

September 12, 2000

Interstate Corridor Urban Renewal Area Draft 2000-2001 Work Plan

The purpose of this paper is to set forth a work plan for the newly created Interstate Corridor Urban Renewal Area. The work plan includes an identification of primary *tasks*, the *process and committee structure* by which to carry out those tasks, and a proposed *schedule*. This work plan reflects the input of Committee members, elected officials, community members, and others.

Tasks

One of the key elements of the Urban Renewal Plan is the mandate to prepare strategies around key topic areas (housing, economic development, etc.). These strategies are intended to accomplish two broad objectives: first, to put some specifics to the broad guiding principles for each respective topic area, and second, to guide funding decisions for the twenty year life of the Plan.

The primary tasks, then, are the following:

1. **Housing Strategy.** This strategy will address such core issues as gentrification and displacement, increased ownership opportunities (particularly in the affordable category), and development of new housing and mixed use projects near light rail station areas and other key corridors and nodes. Likely primary funding targets include ownership assistance programs (down payment assistance, shared appreciation mortgages, community land trust); homeowner and rental rehab programs; and new construction.
2. **Economic Development Strategy.** This strategy will focus on such topics as wealth creation within the community, small business gentrification/displacement, recruitment and retention of new family wage employers, workforce training, and nurturing of partnerships to deliver a full range of economic development tools (including new infrastructure investments, child care, etc.) to benefit the economic vitality of the area. Likely funding targets include brownfield redevelopment within a community-based decision model, a new workforce training facility, various programs to assist small businesses (such as pre-development loans and storefront grants), and loan programs for employers who commit to sustained family wage jobs targeting the local area.
3. **Transportation Strategy.** This strategy will focus on street and right-of-way improvements intended to carry out the objectives of the plan. Likely funding targets include infrastructure investments (i.e. Swan Island, Columbia Corridor, etc.), neighborhood street improvements (including traffic calming features), bicycle and pedestrian improvements, and of course light rail.
4. **Community Livability Strategy.** This strategy will address several of the topic areas of the urban renewal plan, including community facilities, parks and open space, urban design, and historic preservation. This strategy is not actually

required under the urban renewal plan, but it has become clear that there is a compelling need to have a strategy which guides funding decisions in these topic areas, particularly in light of Multnomah County's interest in the project vis-à-vis community facilities. Likely funding targets include park rehabilitation, trail and greenway improvements, a possible arts facility, child care facilities, intergenerational community and recreation facilities, a branch library, historic preservation, and area gateways.

5. **Revitalization Strategies.** This is actually not one but several distinct strategies. There are existing revitalization/redevelopment strategies for Kenton and the Vancouver/Williams Corridor. Some work has been done along Mississippi, with a PDC/Mississippi Target Area grant request in to fund additional needed work. Finally, the City has obtained a grant (which PDC will administer) to prepare station area revitalization strategies for 5 light rail stations (Kaiser/Overlook, Skidmore/Going, Killingsworth, Portland, and Lombard), with work to commence in the next few weeks. Funding targets would include gap financing for new projects, "main street" improvements, and property acquisition (for disposition to private or non-profit developers).
6. **Budget.** Although we will have relatively limited funds for the next fiscal year (which begins on July 1, 2001), the Advisory Committee will need to prepare a draft budget for the Development Commission's consideration by January.
7. **Racial Impact Analysis.** An ad hoc subcommittee has been working through the Summer with staff and other interested parties to develop an approach to the racial impact analysis. Their work will be incorporated into the working groups, particularly regarding the housing and economic development strategies.

Several related tasks, not directly under the sole jurisdiction of PDC and the Advisory Committee, include the following:

- **Anti-Displacement Strategy.** This effort is spearheaded by the Bureau of Housing and Community Development (BHCD) and Commissioner Sten's office, with participation from PDC and other agencies. The primary focus of this strategy is to identify families and individuals at risk of involuntary displacement (i.e. low income renters), and assist them in finding more stable living situations. BHCD and PDC will partner with community based organizations for the purpose of outreach and education. This short term effort will inform the Housing strategy described earlier.
- **Small Business Support.** PDC is partnering with Tri-Met, the Oregon Economic and Community Development Department, private lenders, and others to assist businesses at risk of negative effects from Interstate light rail construction.
- **Tri-Met/Light Rail.** PDC and the City of Portland continue to have an ongoing role in the construction of the Interstate light rail line.

PDC and its partners have already commenced some preliminary work on some of the strategies. A major focus of our efforts has been the preparation of an **Interstate Corridor Base Data and Trends report**. This report is a compilation of demographic, economic and land use facts and trends for the area, measuring such things as housing and business characteristics, poverty and income information, ownership/rental

characteristics, etc. This information is intended to help us better understand the challenges and opportunities in the area as we begin drafting housing and economic development strategies (copies of the first draft Base Data and Trends report will be distributed at the September 18, 2000 Advisory Committee meeting).

