

PROPOSED FIVE YEAR ACTION PLAN

Timeline represents the beginning of implementation. Unless otherwise noted, action items are carried out throughout the five year plan.

On Going 0-1 Year 2-3 Years 4-5 Years Estimated Cost Lead Assist

| 1) ENHANCED SERVICES | | | | | | | | |
|---|--|---|---|---|--|--|-----------------------|------------------|
| Provide Enhanced Services to entire Retail Core | | | | | | | | |
| a) | Continue discussion of defining cooperative roles of Mall Management, Portland Business Alliance, Portland Development Commission, et al. | x | | | | | PBA | PDC |
| a.i) | Consider expanding the BID to service the entire boundary of the Retail Core | | x | | | | PDSI | |
| a.ii) | Provide a package of enhanced physical improvements within the Retail Core including: signage, year-round lighting, upgraded street furniture including planters and garbage cans. | | x | | | | PDSI/MMG | |
| b) | Improve management of public safety issues through the efforts of Portland Downtown Services, Inc, Multnomah County, and the City of Portland including the reduction of 1) Loitering; 2) Aggressive Panhandling; 3) Street Disorder | | x | | | | City of Portland | PDSI |
| b.i) | City Council enact the Sidewalk Obstruction Ordinance | | x | | | | City of Portland | PDSI |
| b.ii) | Improve Right of Way mobility by reorganizing the number of sidewalk obstructions including: 1) A-Boards; 2) Newspaper Racks; 3) Dumpsters | | x | | | | PDSI | MMG |
| b.iii) | Explore ways to reduce concentration of loitering, aggressive panhandling in Retail Core | | | x | | | PDSI | City of Portland |
| b.iv) | Establish a Homeless Day Shelter to provide services in support of the City's 10-Year Plan to End Homelessness | x | | | | | City of Portland | |
| b.v) | Create controlled public space programming to activate more areas of the Core. | | x | | | | PDSI | MMG |
| b.vi) | Continue to fund efforts of Portland Downtown Services, Inc and the City of Portland to provide cleaning and security services | x | | | | | PDSI/City of Portland | |
| c) | Reconvene a public/private downtown parking oversight committee to plan and manage the availability of proximate parking for the retail customer, and: | | x | | | | PBA | PDC |

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| c.i) Explore installation of a reader board system identifying real time parking availability in City garages | | x | | | | City of Portland | PBA |
| c.ii) Ensure abundant short term parking availability for the retail customer by committing more stalls for short term parking in the City garages | | x | | | | City of Portland | PBA |
| c.iii) Explore offering the first hour of public parking free during major downtown construction period. | | x | | | | City of Portland | PBA |
| c.iv) Reinvigorate a consistent and controlled parking rate validation program for both public and private parking centers | | | x | | | PBA | |
| c.v) Explore allowing the private sector to conduct the leasing and property management of the City-owned garage retail space | | x | | | | City of Portland | PBA/PDC |
| d) Provide a City ombudsperson to simplify the permitting and design review process for retailers and property owners in the Retail Core. | | x | | | | City of Portland | |
| 2) Priority Investments | | | | | | | |
| Create a strong and continuous succession of new retail by fostering infill and redevelopment of key sites within and immediately around the Retail Core | | | | | | | |
| a) Catalytic Developments | | | | | | | |
| Work to redevelop the following sites to attract large format, anchor, and new-to-market retailers: | | | | | | PDC | PBA |
| <i>South Park Blocks URA</i> | | | | | \$12M | | |
| Galleria | | x | | | | | |
| 10th & Yamhill Garage site | | | x | | | | |
| Block 216 | | | | x | | | |
| Zell Block | | | | x | | | |
| <i>Downtown Waterfront URA</i> | | | | | | | |
| Pioneer Place | | | x | | | | |
| a.i) Announce awarded development proposal on the 10th & Yamhill Garage Project | | x | | | | City of Portland | PDC |
| b) Create criteria and tools to assist in filling key existing and anticipated vacancies such as: | | | | | | PDC | PBA |
| <i>South Park Blocks URA</i> | | | | | | | |

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| Guild Theater | | x | | | | | |
| Public Service Building (existing Nike Town space) | | | x | | | | |
| United Carriage West | | x | | | | | |
| Cornelius Hotel | | x | | | | | |
| Existing Schumacher Fur space | | x | | | | | |
| New Fleidner Building | | x | | | | | |
| <i>River District URA</i> | | | | | | | |
| Existing Carl Greve building | | | x | | | | |
| Esquire Hotel | | x | | | | | |
| Existing Kitchen Kaboodle space | | x | | | | | |
| <i>Downtown Waterfront URA</i> | | | | | | | |
| Pioneer Courthouse Square | | x | | | | | |
| Pioneer Place 3rd Floor & Rotunda | | x | | | | | |
| Starr Furniture Building (formerly Famous Footwear) | | x | | | | | |
| Gilbert Building (formerly ground floor law office) | | x | | | | | |
| Loyalty Building (formerly Leather Furniture) | | x | | | | | |
| 3rd & Alder Garage vacant retail space | | x | | | | | |
| c) Work with cooperative property owners to provide larger contiguous retail space | x | | | | | PBA | |
| c.i) Work with property owners and tenants to pursue switching tenants out of key retail opportunity sites that are currently underutilized. | x | | | | | PBA | PDC |
| 3) RETAIL RECRUITMENT | | | | | | | |
| Support brokers and property owners with retail recruitment services | | | | | | | |
| a) Recruit the following retail types: | | | | | | PBA | PDC |
| Department Stores | x | | | | | | |
| Select National | x | | | | | | |
| High-End | x | | | | | | |
| Local/Independent | x | | | | | | |
| b) Market Retail Core to prospective and existing retailers with marketing materials and collateral | x | | | | | PBA | |

