

# PDC

## PORTLAND DEVELOPMENT COMMISSION

**DATE:** March 12, 2012

**TO:** Board of Commissioners

**FROM:** Patrick Quinton, Executive Director

**SUBJECT:** Report Number 11-90

Approve Six Neighborhood Urban Renewal Areas and Recommend Adoption to City Council; Approve IGA with the City of Portland; Approve IGAs with City of Portland and with Multnomah County

### **EXECUTIVE SUMMARY**

#### **BOARD ACTION REQUESTED**

Adopt Resolution No. 6924 to 6931

#### **ACTION SUMMARY**

Six neighborhood commercial corridors are proposed as new urban renewal areas. Each of these small districts will be managed by locally-formed nonprofits and will be community-driven and directed. These districts are one of the core components of the Neighborhood Economic Development Strategy and their creation will mark a significant achievement in strategy implementation.

The six districts within the Neighborhood Prosperity Initiative (NPI) are 42nd Avenue, Cully Boulevard, Parkrose, Rosewood, Division-Midway, and 82<sup>nd</sup> Avenue and Division (collectively, the NPI Districts). These NPI Districts were prioritized based on five criteria: capacity of business/community organizations; concentrations of locally-owned businesses; concentrations of minority-owned and/or serving businesses; designation of commercial zoning and commercial uses along corridors; and demographic factors of poverty, low household incomes, and declining commercial investment.

Six of the resolutions before the Board would approve each of the draft Urban Renewal Area (URA) Plans and their corresponding draft URA Technical Reports, and direct staff to seek recommendation from the Planning and Sustainability Commission and approval from the Portland City Council. The seventh resolution that is part of this item would authorize an Intergovernmental Agreement (IGA) with the City of Portland Office of Management and Finance (OMF) related to the issuance and administration of debt for the six new urban renewal areas. The eighth resolution that is part of this item would authorize IGAs with the City and with Multnomah County related to the portion of tax increment revenues to be shared from the new urban renewal areas.

As part of the Board presentation, staff will provide additional information about the overall structure of the Districts and how they fit within the context of the NPI. (See Attachment A, Project Summary)

## **PUBLIC BENEFIT**

These actions will provide funding and support to implement projects and to strengthen these business districts' economic competitiveness. Because successful neighborhood businesses are the core of vibrant neighborhoods, the actions focus services and small-scale community revitalization investments in priority neighborhoods in order to boost neighborhood business growth, to provide economic development opportunities and to improve community-wide prosperity. Work in the Districts more broadly will include capacity building, leadership training, technical analysis, and priority project implementation.

### **This action will support the following PDC goals:**

- Strong Economic Growth and Competitiveness
- Sustainability and Social Equity
- Healthy Neighborhoods
- A Vibrant Central City
- Effective Stewardship over our Resources and Operations, and Employee Investment

## **PUBLIC PARTICIPATION AND FEEDBACK**

Significant public outreach and participation has occurred in each of the proposed new Districts. On October 18, 2011, Mayor Sam Adams and Multnomah County Chair Jeff Cogen launched the NPI among nearly 100 community leaders at the Immigrant and Refugee Community Organization (IRCO), inviting six neighborhood commercial corridors to partner with PDC staff and to evaluate the feasibility and desirability of creating the Districts. On November 7, 2011, PDC staff assembled the six district community leaders, again at IRCO, to kick off the community organizing process. Here the NPI was explained in more detail, and professional facilitators assisted each community in a 90-minute break-out session to begin the process of assessing the community's interest and willingness to participate. Recognizing the tight timeline and the heavy workload, PDC staff offered Districts the opportunity to apply for a \$10,000 Community Building and Planning Grant to assist in working through this process.

On November 21, 2011, all of the Districts successfully applied for and received a \$10,000 grant to help with facilitation, outreach coordination, translation, printing, and material expenses for organizing the community around this Initiative. Community leaders formed initial Steering Committees and reached out to a broad cross section of their stakeholders to assist in this work. Every district took a slightly different approach to public participation, outreach and involvement: each NPI District created a detailed log, *in their own words*, which has been incorporated into the attachments. Attachment B summarizes the outreach in the proposed 42nd Avenue NPI District. Attachment C summarizes the outreach in the proposed Cully Boulevard NPI District. Attachment D summarizes the outreach in the proposed Parkrose NPI District. Attachment E summarizes the outreach in the proposed Rosewood NPI District. Attachment F summarizes the outreach in the proposed Division-Midway NPI District. Attachment G summarizes the outreach in the proposed 82<sup>nd</sup> Avenue and Division NPI District.

Going forward, community and public participation and outreach will be critical. PDC staff is finalizing an intensive training curriculum (see Attachment H) in which each Steering

Committee Member has agreed to participate in building the organizational structure of the “Community Non-Profit Entities” and capacity necessary to ensure success in this endeavor. With the understanding that PDC will need to meet these six districts on their own terms, PDC expects to provide ongoing training on district management and building organizational capacity. In addition, PDC staff will serve as district liaisons to provide technical assistance and guidance through the processes of non-profit organization, community economic development, and learning how to use public funds legally and appropriately.

**COMPLIANCE WITH ADOPTED PLANS AND POLICIES**

Oregon Revised Statue 457 is the basis for the actions and process followed with respect to the creation of the six Districts. The draft URA plans and technical reports provide the evidence of blight within the Districts and other information required by and in accordance with ORS 457. For example, Section C, Economic Conditions, of the URA Technical Reports describes an “Improvement Value to Land Value Ratio” analysis (I:L) that was conducted. An I:L ratio is one tool for assessing the economic health of an area. Improvement to land ratio is an assessment of the real market value of the improvements on a parcel compared to the real market value of the land. If the ratio is low, it indicates a prevalence of depreciated values and underutilization that is an indication of blight. Below is a table of the I:L Ratio for the Districts. Based on the information in the table, the I:L ratio of commercially zoned property within the Districts is significantly lower than that of similarly zoned areas throughout the City, demonstrating underutilization.

Area	Overall I:L Ratio
Cully Boulevard District	1.38:1
42 <sup>nd</sup> Avenue District	1.04:1
Parkrose District	0.94:1
Rosewood District	1.03:1
Division-Midway District	1.45:1
82 <sup>nd</sup> Avenue and Division	1.02:1
Citywide <sup>1</sup>	2.22:1

\*Source: Multnomah County Office of Assessment and Taxation.

1. Includes only properties with Commercial or Central Employment zoning. Excludes all properties within the Central City, existing URAs and proposed NPI URAs.

The draft URA plans and technical reports confirm alignment with other City plans and policies, in particular, the Comprehensive Plan. In addition, the plans are significantly supportive of the equity framework and integrated strategies of the recommended draft Portland Plan. The equity framework is supported through the cultivation and establishment of neighborhood non-profit organizations; the proposed plans will build the community and the organizational capacity of these neighborhoods to engage in shared governance. The integrated strategy, Healthy Connected City, is supported because physical improvements to the business districts within the proposed NPI Districts will promote their function and success as vibrant neighborhood commercial districts; providing jobs, services and goods that are easily accessible by public transit and alternative transportation to their surrounding neighborhoods.

The actions also implement the Neighborhood Economic Development (NED) Strategy, adopted by City Council on May 25, 2011, via Resolution Number 36864. The NED Strategy articulates how community partners, business leadership and public partners can use focused neighborhood-level actions to collectively foster economic opportunity and neighborhood vitality throughout Portland. Goals are to create thriving commercial areas, successful neighborhood businesses and equitable access to quality jobs. In particular, the actions will implement Objective 1 – Build Local Capacity to Achieve Economic Development Outcomes, and Objective 2 – Drive Neighborhood Business Growth.

The NED Strategy, which was developed with the assistance of community leaders, builds out Goal 3, Neighborhood and Small Business Vitality, in the City's Economic Development Strategy (EDS). The EDS was adopted by the Portland City Council in July 2009, via Resolution Number 36714.

## **FINANCIAL IMPACT**

Each of the Districts will have a maximum indebtedness of \$1,250,000. After adoption, expenditures for each District will be budgeted and appropriated. If funding is needed from the City's General Fund, it will be requested and re-appropriated as part of the annual budget process.

Additional financial assumptions that are being made for the Districts include:

1. The frozen base will be determined by the FY 2011-12 assessed value;
2. Tax increment will first be used in FY 2013-14;
3. A 8 percent administration rate;
4. An assessed value growth rate of 2.5 percent;
5. A 5 percent compression rate;
6. A 6.1 percent delinquency rate;
7. That tax increment revenue sharing to the City and to the County will be funneled back into each District through IGAs with PDC;
8. That the City and PDC enter into an IGA related to debt; and
9. That the City waives the Tax Increment Set Aside for Affordable Housing Policy within each NPI District as part of its ordinance.

Recent changes to ORS 457 require that the City and County receive a share of the tax increment revenues resulting from the creation of new urban renewal areas. Through intergovernmental agreements that PDC has substantially negotiated with both the City and the County, shared revenues otherwise due to the City and County will be granted to PDC for use in each District.