It is extremely important to emphasize that the strategies, and the funding decisions which will ultimately flow from these strategies, must reflect the guiding principles of the urban renewal plan.

Process/Committee Structure

The heart of the coming year's work will be done in working groups organized by topic area. There will be a

- [3 • Housing working group,
4 • Economic Development working group,
Dain- 2 • Transportation working group,
Betsy 1 • Community Livability working group,
• Revitalization working groups (called by different names for the various revitalization strategies, including the Vancouver/Williams Task Force, the Kenton Action Plan committee, and the Station Area Advisory Committee).

Meetings will be convened the third Monday of the month (probable location: Kaiser Town Hall, but this may change depending on availability). Most meetings will consist entirely of the individual working groups meeting in their respective rooms; on occasion, some or all of the meeting will be devoted to the larger Advisory Committee.

An advantage of this approach is that those Committee members who want to get into the detailed work of formulating the strategy can do so. Others may choose to limit their participation to the more occasional meetings of the full Advisory Committee, which we are proposing to convene only three times over the next year (at the September kick-off meeting to review the draft work plan and possibly to take action on Committee membership and leadership issues; in January to review the draft strategies and 2001-2002 budget, and in May to review the final strategies).

Membership on the working groups will consist of 15-20 individuals, including 7-10 Advisory Committee members, and 7-10 at large community members. Each working group will include a broad, diverse cross section of the community. All meetings will be open to the public. PDC will solicit interest regarding participation in the working groups, from both Advisory Committee members and the broader community, between September 19th and the end of the month. The Mayor will then appoint the working groups, basing her decision on assuring that each working group represents a diversity of the community (in terms of race, gender, neighborhood, perspective, etc.).

A Coordinating Committee will be formed, consisting of representatives from each of the Working Groups. Each working group will select its representative to the Coordinating Committee, the primary purpose of which is to coordinate and integrate the efforts of the

various working groups (i.e. a communication channel). Working Group representatives to the Coordinating Committee need not be Advisory Committee members.

In addition, we propose that the Advisory Committee appoint two co-chairs, who will help keep the big picture in focus. The key roles of the co-chairs include the following:

- Overseeing the coordination of the various working groups
- Working with PDC staff to set meeting agendas
- Oversee outreach and communication efforts
- Advise staff on critical issues

Because of our limited resources, and because we will have a small budget in 2001-2002 (so that we probably won't be able to undertake projects in all of our topic areas) we propose that our primary focus be on the preparation of the housing and economic development strategies during the fall, with the transportation and community livability strategies to be the focus during the winter/spring. This accords with the priorities which the community and the Advisory Committee have identified during last year's urban renewal planning process. The transportation and community livability working groups will convene during the Fall, but their work will be more preliminary during this time period.

This year, the primary roles of the Advisory Committee will be the following:

- Review the work of the working groups regarding the formation of the various strategies, and make formal recommendation to the Development Commission regarding these strategies.
- Make recommendations to the Development Commission regarding the budget, and the related 5 year plan.
- Make recommendations to the Development Commission regarding any amendments to the urban renewal plan, which may arise through the course of the working groups' efforts.
- Provide communication links back to the respective organizations which Advisory Committee members represent, and to the broader community at large.

In future years, the Advisory Committee's role will be to make recommendations regarding the budget, 5 year plan, urban renewal plan amendments, and to monitor the implementation of the urban renewal plan and its attendant strategies. Regarding budget, we realize that it may be aggressive to expect to prepare a draft budget in January, especially since the strategies will not be finalized at that time. However, we are confident that collectively we will have learned enough during the course of the preparation of the strategies to be able to make informed budget recommendations.

To ensure thorough communication, summary minutes for each work group will be mailed monthly to all Advisory Committee members and any other interested party.

Schedule

The following is a tentative schedule with general meeting purposes for 2000-2001:

September 18, 2000:

Advisory Committee Meeting. Review 2000-2001 work plan (tasks, process, and schedule). Consider modifications to Committee membership and leadership.

October 16, 2000:

Working Groups meet, commence background work for the preparation of the strategies. (note that some working groups may opt to convene additional work sessions, depending on where in the process they are). Transportation and Community Livability working groups' efforts will be more general in nature.

November 20, 2000:

Working Groups meet, continue to develop the strategies.

December 18, 2000:

Working Groups continue to refine strategies, consider budget issues.

January 15, 2000:

Advisory Committee Meeting, to review draft strategies, make advice for modifications to strategies; and to propose budget for 2001-2002.

Late January:

Community Forums, to seek broader public input on the draft strategies and budget.

February 19, 2001:

Working groups continue to meet, to refine draft strategies. Transportation and Community Livability working groups begin drafting of strategies.

March 19, 2001:

same

April 16, 2001:

same

May 21, 2001:

Advisory Committee meeting, to review final strategies, make recommendation to Commission.