

## Martin Luther King Jr. Boulevard Strategy Update and Action Plan

The Portland Development Commission (PDC) is committed to the revitalization of Martin Luther King Jr. Boulevard (MLK Blvd.) in the north section of the Oregon Convention Center Urban Renewal Area (OCC URA). The PDC Board of Commissioners directed PDC staff, in partnership with staff from the Bureau of Planning (BOP), Bureau of Development Services (BDS) and Portland Office of Transportation (PDOT), to develop a MLK Blvd. Strategy Update and Action Plan (Action Plan).

This Action Plan intends to focus in on and implement long standing goals set forth in the Albina Community Plan and the Oregon Convention Center Urban Renewal Area Plan. It is an effort to refocus limited public resources to further revitalization on MLK Blvd. over the next five years. It identifies 35 action items for public and private partners to implement and identifies the specific agencies and organizations (“Implementers”) that will be expected to move these items forward. Each action item has a set of associated measurables by which to guide and track implementation, as well as an estimated budget amount. It is critical to note that the success of this Action Plan relies on identifying and allocating additional tax-increment financing resources (noted in the 5yr. Budget column), as well as leveraging other public and private resources, to implement the actions to improve MLK Blvd.

The action items represent ideas developed by city staff with input from a wide array of community stakeholders. During the months of April and May 2006 city staff attended ten meetings with community groups and seven individual one-on-one meetings with community leaders. Action Items also incorporate recommendations made by ECONorthwest in their March 2006 MLK Blvd. Development Study.

**ACTION PLAN GOAL:**            **Coordinate public and private efforts to refocus on the revitalization of Martin Luther King Jr. Blvd. to develop a corridor that promotes local wealth creation, engages and benefits a diverse group of stakeholders, and creates a livable and functional main street.**

**STRATEGY #1:**                **Practice broad, inclusive public involvement**

**STRATEGY #2:**                **Support business development, especially minority-owned businesses, in the MLK Corridor**

**STRATEGY #3:**                **Highlight the image and market on MLK Blvd.**

**STRATEGY #4:**                **Facilitate commercial, mixed-use development**

**STRATEGY #5:**                **Facilitate housing development**

**STRATEGY #6:**                **Improve the function of MLK Blvd. for people and transit**

*\* Strategies are not listed in order of importance*

**STRATEGY #1: Practice broad, inclusive public involvement**

Action Items	Implementers	5yr. Budget	Measurable
1) Attend and participate in regular meetings of existing northeast Portland community organizations and associations that are active and representative of the diverse residents and businesses on MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC EcDev, BOP (NNEBA)</li> <li>• PDC Hsg, BOP (NECN)</li> <li>• PDC Dev (OAME)</li> <li>• PDC, BOP, PDOT (minority chambers of commerce, NE neighborhood associations)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Attend NNEBA, NECN, OAME meetings quarterly</li> <li>• Attend minority chamber of commerce meetings and NE neighborhood association meetings at least once per year</li> </ul>
2) Continue to coordinate and staff quarterly meetings of the MLK Advisory Committee.	<ul style="list-style-type: none"> <li>• PDC Dev, PA (organize)</li> <li>• PDC EcDev, Hsg, BOP, PDOT (participate)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Hold quarterly meetings</li> <li>• Increase participation by members and the general public by 20%</li> </ul>
3) Create and support a ‘MLK Business Ambassador Network’ of existing business owners and developers on MLK Blvd. who can speak about and market the boulevard as a good place to locate.	<ul style="list-style-type: none"> <li>• PDC PA (organize)</li> <li>• PDC Dev, EcDev (participate)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• VISTA</li> </ul>	<ul style="list-style-type: none"> <li>• Create the MLK Business Ambassador Network</li> <li>• Initiate five contacts with businesses who have expressed interested in locating on MLK Blvd.</li> </ul>
4) Issue media releases to community based newspapers and publications tied to significant events or project progress/completions on MLK Blvd. to highlight development successes.	<ul style="list-style-type: none"> <li>• PDC PA</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Issue media releases and other information about activities on MLK Blvd. on a quarterly basis</li> </ul>