The very small amount of resources available in each District is not sufficient to support the issuance of bonds, which would traditionally have provided the revenue source for these new urban renewal areas. Instead, the City will be obligated to repay the indebtedness to PDC under the terms of a separate intergovernmental agreement between PDC and OMF.

## RISK ASSESSMENT

Approval of these urban renewal area plans and reports begins the implementation of a new, innovative model of urban renewal for PDC that is focused on priority neighborhood commercial corridors and that is managed by the local communities themselves. This approach will not be without risks.

Without clear local support and a solid community-led plan, there is a risk the innovative model for these new districts would fail to take hold. To mitigate this risk, in October 2011, due diligence began through extensive outreach, including providing funding for organizations to demonstrate and undertake visioning, plan assistance and training. By January 31, 2012, the six Districts were able to provide the following:

- A commitment for leadership training and district development;
- An acknowledgment of need for ongoing fundraising;
- A commitment by individuals of at least twenty (20) volunteer hours per month over the next five months for training, visioning and additional outreach;
- The designation or creation of the organizing entity (the Community Non-Profit Entity) with which PDC will work and that will oversee investments; and
- The demonstration that the organizing entity is collaborative, representative of business, neighborhood and community organizations, and reflects the diversity of the surrounding community.

By February 27, 2012, each District provided the following:

- A commitment for \$3,000 raised; and
- An outline of their vision, including proposed key goals, projects, activities and benchmarks that will strengthen the district. This work was embedded directly into the draft URA plans.

The projects to be implemented in the Districts are intended to be managed by the organizing entity of the Districts themselves. There is a risk to PDC in delegating this responsibility, and yet doing so is fundamental to development of the community capacity that drives the NED Strategy. To mitigate this risk, PDC staff will be approving, in advance, any proposed expenditures by the District, providing and/or contracting for extensive technical assistance, training in organizational development, and assisting with on-going capacity building. Attachment H lays out the proposed training and leadership.

Additionally, to mitigate this risk, grant agreements will be executed with the organizing entity of each of the six Districts. These agreements will include PDC oversight, clear milestones, regular reporting, funding triggers, and the right to audit. Staff is not seeking authorization of these agreements at this time. It has not yet been determined if these will be done individually, or if they would form the basis for new program guidelines. In either case, staff would expect to return to the Board for review and authorization.

There are risks related to the small amount of resources available to each of the Districts, and the ability to access debt, which was described above in the Financial Impact section. To mitigate these risks, this action delegates authority to the Executive Director to finalize negotiations and execute these intergovernmental agreements. In addition, to diversify the funding sources upon which the Community Non-Profit Entities can draw, they have been

required to demonstrate fund raising abilities and understand they will need to continue such resource development work.

## **WORK LOAD IMPACT**

Since Mayor Adams' October 2011 announcement of the NPI, a significant amount of staff time has been dedicated to outreach and organizing assistance in each of the six communities, and to completion of the draft plans and technical reports that are before the Board for action. Following Board action, staff would work to finalize these plans and reports, building on visioning in the Districts, in anticipation of consideration by the City Council.

Once adopted, a continued and sustained work load will be required to provide the on-the-ground support for the organizing entities of the Districts (the Community Non-Profit Entities), as was described in detail at the end of the Public Participation section above. Approximately 1.75 full time equivalent staff is currently estimated.

## **ALTERNATIVE ACTIONS**

The Board could request changes to or additional information regarding one or more of the six draft urban renewal area plans and reports. The Board could decline to approve and recommend to City Council one or more of the draft urban renewal area plans and reports. Addressing these actions could delay implementation and approval. Non-approval could risk the expenditure of \$60,000 in grants that have been made to the proposed Districts; non-approval could risk the commitments raised privately by the groups.

## **CONCURRENCE**

The Planning and Sustainability Commission (PSC) is expected to consider the draft URA Plans and URA Technical Reports for compliance with the Comprehensive Plan and provide a recommendation to the City Council at a public hearing on March 13, 2012.

The Portland City Council is expected to consider the final URA Plans and URA Technical Reports at a public hearing on April 4, 2012, with public vote on April 11, 2012.

The first IGA was developed in partnership with OMF; it is expected to be approved by City Council in April 2012.

The second and third IGAs were developed in partnership with OMF and Multnomah County, respectively. They are expected to be approved by the City Council and by the County Commission in April 2012.

Because of the Districts' very small size and amount of funding, the Portland Housing Bureau has agreed to recommend to City Council an exemption to the Tax Increment Set Aside for Affordable Housing Policy for each of the Districts. Authorization for this action would be included as part of the ordinance before City Council in April.

In early March, the PDC Deputy Director of Government Relations and Public Affairs sent draft URA Plan documents and the schedule of authorizing actions to all overlapping taxing jurisdictions, and extended an official offer to consult and confer on the matter in accordance with Oregon Revised Statutes 457.085(5).

Support from the organizing entities of the six Districts was described in the public participation section above. In addition, the NED Leadership Group has been updated on the NPI and the six proposed Districts at its meetings in January and February 2012.

## BACKGROUND

The NED Strategy is a citywide initiative to foster economic opportunity and neighborhood vitality throughout Portland neighborhoods. Given Portland's unique demographic and geographic challenges and areas of opportunity, the Strategy focuses on communities of color and priority neighborhoods. A job creation and equity lens will guide every action, investment, and program.

One of the NED strategy's key elements is the NPI – the creation of up to six small, innovative urban renewal areas, focused on neighborhood commercial areas that will be managed by the local communities themselves. The following six communities successfully applied to enter the initiative:

1. NE 42nd Avenue
2. Cully Boulevard
3. Parkrose
4. Rosewood
5. SE Division Street (117th – 148th Avenues), now known as "Division-Midway"
6. 82nd Avenue and SE Division Street

The goal of the NPI is to strengthen neighborhood business districts' economic competitiveness through community-planned and community-implemented actions and projects. Specifically, NPI districts will focus on:

- growing more jobs and increasing commerce
- strengthening existing businesses
- increasing small business tenancy, and
- enhancing the vitality of the business district.

Neighborhood support and ownership is critical, which is why the process started with community organization of a broad cross-section of people representing the area's business community, residents, property owners, district organizations, and community groups. Everyone with a stake in the district and its future should be involved in preparing a plan that best meets the economic development needs of each District.

The NPI is similar in many respects to the City's Main Street Program. For example, the management of the district will occur at a local level. PDC's role will be to support the Districts in their management of the district through seed funding, technical assistance, and overall support. The Districts were offered local management, capital improvement projects, and on-the-ground support from PDC.

Local Management: It has been proven that community economic development is most successful when there is a paid staff person that is focused on moving the community's vision forward. In July 2012, PDC anticipates providing six grants between \$15,000 – \$30,000 to match annual community fundraising to hire local district managers and get the work off the ground.

Capital Improvement Projects: Each of the selected NPI areas will become small URAs administered by the local NPI district. URAs generate revenue through tax increment financing, or TIF, which will provide NPI districts with funding for capital improvement projects such as: improvements to business exteriors and interiors, street furniture, trash cans, lighting, district signage, gateway markers, and other small-scale, permanent capital improvements.

It is anticipated funding from the URAs will begin to be available in February 2014, with approximately \$50,000 available for projects in the first year. Each district's investment of TIF funds will be guided by a community-developed action plan and implemented consistent with statutory requirements.

On-the-Ground Support: PDC will work with community leaders in March 2012 to begin orientation and training for the work ahead. We anticipate that this will involve a mix of: business district management basics, leadership development, organizational development, and fundraising training. This organizational capacity building and creation of strong leaders at a local level is imperative to a successful community-driven process. Training and support will continue once Districts begin operation in July 2012.

