bakery/eateries	Marsee Baking		
		Great Harvest	✓
		Bagel Sphere	✓



APPENDICES

BOISE

KING



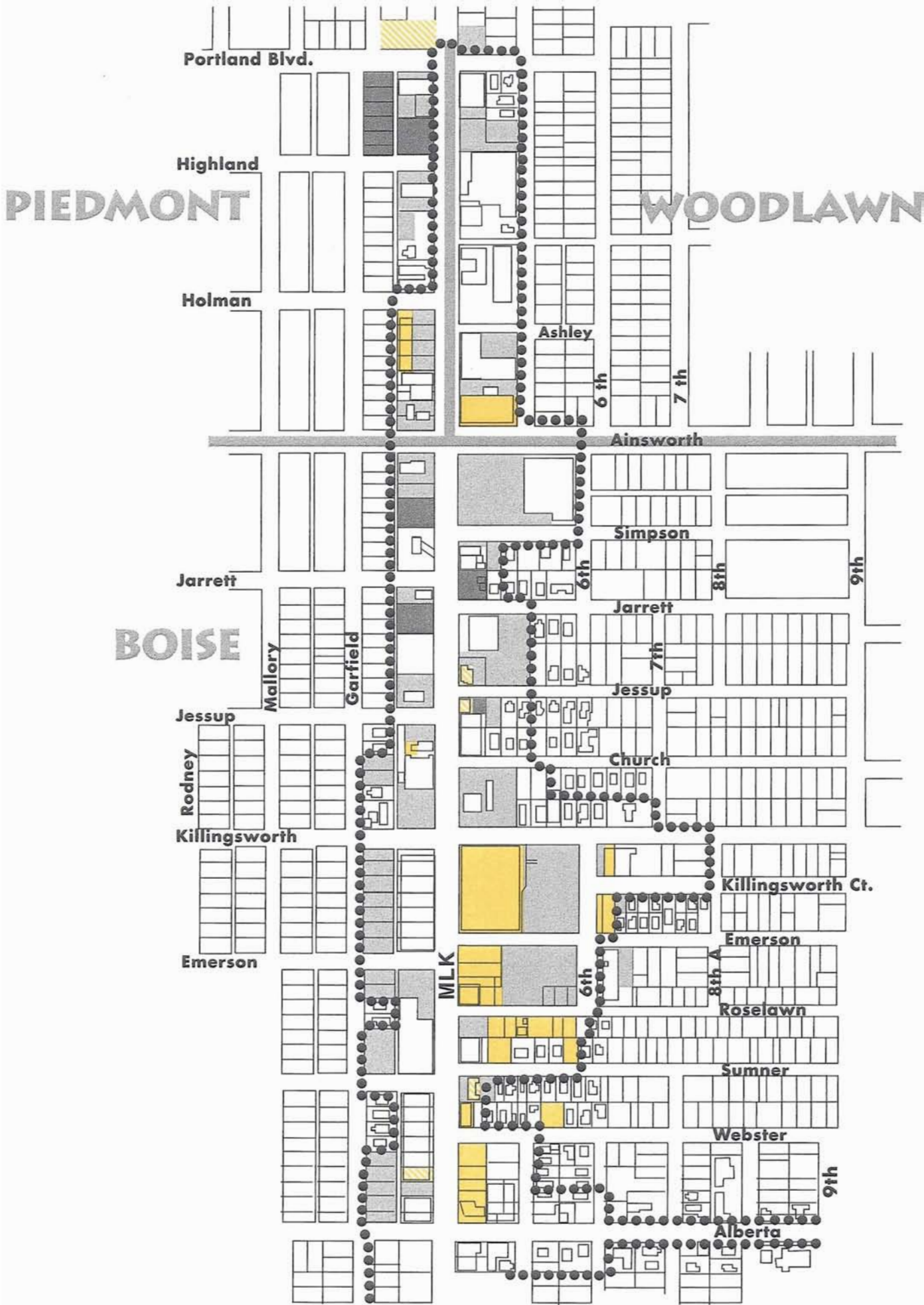

NORTH

SEGMENT 1 DEVELOPMENT POTENTIAL

LEGEND

-  Recent/Proposed Redevelopment
-  Vacant Land/Vacant Paved Lots
-  Vacant Buildings/Available to Lease
-  Parking Lots