**TOTAL BUDGET**

**\$0**

**STRATEGY #2: Support businesses development, especially minority-owned businesses, in the MLK Corridor**

Action Items	Implementers	5yr. Budget	Measurable
1) Complete an expanded qualitative analysis of the business environment on MLK Blvd. to identify major barriers to business' success. (See Scope of Work, Economic Development Study 2006)	<ul style="list-style-type: none"> <li>• PDC EcDev, private consultant</li> </ul>	<ul style="list-style-type: none"> <li>• \$10,000 (within EcDev budget)</li> <li>• Staff time</li> <li>• VISTA</li> </ul>	<ul style="list-style-type: none"> <li>• Completed study by 12/06</li> <li>• Evaluate whether existing PDC business programs address barriers determined in study; develop/revise programs as necessary</li> </ul>
2) Support existing businesses on MLK Blvd. by expanding the marketing of current PDC small business and property revitalization programs - DOS, Storefront, Business Finance tools (including the NMTC Small Business Loan Fund), Business Retention & Expansion services – as well connecting businesses to other technical assistance and financing.	<ul style="list-style-type: none"> <li>• PDC EcDev, Dev, PA, BOP, BDS</li> </ul>	<ul style="list-style-type: none"> <li>• Within 5yr. budget forecast</li> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• 1 marketing mailing per year</li> <li>• 1 presentation to Portland Business Association (or other professional organization) per year</li> <li>• Create an inter-bureau “assistance team” to go door-to-door to offer technical assistance to businesses; conduct 4 visits per year</li> <li>• Partner with Small Business Administration to host a MLK walk with lenders, leaders and media on business visits</li> </ul>
3) Recruit new businesses to MLK Blvd. (that fit business industry niches identified in Economic Development Study) by strengthening the role of PDC Business Recruitment, Retention, Expansion staff and connecting with real estate brokers and lenders.	<ul style="list-style-type: none"> <li>• PDC EcDev, Dev</li> </ul>	<ul style="list-style-type: none"> <li>• Within 5yr. budget forecast</li> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Identify group of active real estate brokers and lenders to assist in recruitment; meet twice per year in a roundtable discussion</li> <li>• Develop and maintain a listing of available properties on MLK Blvd.</li> </ul>
4) Strengthen relationships with organizations and colleges that do workforce training to help connect community residents with living-wage jobs in local area (e.g. Swan Island, Rivergate, NW Industrial Area, etc.).	<ul style="list-style-type: none"> <li>• PDC EcDev, Dev, PA, local workforce organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Establish networking group with Worksystems Inc., PCC, PSU, Sabin CDC and other organizations</li> <li>• Co-host one community event for MLK businesses with a workforce training organization</li> </ul>
5) Continue and expand funding for technical assistance for small business development through certified training organizations and colleges, such as Portland Community College’s Small Business Development Center (SBDC), Oregon Manufacturing Extension Partnership (OMEP), and the Zero Waste Alliance.	<ul style="list-style-type: none"> <li>• PDC EcDev, technical assistance providers</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Within 5yr. budget forecast</li> <li>• + \$200,000 for additional assist</li> </ul>	<ul style="list-style-type: none"> <li>• Execute additional agreements with technical assistance providers such as PSU Business Outreach Program, the Hispanic Chamber, and the Black United Fund.</li> <li>• Five referrals per year to technical assistance programs each year</li> </ul>
6) Explore feasibility of establishing business resource center on MLK Blvd. through strategic partnerships.	<ul style="list-style-type: none"> <li>• PDC EcDev, Dev, PCC</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• + \$500,000 for potential subsidy</li> </ul>	<ul style="list-style-type: none"> <li>• Convene meetings with key stakeholders to draft plan and identify potential sources of funding</li> <li>• Draft concept paper</li> </ul>