For more detailed information about the NPI, please visit [www.pdc.us/npi](http://www.pdc.us/npi)

**ATTACHMENTS:**

- A. Project Summary
- B. Community Outreach Summary, Map, and Characteristics of the Proposed 42nd Avenue NPI District
- C. Community Outreach Summary, Map, and Characteristics of the Proposed Cully Boulevard NPI District
- D. Community Outreach Summary, Map, and Characteristics of the Proposed Parkrose NPI District
- E. Community Outreach Summary, Map, and Characteristics of the Proposed Rosewood NPI District
- F. Community Outreach Summary, Map, and Characteristics of the Proposed Division-Midway NPI District
- G. Community Outreach Summary, Map, and Characteristics of the Proposed 82<sup>nd</sup> Avenue and Division NPI District
- H. Training and Leadership Curriculum for the NPI districts



## PROJECT SUMMARY

- Project Name:** Neighborhood Prosperity Initiative (NPI)
- Description:** The NPI implements the community-driven, self-help economic development approach identified in the Neighborhood Economic Development Strategy. The NPI builds on the Main Street® model and as such, aims to strengthen the economic competitiveness of targeted neighborhood business districts and to position the small businesses within them for economic success.
- Locations:**
1. 42<sup>nd</sup> Avenue
  2. Cully Boulevard
  3. Parkrose
  4. Rosewood
  5. Division-Midway (SE Division Street, from 117<sup>th</sup> to 148<sup>th</sup> Avenues)
  6. 82<sup>nd</sup> Avenue and Division
- URA:** The actions will result in six (6) new, small-scale neighborhood URAs
- Current Phase:** Approval of Draft URA Plans and Reports; Recommendation to City Council
- Next Milestone:** Finalization of URA Plans and Reports; Adoption by City Council
- Completion Target:** Spring 2012
- Outcome:** Creation of a new, innovative model of urban renewal that is focused on priority neighborhood commercial corridors and is managed by the local communities.
- Site/Project Map:** To follow in Attachments B to G

## Community Outreach Summary, Map, and Characteristics of the Proposed 42nd Avenue NPI District

### Steering Committee

Carolyn Mistell	Eli Spevak
David McKenzie	Bob Granger
Joan Winchester	Clarence Larkins
Anne Rothert	Michael DeMarco

### Area Description

NE 42nd Avenue is a neighborhood serving street. The area has numerous small businesses, including minority-owned/serving businesses. There is great momentum in this district for community building as a result of the collaboration created to respond to the Main Street application last year.

This area has a history of varying uses, including agricultural, industrial and commercial. The built environment is a reflection of this history, with a broad range of building types. The area lacks cohesive design and pedestrian amenities. The commercial district has some neighborhood-serving businesses, but is without some essential services. 42<sup>nd</sup> Avenue is the nearest commercial area to an ethnically, racially, linguistically, and economically diverse population.

It is home to several institutions/schools: St. Charles Church, Meek ProTech High School, Portland Community College, Alameda Montessori, the Ivy School, Hacienda CDC, Native American Youth and Family Center, Concordia University, Trinity Lutheran Church and School, and the Church of Jesus Christ of Latter-Day Saints.

Please note, the Area Map shown below identifies the urban renewal area boundary, where tax increment revenues will be collected. The investment area boundary, which predominantly includes commercially zoned property, is the area in which investments are targeted.

**Business association:** 42nd Avenue Business Association

**Neighborhood Districts:** Beaumont-Wilshire, Concordia, and Cully. Also the boundary of two neighborhood coalitions: Central Northeast Neighbors and Northeast Coalition of Neighborhoods.

### Outreach Activity

The goal of outreach from the period of December 2011 through January of 2012 was to inform all members of the 42nd Avenue community of the NPI and its details, to engage representatives across the full diversity of the community in the initiative process, and to collaboratively decide whether to participate in the initiative.

To accomplish this goal, the organizing committee utilized a two-pronged strategy that focused on both broad outreach to inform all area denizens of the NPI and to invite them to participate, as well as deep outreach that targeted key stakeholder groups. Among these key stakeholders are area businesses, community based organizations and institutions, and members of historically underrepresented and vulnerable populations.

The outreach process was and continues to be iterative. All respondents and initiatives participants are encouraged to identify other stakeholders who have not yet been included, and to provide input that might improve the NPI process.

## Outreach Methods

1. Targeted outreach:
  - Businesses:
    - Nearly every business owner in the 42nd Avenue district received a visit from the Project Coordinator or another member of the organizing committee.
      - Businesspeople were invited to participate in the initiative to whatever extent they pleased.
      - Many business owners received a follow-up visit.
      - A Spanish-language interpreter was utilized to help inform non-English speaking business owners.
    - The Project Coordinator attended the 42nd Avenue Business Association Holiday Social, as well as an association general meeting.
      - Information about the initiative was disseminated with a presentation and written materials. Businesspeople were given the opportunity to ask questions and raise concerns.
  - Organizations & Institutions:
    - All organizations and institutions operating in and around the district were contacted and consulted, including:  
The Ivy School, St. Charles Church, Trinity Lutheran Church, Rigler School, DePaul treatment Centers, Portland Community College, Portland Public Schools, Rigler School, the National Association of Letter Carriers, the Ainsworth Street Collective, the Beaumont-Wilshire Neighborhood Association, the Concordia Neighborhood Association, the Cully Association of Neighbors, Hacienda Community Development Corporation, Verde, Native American Youth and Family Center, Concordia University, Straight Path Inc., the 42nd Avenue Business Association, Central Northeast Neighbors and Northeast Coalition of Neighborhoods.
    - The Project Coordinator and members of the organizing committee either attended standing meetings for many of these organizations and institutions, or set up independent meetings:
      - Neighborhood association meetings (Beaumont-Wilshire, Concordia, Cully)
      - Ainsworth Street Collective steering committee meeting.
      - Independent meetings with Hacienda CDC, Native American Youth and Family Center, Straight Path, Inc.
  - Historically underrepresented populations:
    - Organizing committee members worked to include members of underrepresented populations through existing avenues and partnerships, in addition to door-to-door outreach.
      - Through both Portland Community College's English as a Second Language program and St. Charles Church's Spanish language services, non-English speakers were encouraged to participate in the NPI process.
      - Additionally, organizing committee members reached out to organizations unaffiliated with the district, such as Neighborhood House and the Latino Network, for insights into reaching non-English speakers.
    - Stakeholder organizations, such as Hacienda CDC and Native American Youth and Family Center were encouraged to lend insights into reaching underrepresented populations.

- ➔ Members from all of these stakeholder groups participated in a stakeholder meeting. This group is intended to grow over time.

2. Broad outreach:

- Postcards: Community members living or conducting business within the proposed URA received postcard inviting them to participate in the NPI process by attending a community meeting, contacting the project coordinator, or providing input at the project website. These postcards contained information in both English and Spanish. Roughly 900 postcards were mailed.
- Pamphlets: English- and Spanish-language pamphlets detailing the NPI were provided to all people inquiring about the initiative. These pamphlets were distributed to all targeted stakeholders and also made available in both hardcopy and PDF file for the general public.
- Posters: English- and Spanish-language posters were placed strategically throughout the district. These posters invited community members to participate in the NPI process by attending a community meeting, contacting the project coordinator, or providing input at the project website.
- Door hangers: Organizing committee members distributed door hangers containing information similar to that found on the postcards and posters to addresses just outside of the proposed URA (those not receiving postcards). The door hangers were in both English and Spanish.
- Website: A project website was created to provide details about the 42nd Avenue NPI. The website provides technical information, updates, events and a live feedback form. Additionally, people can contact the initiative organizers directly through the website.
- Email: Invitations were distributed to community members via email. Recipients were encouraged to share the email with other members of the community and to visit the project website for more information and to provide feedback. Community members were also invited to a kickoff event to learn about the NPI and to lend their input to the process.

3. Kickoff event:

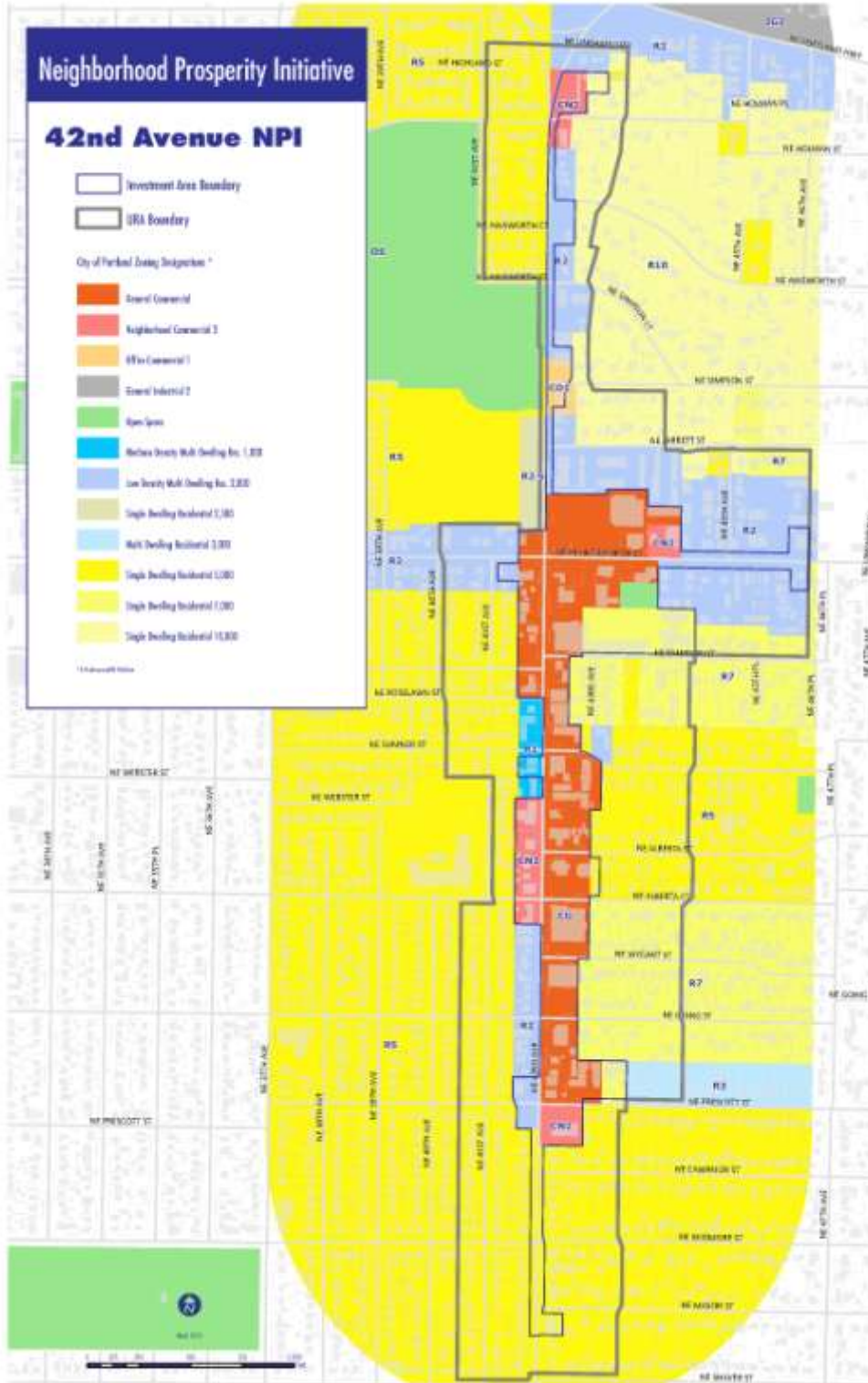
- A community event was held on the 25th of January. The purpose of this event was to inform people about the NPI, to solicit their input about the direction of the district, to encourage them to participate in an ongoing manner and to achieve consensus about continuing with the process.
- Attendance for this event exceeded 150 community members.
- Food, entertainment and door prizes were provided free of charge.
- Childcare and language services were also provided free of charge to those who RSVP'd.
- After a brief informational session, attendees engaged in guided discussion about the district in small breakout groups. The results of these discussions were shared with the larger group at the end of the evening.
- The outputs of this process were recorded and will be applied to the vision and action plan outline for the 42nd Avenue NPI.