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| c) Create and maintain a map detailing retail space inventory | | x | | | | PBA | |
| d) Attend ICSC retail events to assist property owners and brokers | x | | | | | PBA | PDC |
| e) Provide research and marketing materials to market the Retail Core | x | | | | | PBA | |
| f) Continue Downtown Marketing program with increased General Fund contribution | x | | | | | City of Portland | TriMet |
| g) Reinstate a regional independent retailer recruitment program | | x | | | | PBA | PDC |
| 4) RETAIL RETENTION Retain existing retailers | | | | | | | |
| a) Work with retailers facing displacement and explore the provision of direct financial support for tenant improvements for retailers such as: | | | | | | PDC | |
| <i>South Park Blocks</i> | | | | | | | |
| Real Mother Goose | | | x | | | | |
| Mercantile | | | x | | | | |
| Art Media | | x | | | | | |
| Zell Jewelers | | | x | | | | |
| <i>Transit Mall Revitalization Project</i> | | | | | | | |
| Small Business Working Capital Loan Program | | x | | | | PDC | TriMet |
| b) Convene a discussion for identifying methods of funding for working capital loans, grants to mitigate the obstruction impact on businesses adjacent to major construction projects with street closures. | | x | | | | PBA | PDC |
| 5) FINANCIAL INVESTMENT Create effective financial investment tools | | | | | | | |
| a) Work to ensure the use of Tax Increment Financing is immediately available to all of the Retail Core | x | | | | | PDC | |
| b) Work to ensure a consistent use of Tax Increment Financing throughout the River District, South Park Blocks, & Downtown Waterfront Urban Renewal Areas. | | x | | | | PDC | |

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| c) Explore a commercial property tax abatement program for the benefit of new to market retailers and/or retailers needing an excess of 5,000 square feet in the Retail Core | | x | | | | PBA | |
| d) Explore an increase of BID resources in Retail Core | | x | | | | PDSI | |
| e) Maintain private funding for the Downtown Marketing effort | | | x | | | PDSI | |
| 6) COORDINATION OF PUBLIC & PRIVATE SERVICES | | | | | | | |
| Establish one person to act as the lead downtown Retail Manager and synthesize private and public efforts for retail development. | | | | | | | |
| Create a retail consultant position to coordinate with the public and private sector to solicit and maintain support of key property owners, to work with brokers and property owners to define a common merchandising mix and recruitment efforts and to support execution of the action items of the Retail Strategy | | x | | | | City of Portland | PBA/PDC |
| 7. PUBLIC POLICY | | | | | | | |
| Advocate support for Retail Core in policy & planning discussions | | | | | | | |
| a) Use the Central City Plan Update to address the following: | | x | | | | Bureau of Planning | PBA/PDC |
| a.i) Land use issues that affect retail continuity and pedestrian flow in the Retail Core | | x | | | | | |
| a.ii) Transparency of ground floor properties to activate the street level | | x | | | | | |
| a.iii) The need for a property tax abatement to assist in workforce housing development | | x | | | | | |
| a.iv) Codes and regulations that hinder reconfiguration of buildings | | x | | | | | |
| b) Explore establishing the Retail Core as an Enterprise Zone | | | | x | | | |
| c) Advocate that the Retail Core be included in the new, expanded/extended Urban Renewal Area via the West Side Study | | | x | | | PBA | PDC |
| d) Establish key factors to monitor ongoing health of Downtown annually so trends can be identified objectively | | x | | | | PDC | |

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| e) | Lead the discussion on redevelopment of the 3rd & Alder Garage site | | | | x | | City of Portland | PBA |
| f) | Lead the discussion on large format retail in greater Downtown | | x | | | | PBA | |
| 8. SUPPORTIVE MARKETS Expand workforce and market rate residential, office, retail, and tourism markets within and adjacent to the Retail Core | | | | | | | | |
| a) | Support infill and development between SW 9th Avenue to SW 13th, and SW Washington Street to Burnside to connect the Retail Core to the Pearl District | x | | | | | PDC | |
| b) | Encourage development of entertainment and restaurant activity between SW Salmon to SW Pine, Naito Parkway to SW 2nd Ave. | x | | | | | PDC | |
| c) | Convene a task force to address market rate and workforce housing development in all areas within and adjacent to the Retail Core | | x | | | | PBA | PDC |
| d) | Convene a task force to address office development in all areas within and adjacent to the Retail Core | | x | | | | PBA | PDC |
| d.i) | Finalize a development offering for 3rd & Taylor PDC quarter block | | | x | | | PDC | |
| d.ii) | Open new Multnomah County Courthouse in downtown as a centerpiece for private office market | | x | | | | Multnomah County | |
| e) | Encourage enhancement of visitor-supportive facilities including hotels, cultural, and entertainment attractions. | x | | | | | | |

Lead/Assist roles designated to: Portland Business Alliance (PBA); Portland Downtown Services, Inc (PDSI); Portland Development Commission (PDC); Mall Management Group (MMG); City of Portland; TriMet; Bureau of Planning; Multnomah County.