**TOTAL BUDGET            \$700,000**

**STRATEGY #3: Highlight the image and market on MLK**

Action Items	Implementers	5yr. Budget	Measurable
1) Focus on implementing a long standing goal in the Albina Community Plan, creating a gateway into inner northeast neighborhoods north of Broadway on MLK Blvd., that celebrates and pays tribute to Dr. Martin Luther King Jr.	<ul style="list-style-type: none"> <li>• PDC Dev, PDOT, BOP</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• + \$500,000 to leverage other resources</li> </ul>	<ul style="list-style-type: none"> <li>• Identify a team of business and community leaders to gain support, momentum for this action item</li> <li>• Apply for appropriate grants and resources, such as ODOT Transit Enhancement grant</li> </ul>
2) Characterize a set of “sub-districts” along MLK Blvd. to promote distinct sections and sub-markets along the Corridor (and east-west connector streets) to raise the image and attract more businesses, shoppers and development.	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, Hsg, PDOT, BOP</li> </ul>	<ul style="list-style-type: none"> <li>• + \$50,000</li> </ul>	<ul style="list-style-type: none"> <li>• Organize a meeting with stakeholders (including real estate brokers) to brainstorm concept and develop method of implementation</li> </ul>
3) Work with property owners and businesses on MLK Blvd. to ensure their properties are in compliance with Title 29, Property Maintenance Regulation.	<ul style="list-style-type: none"> <li>• BDS Neighborhood Inspection, Compliance Services, PDC Dev, PDC EcDev</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a mini-target area along MLK Blvd. to identify and assist properties with property maintenance code issues</li> <li>• Inform community of BDS Compliance Services enforcement scope and processes</li> </ul>
4) Sponsor events that celebrate and market MLK Blvd. such as the MLK Day Run, Good in the Neighborhood	<ul style="list-style-type: none"> <li>• PDC Dev, PA</li> </ul>	<ul style="list-style-type: none"> <li>• + \$10,000</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor 2 MLK Blvd. related events each year</li> </ul>
5) Find a private sponsor to be an advocate for MLK Blvd. to network with businesses, build organizational capacity and market the opportunities on the street (i.e. LISC Program, Main Street Manager Program, or a private business sponsor)	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, BOP, NNEBA</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• VISTA</li> <li>• + \$20,000</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate programs to support private sponsor such as LISC Program, Main Street Manager Program</li> <li>• Approach private sector for potential sponsorship; if necessary budget public resources to leverage private resources for such a sponsor</li> </ul>
6) Use PDC project progress, completions and successes as opportunities to market and showcase MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC PA, Dev, EcDev, Hsg</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Issue press releases related to project/program successes as appropriate</li> <li>• Develop marketing piece on the fiber optic line that runs below MLK Blvd. as an attractor for business location</li> </ul>
7) Make demographic, employment data on inner-northeast broadly available to business, tenants, and brokers to help facilitate opportunities for business location and development on MLK Blvd.	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, flexible services consultant</li> </ul>	<ul style="list-style-type: none"> <li>• + \$10,000</li> </ul>	<ul style="list-style-type: none"> <li>• Develop scope of work to hire consultant(s) to research and present data</li> </ul>