### **Future Plans for Outreach**

Though the outreach effort was successful in reaching and engaging a large number of people, there is still work to be done to involve underrepresented people. These will require the nurture of relationships over a longer period of time. Specifically, initiative organizers will need to make stronger inroads with members of the Somali and Korean communities. Several area residents are of Somali descent, and a number of property and business owners are members of the Korean community. Additionally, though there was some representation from the Spanish-

speaking community in this process, efforts to include Spanish speakers must ramp up over time. Generally, a concerted effort must be undertaken to build upon the progress that has been made to include the full socio-demographic diversity of the area.

### Area Map



## **Community Outreach Summary, Map, and Characteristics of the Proposed Cully Boulevard NPI District**

### **Steering Committee**

Merri Compton  
Doug Holcomb  
Evans Martin  
Laura Young

Howard Kenton  
Rey España

### **Area Description**

- Neighborhood residents desire neighborhood revitalization without displacement of their diverse population, to stimulate economic revitalization, more workforce development programs, and linkages between the business community and the local workforce.
- We cherish and celebrate our neighborhood's diversity and endeavor to shape a district that is not only reflective of that diversity but provides a framework in which that diversity can thrive.
- Cully Neighborhood area population, including the number of children, is increasing at a rate greater than the City overall. It is a multi-cultural and multilingual area; one out of five residents speaks Spanish; many Native Americans, Asians, and African Americans as well as a number of Somali families live in this area. The study area's diversity is expanding more quickly than that of the city's overall population. Cully has attracted significant new populations, and has become a center of community-based development. Cully is now experiencing an influx of young families who bring a new sense of vitality.
- We aim to shape a vibrant international business district that is welcoming to everyone who lives, works, or visits our neighborhood by involving them in the process of enhancing the district
- There are several organizations that support residents of this area and beyond. Some of the most involved organizations are Hacienda CDC, Verde, Ecumenical Ministries of Oregon, The Northeast Emergency Food Program and Native American Youth and Family Center. These organizations have been involved with the community for a long time and have had a significant positive impact upon the livability, social and economic opportunities for Cully neighbors and beyond. The goals of the NPI complement those of the existing organization's ongoing efforts to increase economic opportunity and enhance the livability of the neighborhood.

Please note, the Area Map shown below identifies the urban renewal area boundary, where tax increment revenues will be collected. The investment area boundary, which predominantly includes commercially zoned property, is the area in which investments are targeted.

**Business association:** Portland International District

**Neighborhood Districts:** Cully

## **Outreach Activity through January 31, 2012**

### **Methods**

- Website in English and Spanish
- Direct mail: 1947 bilingual post cards (English & Spanish) (every address in the area)
- 550 Flyers to Harvey Scott School (every student received a bilingual flyer)
- 550 Flyers to Rigler School (every student received a bilingual flyer)
- emails via Cully Association of Neighbors list
  - Central Northeast Neighbors list
  - Cully Neighbors Google Group list
  - Cully Community Market list
  - Cully Blvd Alliance list (90+ people and counting)
  - BPS's Cully Main Street list

### **Investment Area Outreach**

- Door to door info packet delivery to residences. Spoke with some residents.
- Business outreach-info packet delivery and regular ongoing follow up outreach with all businesses to discuss any questions about the program
- 3 separate visits to all Latino businesses with interpreter
- Delivery of Spanish Language information packets and regular ongoing follow-up to answer questions

### **Hosted Meetings**

- November 17, 2011, Meeting at Central Northeast Neighbors to inform community about the NPI and to get permission to move forward with the NPI on behalf of the community. 27 neighbors attended.
- January 26, 2012, Meeting at Grace Presbyterian Church to kick off the NPI and to get feedback from the community about the proposed district. Most of the neighbors in attendance were new to the project and had not been to other meetings. 73 neighbors attended.

### **NAYA, Hacienda & Verde**

- Emailed and had meetings with Nathan Teske, the Community and Economic Director at Hacienda CDC, relating to the Cully Blvd NPI. Also spoke with Kelsey Cardwell from Hacienda CDC under the AmeriCorps VISTA program. We discussed the concept and vision outline of the Cully Blvd NPI, and how the Cully Blvd NPI could benefit Hacienda CDC community members and Hacienda CDC.
- Emailed and had meetings with Donita Fry, the Portland Youth and Elders Council Coordinator at the Native American Youth and Family Center and a resident of Cully, and CJ Williams, the Life Skills and Micro-Enterprise Coach at the NAYA Family Center, separately over the Cully Blvd NPI. We discussed the concept and vision outline, and how the Cully Blvd NPI could benefit NAYA Family Center community members and the NAYA Family Center. Spoke frequently with Rey España, the Director of Community Development at the NAYA Family Center and a committee member of the Cully Blvd NPI, during the last three months regarding the Cully Blvd NPI and how it could be a positive entity to the NAYA Family Center community.
- Emailed and called Alan Hipolito, Executive Director at Verde, in outreach efforts for the Cully Blvd NPI.
- Rey España took on lead for the Cully Blvd NPI as the outreach contact for the NAYA Family Center, Hacienda CDC, and Verde because of his established relationships and

frequent contact with those organizations. Offered my continued assistance in coalition building.

**Attended Meetings & presented about the NPI**

- Cully Association of Neighbors, 30+ minute presentation and question session. 5 minutes spent on the 42<sup>nd</sup> Ave NPI as a way of introducing the Cully Blvd NPI through 42nd Ave's history with the Main Street Program process last year
- Grace Presbyterian Church, 15 minute presentation and answer session about the Cully Blvd NPI
- Scott PTA Meeting, Parent ambassador attended and distributed flyers about the Cully NPI

**Cully NPI Individual Meetings**

- Dr. Gutierrez, principal of Harvey Scott School
- Kristie Currin and TJ Fuller of Rigler School
- Ray España of NAYA
- Debbie Bischoff of BPS

Residents of the neighborhood through other neighbors who know each other. We gave info packets to neighbors and asked them to speak to others and distribute the info packets to interested folks. This has been very helpful, even if the distribution has not been as wide as we would have liked.