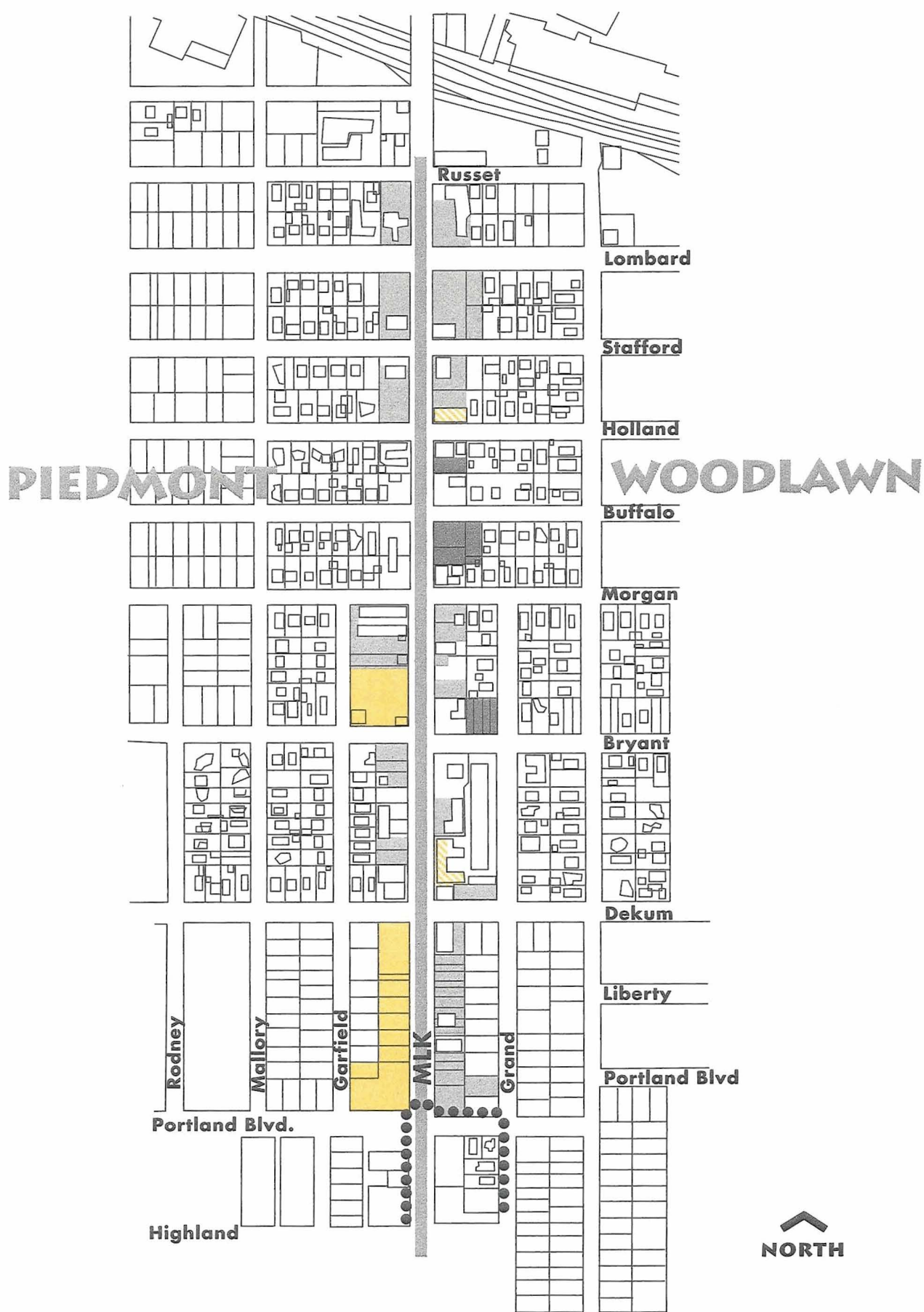
SEGMENT 3

DEVELOPMENT POTENTIAL







LEGEND

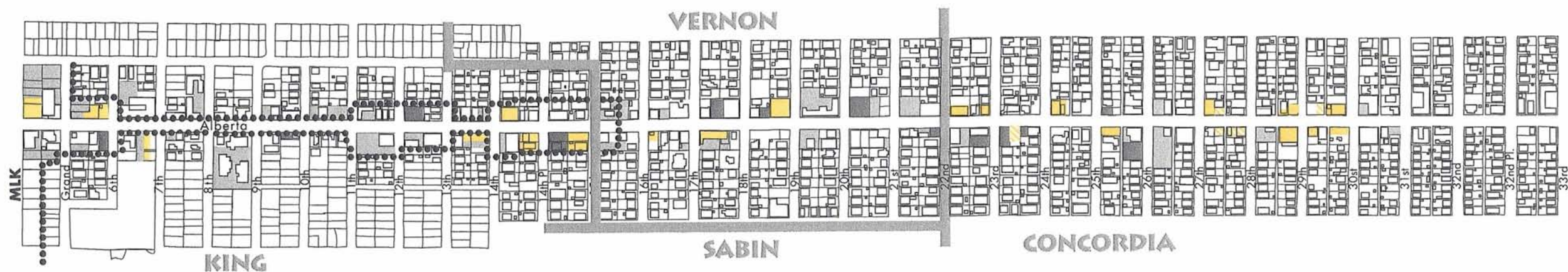
- Recent/Proposed Redevelopment
- Vacant Land/Vacant Paved Lots
- Vacant Buildings/Available to Lease
- Parking Lots



SEGMENT 4 DEVELOPMENT POTENTIAL

LEGEND

-  Recent/Proposed Redevelopment
-  Vacant Land/Vacant Paved Lots
-  Vacant Buildings/Available to Lease
-  Parking Lots



SEGMENT 5

DEVELOPMENT POTENTIAL

LEGEND

- Recent/Proposed Redevelopment
- Vacant Land/Vacant Paved Lots
- Vacant Buildings/Available to Lease
- Parking lots