**TOTAL BUDGET                    \$590,000**

**STRATEGY #4: Facilitate commercial, mixed-use development**

Action Items	Implementers	5yr. Budget	Measurable
1) Ensure the implementation of four commercial and mixed-use projects at key nodes along MLK Blvd. - Fremont, Beech, Heritage, Vanport – by executing development agreements and transferring land.	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, Hsg, BDS</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Within 5yr. budget forecast</li> </ul>	<ul style="list-style-type: none"> <li>• Land sales and construction start on Heritage, Fremont in 2006</li> <li>• Development Agreements executed for Vanport Phase I, Beech in 2006</li> </ul>
2) Ensure that the Development Agreements for Beech and Vanport Phase II, III include provisions for high quality projects that provide new job creation, involve local developers, leverage private sector investment and provide opportunities for minority contractors.	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• Within 5yr. budget forecast</li> <li>• + \$1,000,000 for leverage</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiate Development Agreements with these elements in 2006</li> </ul>
3) Encourage new commercial, mixed-use development by creating a ‘Development Opportunity Fund’ for construction gap financing for private projects on MLK Blvd. that meet URA goals.	<ul style="list-style-type: none"> <li>• PDC Dev</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• + \$2,000,000 for gap financing</li> </ul>	<ul style="list-style-type: none"> <li>• Include budget for fund in 2008/09 OCC URA budget</li> <li>• Develop criteria, evaluation methodology to receive funding</li> </ul>
4) Establish criteria for expanding the OCC URA boundary to encompass key sites on MLK Blvd., Alberta and Killingsworth Streets that have commercial redevelopment potential and meet URA goals.	<ul style="list-style-type: none"> <li>• PDC Dev, PA</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Study sites outside of boundary and development status</li> <li>• Establish criteria for expansion</li> </ul>
5) Explore new models for commercial and business development such as commercial condominiums, a tenant subsidy program, a lease-to-own program, or a commercial land trust.	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, BOP, private consultant, non-profits</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• + \$25,000 to research</li> <li>• + \$2,000,000 assist</li> </ul>	<ul style="list-style-type: none"> <li>• Complete analyses of 2 new models by 6/07</li> <li>• Aim to incorporate ‘new models’ in RFP for Grant, Piedmont projects</li> </ul>
6) Further implement Fremont/MLK Vision Study by creating a team to focus on 12-block section of MLK Blvd. between Fremont and Alberta Streets, offering technical assistance to property owners and businesses.	<ul style="list-style-type: none"> <li>• PDC Dev, EcDev, Hsg</li> <li>• BDS Neighborhood Inspection, Compliance Services</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• VISTA</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory properties between Fremont and Alberta for ownership, zoning, development status, etc.</li> <li>• Send “assistance team” to work with property owners</li> <li>• Coordinate with BDS to offer assistance with compliance issues</li> </ul>
7) Refer developers of commercial, mixed-use projects to appropriate BDS staff who can assist them with zoning, design review and permitting questions and processes. This may include assignment of a BDS process manager for complex and/or large development projects.	<ul style="list-style-type: none"> <li>• PDC, BOP (referrals)</li> <li>• BDS Design Review, Permitting (assistance)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Refer developers as appropriate</li> <li>• Assist developers to project construction</li> <li>• Create a contact sheet with names, numbers, roles of BDS and other City staff available to assist with MLK Blvd. projects</li> </ul>

**TOTAL BUDGET                    \$5,025,000**

**STRATEGY #5: Facilitate housing development**

Action Items	Implementers	5yr. Budget	Measurable
1) Produce a housing study that focuses on the MLK Corridor and the surrounding neighborhoods, to inform development of public, private and not-for-profit housing providers. <i>(See Scope of Work, Housing Study 2006)</i>	<ul style="list-style-type: none"> <li>• PDC Housing (Policy &amp; Planning, Development)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• \$10,000 (within Housing budget)</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Study by 12/06</li> </ul>
2) Develop PDC owned properties with mixed-income, mixed-tenure residential uses and ground floor commercial (Piedmont, Grant Warehouse).	<ul style="list-style-type: none"> <li>• PDC Housing (Development), PDC Dev, private developers</li> </ul>	<ul style="list-style-type: none"> <li>• Within 5yr. budget forecast</li> <li>• + \$1,000,000 to assist</li> </ul>	<ul style="list-style-type: none"> <li>• Issue Piedmont RFP in 2006</li> <li>• Develop Grant RFP in 2006</li> </ul>
3) Facilitate homeownership by developing a variety of home-buying models to assist affordability on MLK.	<ul style="list-style-type: none"> <li>• PDC Neighborhood Housing Program</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Review of existing programs by 12/06</li> <li>• New or modified programs and partnerships developed as appropriate</li> </ul>
4) Develop a design and financial feasibility model for small lot high density housing along with other models as needed based on the outcomes of the housing study.	<ul style="list-style-type: none"> <li>• PDC Housing (Policy &amp; Planning, Development and Finance Sections)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• + \$25,000</li> </ul>	<ul style="list-style-type: none"> <li>• Model and report by 12/06</li> </ul>
5) Promote new housing development on MLK Blvd. by connecting with existing property owners of residentially zoned parcels on MLK Blvd. to resolve development difficulties related to site planning, building design and financial feasibility.	<ul style="list-style-type: none"> <li>• PDC Housing (Policy &amp; Planning, Development and Finance Sections), private developers</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Four owner contacts by end of 2006</li> <li>• Create technical assistance product specifically focused on resolving development difficulties</li> </ul>
6) Refer housing developers to appropriate BDS staff who can assist them with zoning, design review and permitting questions and processes. This may include assignment of a BDS process manager for complex and/or large development projects.	<ul style="list-style-type: none"> <li>• PDC, BOP (referrals)</li> <li>• BDS Design Review, Permitting (assistance)</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> </ul>	<ul style="list-style-type: none"> <li>• Refer developers as appropriate</li> <li>• Assist developers to project construction</li> <li>• Create a contact sheet with names, numbers, roles of BDS and other City staff available to assist with MLK Blvd. projects</li> </ul>