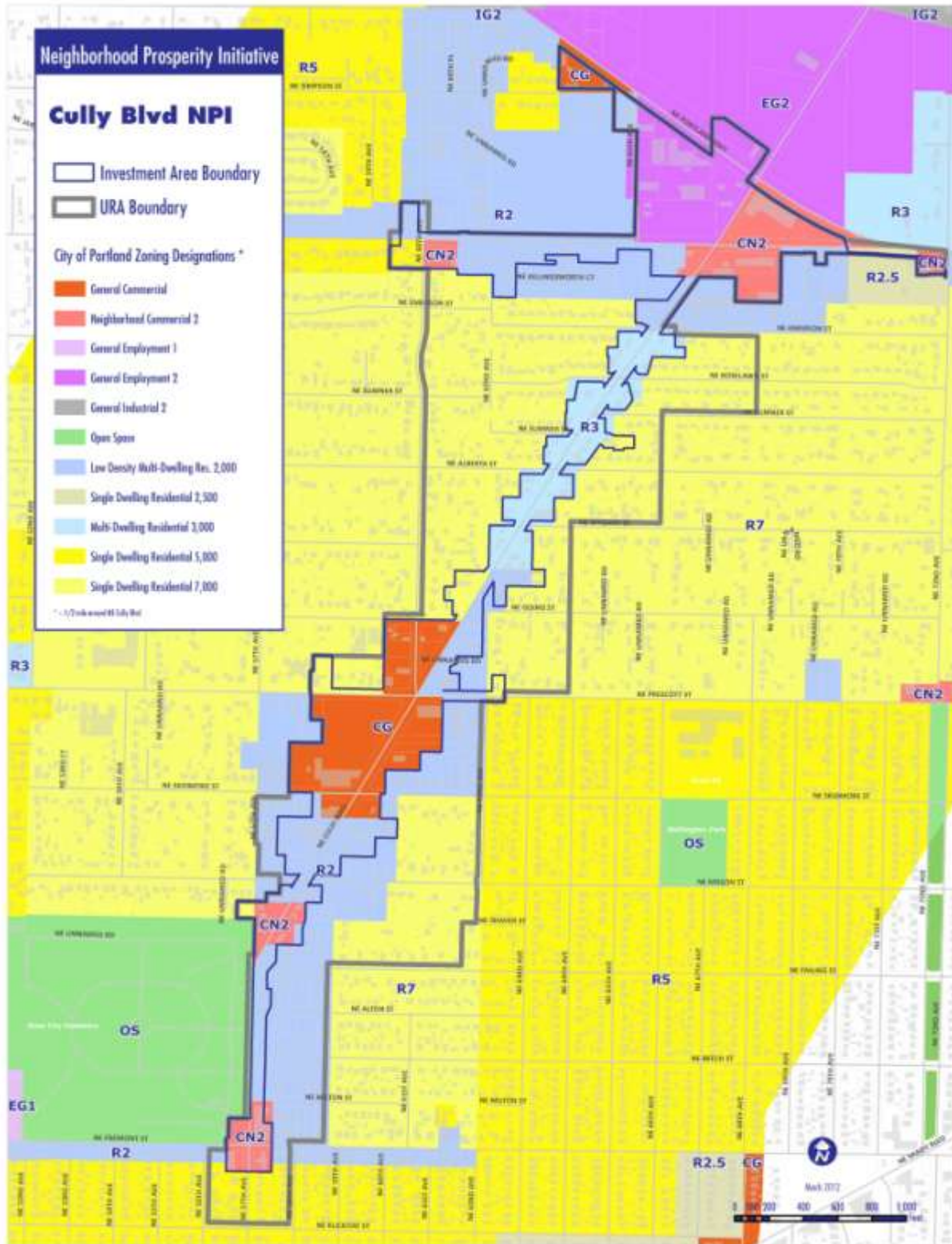
Organizers also had a couple of folks over and gone to a friend's house to discuss the NPI. Most of these contacts are women with have infants who would have not been able to make the meeting. The total number reached here was 6.

Additionally we are pursuing a Somali contact with strong ties to the Somali community in this informal way. We are also pursuing leaders of the Latino community in this way as well. This process has just begun and we are hopeful that it will lead to success.

We have very comprehensive outreach planned for the next month and beyond. There is a history of distrust that must be overcome but we feel that we are making great strides towards breaking down the barriers. It will take time to cultivate these relationships and we are committed to the process.



Area Map



## **Community Outreach Summary, Map, and Characteristics of the Proposed Parkrose NPI District**

### **Steering Committee**

Colleen Gifford	Luke Shepard
Joe Rossi	Marcy Emerson Peters
Amelia Salvador	Mary Walker
Loretta Stites	Judy Kennedy

### **Area Description**

Sandy Boulevard is a major arterial thoroughfare surrounded by industrial land to the north and residential to the south. Visible underutilized properties and blight. Streetscape improvements completed in mid-2000's. In the past, PDC has offered General Fund Storefront Improvement Grants to businesses in this corridor.

Please note, the Area Map shown below identifies the urban renewal area boundary, where tax increment revenues will be collected. The investment area boundary, which predominantly includes commercially zoned property, is the area in which investments are targeted.

**Business associations:** Parkrose and Columbia Corridor Association

**Neighborhood Districts:** Parkrose

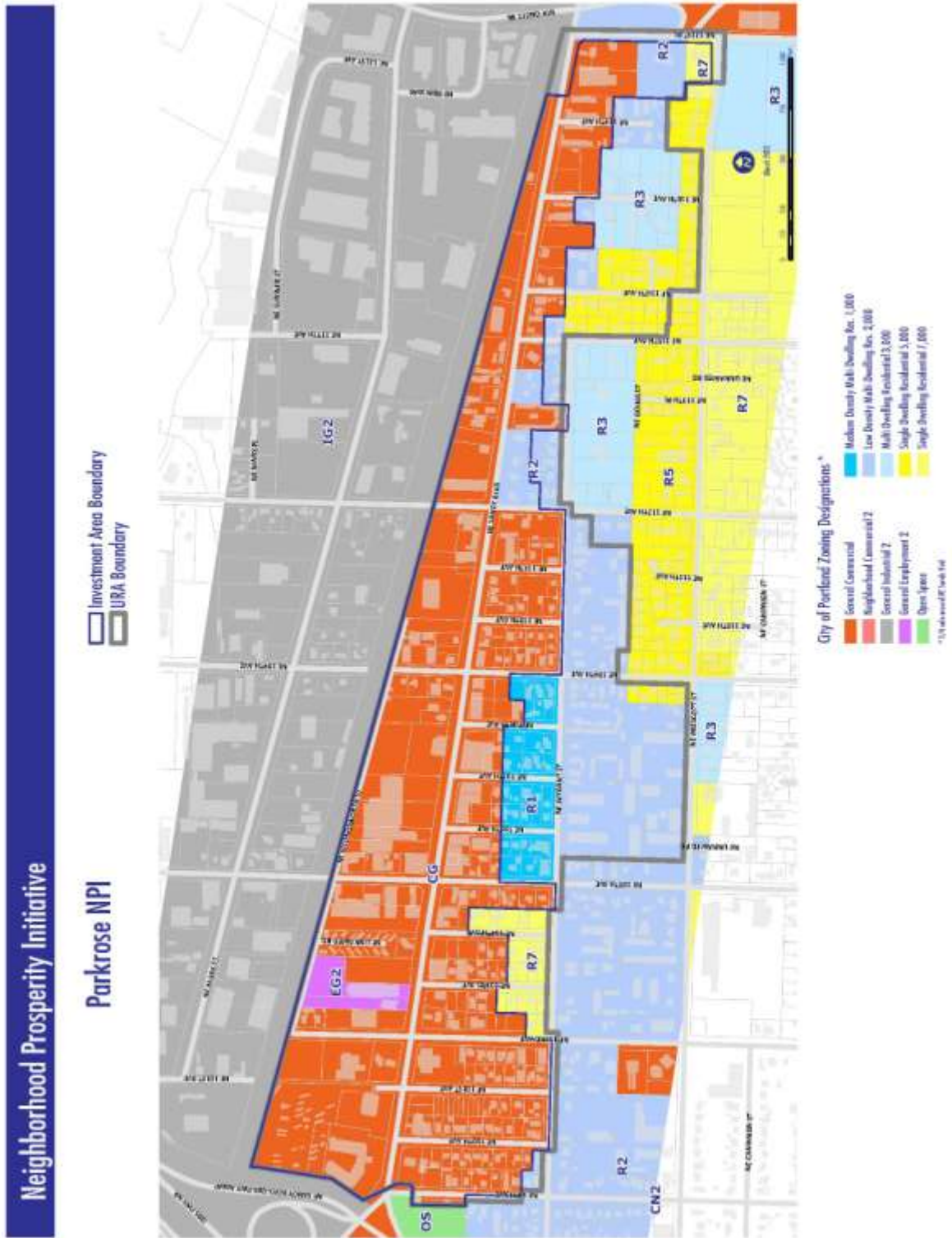
### **Outreach Activity from December to February**

- Started building the database and entering information
- Called St. Rita's and set up basement for January Meetings
- Met with PDC to discuss the grant and have questions answered
- Preparation for Meeting/ Emails to PDC to get list of business and residents in district
- Project Timeline draft and second draft of expenses
- Wrap up grant Application and send out, sent copy to grant group and project ideas to all NPI group, faxed and had Wayne sign cover page
- DROPPED OFF 25 FLYERS, UPDATED DATABASE WITH ALL COLLECTED INFORMATION
- Changed Business flyer for the schools, sent request to Parkrose for a flyer distribution
- Requested additional informational flyer from Dana; had conversation with Dana about how things are going
- Sent email with business flyer to NPI distribution group with update of activity
- Called multiple churches and left vm's to call, updated database with names received from Mary Walker
- Spoke to Carol at High School; she suggested we bring 20 flyers for office and 2 community boards and some for Sun
- School table total of 20
- Spoke to Teri at Prescott; they only want 3 but they will put something in their newsletter that goes to parents
- Spoke to Tracy White at Russell; they only need 2, sent her a copy of the flyer that they will try and get in their Newsletter between now and January.
- Spoke to Karen at Sacramento and sent the flyer to Rebecca Smillie to put information in the newsletter, they only want 5 copies

- Called and left a vm for Susan Copper to call regarding flyers Shaver
- Spoke to Deacon Marla emailed flyer and will be dropping off 20 more for a Friday gathering this weekend.
- St. Matthews Episcopal Church they will also put in newsletter
- Carter and I delivered in person 50 flyers to Businesses on Sandy
- Updated database with information from yesterday
- Contacted Luke Dorf who owns 11401 NE Sandy Apartments and businesses CEO Howard Spanbock
- Delivered to all 6 schools today
- Delivered to remaining businesses on Sandy
- Updated database from today
- Delivered to St. Ritas and signed papers for site
- Delivered to side street areas 10
- Setup meeting for Dec 27<sup>th</sup>
- Sent reminder email about tonight's meeting/looked up phone numbers for our database/printed
- Printed flyers 75, 12/6/2011
- Meeting to setup agenda for January 10th meeting
- Worked with Joe Rossi and Carter to finalize agenda/created distribution list of emails received and sent out
- Reminder emails for January 10th meeting
- Started making reminder phone calls
- Continued to make reminder phone calls
- Went to Reina Shiel home and explained the translation duties for January Meetings
- Worked with Joe Rossi on finalizing food issue/ picked up easel and pens from Staples/made more calls
- Asked Judy Kennedy to call Parkrose Business group to remind them of meeting and asked her to be note taker
- For the meeting/returned calls and gave longer explanation to get interest in coming
- Created sign in sheet for tonight's meeting/ made 60 copies of agenda/went to Staples to have 10 11x17 sheets
- Continued to make reminder phone calls/update database/Created 60 flyer to hand out with larger map
- Sent emails and called to remind people of tonight's meeting, created agenda and printed 25 copies
- Sent emails and called to remind people of 24th meeting, created agenda and emailed
- Contacted Dana about a smaller printout of the zoned map
- Contacted Denise Smoke from BofA and talked to her about NPI, emailed her information, contacted Kevin Xu
- Setup appointment for next Thursday at 4:00pm to talk about NPI need Cantonese Translator
- Called and reminded people of tonight's meeting, called and setup mtg 1/31 for Platinum Angela 11am
- Setup dessert from Neumann's picking up at 5pm, updated database with additional information
- Printed 25 agenda's for tonight and 25 Training of Steering Committee docs,
- Emailed Dana for Cantonese Translator, Dana will bring new zoned map, Talked to Justin Douglas about using GUR info for tonight's meeting
- Changed and printed 25 pledge letters to distribute at tonight's meeting
- Called Sean Cruz invited him to attend tonight he said he does have interest in the steering committee

- Updated database, created minutes from last night's meeting and distributed printed and signed forms for translator for next week's meeting at Good World
- Faxed, Spoke to Joe Danna and received pledge for \$250 from Elmer's, sent email to everyone about the pledge, called and left vm for Judy Kennedy to confirm commitment to steering committee,
- Called St. Rita's and thanked them for the use of the room for our three meetings in January, printed one copy of the Mainstreet 70 pages
- Started working on letter of interest and filling out the information to have turned in by 5pm, 1-31
- Attended Venture Portland Business District Managers lunch meeting
- Prepared forms and sent emails and confirmed map to Dana. Faxed final document Printed new map, 20 pledge letter forms, Parkrose Report 70, minutes from 24th, Info pages on NPI 6 pages
- Met with Angela from Black Platinum, took pledge letter and she will think about it and get back to us
- Walked area and started taking pictures that we will use to help with visioning.
- Received email from Joe who like to use a template for reporting fund raising
- Received verbal pledge from Bob Brown's tires for \$100, sent out emails with updates and invitation to Mayor meeting on 7<sup>th</sup>
- Received email from Tim Curran with sneak peek of Mid County Memo
- Received email from Jiffy Lube they want to be removed from email distribution, sent email asking if they do not want to participate at all, would they be interested in meeting one on one? Waiting for reply.
- Emailed Tim thanking him for his article, emailed Joe in response to template, Judy called yesterday and I called and left vm
- Nice day, going back to take more pictures for visioning

Area Map



## **Community Outreach Summary, Map, and Characteristics of the Proposed Rosewood NPI District**

### **Steering Committee**

Thompson Morrison	Milton Lopez
Shea Marshman	Pat Gold
Robert Barzler	Rex Hollingsworth
John Scruggs	Moe Farhoud
James Lockaby	Kelly Pauli
Florella Featherston	Jerome Funchess
Michelle Phillips	Manuel Morales

### **Area Description**

Mayor arterial characterized by small storefronts, predominantly locally-owned, many of these are established businesses that have been in the community even before annexation to the City of Portland. Many businesses are minority-owned and managed and minority-serving. In addition, there is a diverse population of residents in this area. There are two major commercial nodes at Stark/162nd and Stark/148th, with the Stark corridor between being mainly dense multi-family dwellings. MAX transit stations at Burnside/148th and Burnside/162nd are an important element in the community, allowing for easy travel into and out of both Portland and Gresham. Although these stations are not commercially developed, they do contribute to walking traffic to and from commercial nodes on Stark/148th and Stark/162nd.

In response to the public safety of this area, The Rosewood Initiative is working with the community to implement appropriate community and economic development in partnership with agencies in Portland, Gresham and Multnomah County. The Rosewood Initiative has been working to create self help model of community development including economic development.

Please note, the Area Map shown below identifies the urban renewal area boundary, where tax increment revenues will be collected. The investment area boundary, which predominantly includes commercially zoned property, is the area in which investments are targeted.

### **Outreach Activity**

Rosewood NPI activities and involvement:

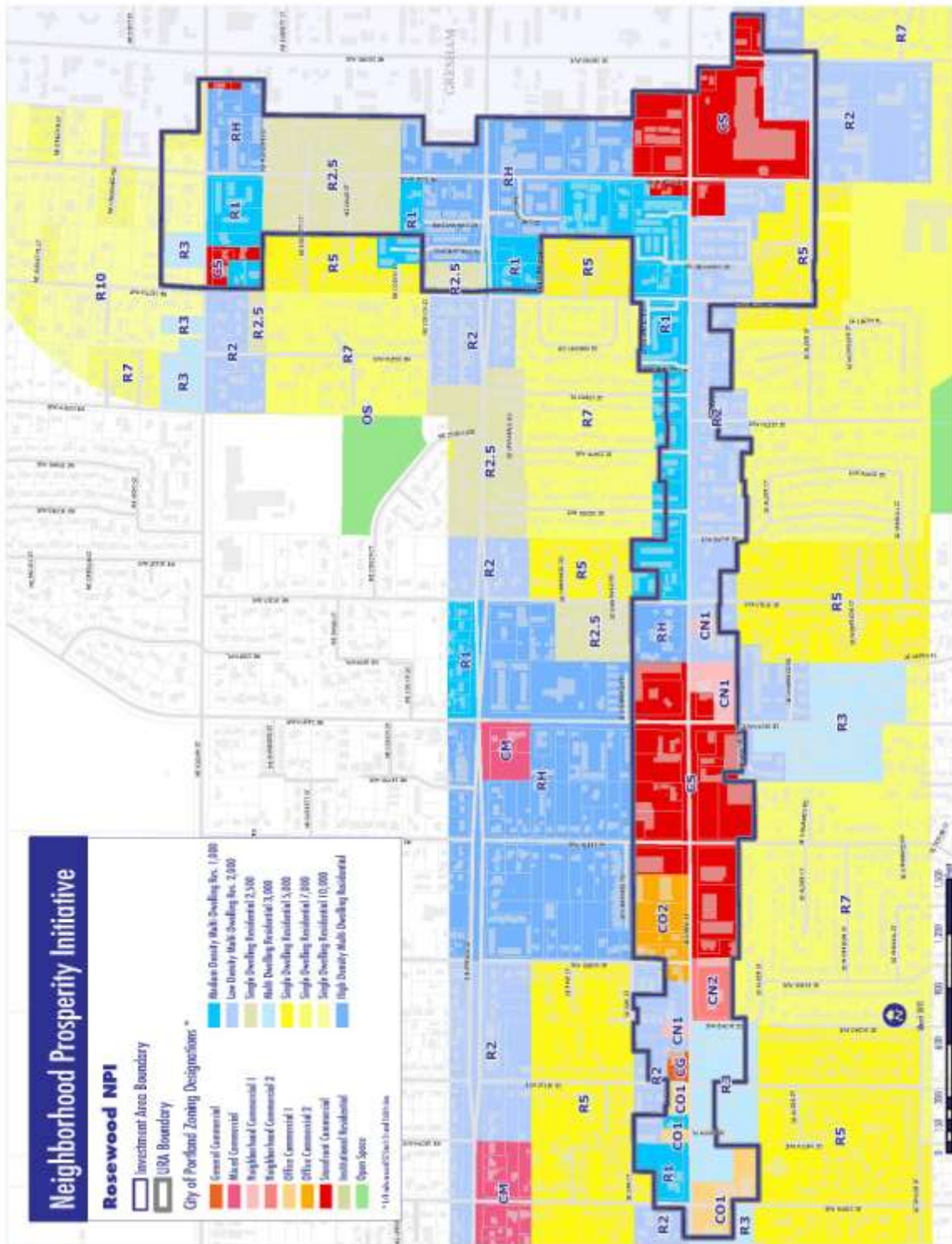
- December 2, 2011 – Rosewood board meeting with community leaders, announced NPI project and timeline. Meeting attended by 4 Rosewood board members, 10 community members, and 6 Portland State restorative justice students.
- December 8, 2011 – Rosewood community visioning presentation of Portland State architecture ideas on physical improvements to Rosewood district. Informal discussion on moving forward with these ideas in NPI. Attended by approximately 50 community members and partners.
- December 16, 2011 – Rosewood board meeting attended by local residents and business owners, discussion of NPI project and involvement in steering committee. Attended by 5 community members, all interested in joining NPI steering committee.
- December 17, 2011 – Rosewood Rummage Sale to raise funds for Rosewood, 7 community volunteers planned and implemented event.
- January 2, 2012 – Meet with Rosewood board treasurer to discuss finances of NPI organizing grant.
- January 6, 2012 – Rosewood NPI boundary meeting with Rosewood board and community leaders, 13 people in total. Discussion of expanding Rosewood boundaries