**TOTAL BUDGET**

**\$1,025,000**



**STRATEGY #6: Improve the function of MLK Blvd. for people and transit**

Action Items	Implementers	5yr. Budget	Measurable
1) Develop a comprehensive study of traffic and pedestrian conditions on MLK Blvd., including exploration of possible speed management strategies and additional pedestrian crossings.	<ul style="list-style-type: none"> <li>• PDOT , private consultant</li> </ul>	<ul style="list-style-type: none"> <li>• + 150,000</li> </ul>	<ul style="list-style-type: none"> <li>• Draft scope of work by 10/06</li> <li>• Complete study by 12/06</li> </ul>
2) Develop a parking management strategy to better manage existing on-street parking resources and develop an off-street parking program that encourages the shared-use of parking lots among businesses	<ul style="list-style-type: none"> <li>• PDOT, PDC Dev, TriMet</li> </ul>	<ul style="list-style-type: none"> <li>• Staff time</li> <li>• + \$50,000</li> </ul>	<ul style="list-style-type: none"> <li>• Preliminary assessment completed by 10/06 which identifies possible location for off-street parking</li> <li>• Assess the feasibility of shared parking program by discussing with property owners and stakeholders</li> </ul>
3) Develop a program or funding mechanism to install and pay for enhanced transit stops including trash cans, shelters and benches. Discuss the possibility of enhancing the quality and frequency of transit service on MLK.	<ul style="list-style-type: none"> <li>• PDOT, PDC Dev, TriMet</li> </ul>	<ul style="list-style-type: none"> <li>• + \$500,000</li> </ul>	<ul style="list-style-type: none"> <li>• Identify next steps with TriMet by 10/06</li> </ul>
4) Identify areas and projects for implementation of street improvements consistent with the MLK Streetscape Plan.	<ul style="list-style-type: none"> <li>• PDOT, PDC Dev</li> </ul>	<ul style="list-style-type: none"> <li>• + \$1,000,000</li> </ul>	<ul style="list-style-type: none"> <li>• Identify locations by 7/06</li> <li>• Discuss funding as part of 2008/09 URA budget discussions</li> </ul>
5) Identify a series of art pieces, historic signs or markers (in conjunction with RACC) that could enhance the corridor at gateways and major intersections.	<ul style="list-style-type: none"> <li>• PDOT, PDC Dev , BOP, RACC</li> </ul>	<ul style="list-style-type: none"> <li>• + \$250,000</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with stakeholders and RACC to discuss potential funding, ideas for implementation</li> </ul>

**TOTAL BUDGET                    \$1,950,000**

**ALL STRATEGIES TOTAL BUDGET                    \$9,290,000**