to SE 139<sup>th</sup> and Stark. Set date of January 25 for first community visioning workshop for NPI.

- January 10, 2012 – Rosewood staff meeting with Heather Hoell and Justin Zeulner from Venture Portland about Rosewood's NPI and resources for building the business district.
- January 12, 2012 – Rosewood staff meeting with Atha Mansoori, economic policy advisor for Mayor Adams, to discuss Rosewood's NPI district, bringing jobs to the community and other resources for helping Rosewood increase economic competitiveness.
- January 13, 2012 – Rosewood NPI steering committee meeting and vote on Rosewood district boundaries with Rosewood board and community leaders, 10 people in total. Discussion on land uses along Stark from SE 139<sup>th</sup> to SE 162<sup>nd</sup>.
- January 18, 2012 – Rosewood community safety meeting, attended by 23 community members, police officers, business and property owners, and non-profit organizations. Discussion on how crime is affecting our neighborhood businesses and residents; 76 reports \$3,000-4,000 less theft per month than one year ago. We credit our work and added police presence in the area.
- January 25, 2012 – Rosewood NPI visioning workshop! (expected attendance 15 – 20 people).

Area Map





## **Community Outreach Summary, Map, and Characteristics of the Proposed Division-Midway NPI District**

### **Steering Committee**

Bill Dayton	Carla Piluso
Lori Boisen	Samantha Hagen
Dave Edwards	Kim Seacord
Tammi Hawkins	Walter Wesley
Tom Lewis	Lorelei Young

### **Area Description**

Division is a major commuter arterial in a striving business district characterized by small, locally-owned businesses in outer SE Portland, which serves medium to low income residents with a large multi-cultural population of renters and homeowners. Extending from 117<sup>th</sup> to 148<sup>th</sup> Avenues, the commercial district is home to David Douglas School District, the largest school district with the highest high school graduation rate in Multnomah County.

One business and four neighborhood associations serve the Midway commercial district with many multi-generational families who have both lived and worked in the neighborhood for many years. Many Midway residents and students use public transit to reach the inner core of Portland for jobs, education opportunities, business services and shopping. Pedestrian and bicycle traffic is also high along the commercial arterial. Midway is not without promise. Just beyond the Portland and Gresham city limits lies the threshold to the Mt Hood National Forest where enjoying the outdoors begins. The commercial arterial serves as a major connection between an urban environment and the wonders of nature. Future streetscape and storefront improvements will be designed to revitalize Midway and give it the identity it needs.

Please note, the Area Map shown below identifies the urban renewal area boundary, where tax increment revenues will be collected. The investment area boundary, which predominantly includes commercially zoned property, is the area in which investments are targeted.

**Business association:** Midway and Gateway

**Neighborhood Districts:** Hazelwood, Mill Park, Centennial and Powellhurst-Gilbert

### **Outreach Activity**

**Flyers** (#, purpose, who were they delivered): 3,000 SE Division Street NPI brochures and 3000 SE Division Street NPI Community meeting flyers were distributed by hand to nearby residents, businesses, neighborhood association meetings, the library, Multnomah County Health clinic, 5 of Human Solutions multi-family properties in the target area to reach 250 households, and the Midway and Gateway Business Associations. These documents were also electronically sent to 3 neighborhood association email lists, to the Midway and Gateway Business Association email lists, to the East Portland Neighborhood office and to the East Portland Action Plan members and to the East Portland Action Plan Economic Development subcommittee.

**Translation activities/ documents.** Community Meeting flyers were provided in Spanish, Vietnamese, Russian and English.

**Meetings/numbers of people and who appeared, and outcomes of each outreach event**

- 8 organizing committee meetings have been held with attendance of 6 to 14 people at each meeting.
- One community meeting has been held with 22 attendees.
- An additional small community meeting at a Human Solutions property was held with 12 people in attendance.

The outcomes of these meetings were information about the NPI program; determination and community support of the SE Division Street NPI Boundaries; support for the Steering Committee to move forward with the letter of interest and the commitment of 10 volunteers to serve on the SE Division Street NPI steering committee in the future.



**Community Outreach Summary, Map, and Characteristics  
 of the Proposed 82nd Avenue and Division NPI District**

**Steering Committee**

Nancy Chapin	Charles Hui
Don Howard	Nanette Tran
Dan Cogan	Jenny Lee
Hai Nguyen	Fritz Hirsch

**Area Description**

The district is composed of two major arterials (82<sup>nd</sup> Avenue and SE Division Street), lined with small storefronts and major, long-standing businesses and property owners. Most establishments are locally owned retail and food services providing a rich tapestry of multi-cultural businesses.

Please note, the Area Map shown below identifies the urban renewal area boundary, where tax increment revenues will be collected. The investment area boundary, which predominantly includes commercially zoned property, is the area in which investments are targeted.

**Business association:** 82<sup>nd</sup> Avenue

**Neighborhood Districts:** Montavilla, South Tabor and Powellhurst-Gilbert

**Team meetings, attendees and the agendas for each:**

Date/Day	Activity	Agenda	Attending
12/6/12	Team meeting	Introductions, Name, Town Hall dates, PR draft	Don Howard, Charles Hui & Roslyn Hui, Nancy Chapin, Nanette Tran, Bridget
12/14/11	Team meeting	PR, Tagline, Budget planning, resources & materials	
12/15/11	82BA meeting	Intros, Est. Treasurer & bank signers, Save the Date postcard for TH mtgs.	82ARBA Members
12/22/11	Team meeting	Print, online outreach materials, Survey, Pledge, Future NPI	Dan, Nancy, Dana, Anthony, Don, Bridget
12/27 & 12/28/11	Flyer to business	Walkabout	Bridget & Allah
12/28/11	Team meeting	Budget, Outreach plan, surveys, Town Hall plans	Hai, Dan, Anthony, Bridget
1/5/12	Team meeting	Expenses, Outreach plan, Town Hall agendas	Dan, Hai, Nancy, Anthony, Bridget
1/9/12	Powell Gilbert	Dropped fliers	Neighborhood Assn.
1/10/12	Flyer dist. to neighborhood	Hand delivered to 2,000 doors	Advertise in the Bag

Date/Day	Activity	Agenda	Attending
1/12/12	Team meeting	Budget review, Face-face outreach	Bridget, Anthony, Hai (Don called)
1/19/12	Team meeting	Budget review, Funding options, more outreach, TH agenda	Hai, Anthony, Justin, Nancy, Bridget
1/19/12	S Tabor NA Meeting	Dropped fliers	
1/19/12	82BA meeting	Team/Sponsor report	82ARBA Members
1/26/12	Team meeting	TH Agenda, NPI report, MNA Wkshop	
1/31/12	NPI Report		

**1. How many community meetings did you conduct with stakeholders? Briefly describe these meetings (Date, Location, Meeting Purpose, Number of Attendees, and what was decided):**

Our first Town Hall\* meeting was for the Business Community held at Wong King's right after work. We asked business owners to listen and learn about the project. After Introductions and explanation about our version of the NPI, we engaged attendees in a brainstorming session on what could be improved in the area. The short list included focusing on safety, lighting and garbage cans. We allowed for time for businesses to network with each other.

Date/Day	Activity	Agenda	Attending
1/10/12	Business Town Hall	Intros, Info, Support requests, Surveys	20 attendees, list attached
1/14/11	Residents Town Hall	Intros, Info, Support requests, Surveys, Visioning	19 attendees, list attached
1/30/12	Town Hall - All	Visioning, Support	list attached

The second Town Hall meeting\* elicited more visions for the district including:

- No crossing at Slavic Church - need more crosswalks
- 82nd Ave is physical barrier
- 82nd & Powell - high pedestrian activity
- Not many pedestrians except Senior Center area on Powell
- Seniors walk to bakeries, regular chess games, grocery shopping
- Need more overhead street lights (that work)
- Garbage cans at bus stops
- Restaurants provided food just across the street from PCC SE Center.

\* Complete notes of all Town Hall meetings are available

**2. Describe the outreach activities you conducted in your NPI district (i.e. door-to-door campaign, social media, house parties, holiday events). Approximately how many people do you estimate you reached through each major outreach effort?**

Once our outreach flyer was finished, we hand delivered over 150 fliers to area businesses collecting contact information for 85 business owners in our NPI area. We also hand-delivered 2,000 fliers to the residents in surrounding neighborhoods. Stacks of fliers were distributed to all the area businesses that agreed to be a point of distribution. We attended as many Neighborhood Associations as possible. We also spent time at area businesses where Seniors

and students congregate (King's Bakery & PCC SE Center) collecting survey responses one on one.

In the table listed below we list all of our outreach materials for both online and in print. All of our outreach materials have been translated into Chinese, Thai, and Russian & Spanish.

12/17/11	Web page developed	Where West & East Meet Website live	<a href="http://www.82ndavenue.org">http://www.82ndavenue.org</a>
12/17/11	Town Hall Evite	EventBrite & Survey Monkey	
12/18/11	Facebook page	Live, invitation sent	<a href="https://www.facebook.com/pages/82nd-Avenue-of-Roses-Business-Association/265432436846399">https://www.facebook.com/pages/82nd-Avenue-of-Roses-Business-Association/265432436846399</a>
12/18/11	Flier & info sheet	Completed Eng. version flier	
12/18/11	Pledge request letter & form	Completed Eng. version flier	
12/21/11	Visioning survey	Draft completed	
12/21/11	Pledge form	Translations complete	
12/21/11	Survey online	Live, invitation sent to Team & Participants	Survey Monkey
12/15/11	Translate surveys	Translations completed	
12/20/11	Outreach emails to 82BA	Survey link	<a href="http://www.82ndavenue.org/wherewemeet/speakout.html">http://www.82ndavenue.org/wherewemeet/speakout.html</a>
12/23/11	Draft eNews	Subscription invitation	Constant Contact template
12/28/11	Outreach email to all NPI bizs	Survey & Subscribe links	

**3. What do you feel were the major successes resulting from this grant?**

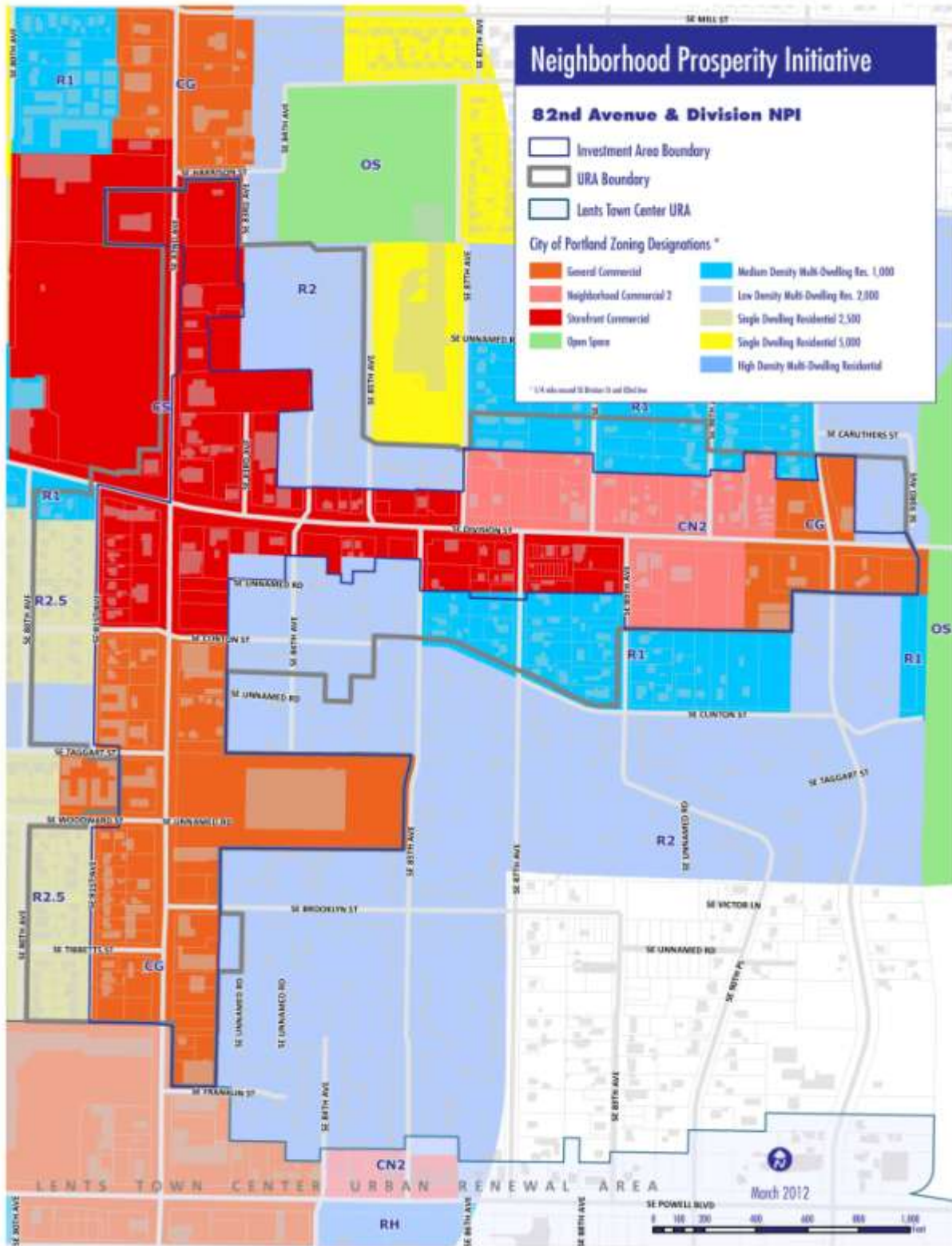
- One of the most important successes resulting from this grant was that it brought the whole neighborhood closer since everyone has common goal to make this district a better for all. Even though we all either do business or live in the neighborhood, we seldom get together or see each other. With the project going on, we personally got to meet a lot of people that we would have not met otherwise.
- We added to the district's mailing list with current contact information and talked one-on-one with every business owner or manager in the NPI district.
- We have started to communicate with people online, with social media and emails.
- It was good to have a paid outreach person, an invaluable asset considering the time requirements.

**4. Are there lessons learned? Things you would do differently in the future?**

The main thing we would do differently is start earlier and not try to do outreach during the Christmas and New Year's holidays. Chinese New Year was in January this year, adding to the string of holiday distractions. It would be great to have shared tools and resources from the other NPI groups from the beginning and throughout the program.



Area Map



**Training and Leadership Curriculum  
for the Neighborhood Prosperity Initiative  
Steering Committee Members**

**Training Outline  
March - June 2012**

In order to help community members get a better understanding of the training expectation for those participating on the steering committee for the Neighborhood Prosperity Initiative, here is an outline of the training PDC anticipates providing to assist community members early on in the formation of the organization process. This may not be the complete list of training offered, but the general expectation is that we understand that there are best practices around the formation of non-profit entities, as well as community economic development and would like to provide tools that can help you feel successful in this process. The current thought is that two to three trainings a month will be provided and with tasks directly related to your district that will need to be completed after each training, making up the 20 hours a month commitment from each steering committee member. If you see something missing for this training, that you think would be helpful, please feel free to give us feedback and we will look into incorporating your needs into the training. Again, we look forward to working with you on creating a successful, effective organization that can help steer the economic vitality of your district.

**I. Unit 1 Organizational Structure**

- A. Board Membership – What to expect
  - 1. Job Description of board members
  - 2. Commitment of board members
  - 3. District Manager – role / relationship with board
- B. Making decisions with in your organization
- C. What is your mission and vision of the organization
- D. Outreach / Engagement
- E. Leadership/Communication/Managing Conflict
- F. Fundraising 101

**II. Unit 2 District Management**

- A. Business Development Basics
- B. Built Environment - making your district more appealing
- C. Promotions / Events – raising visibility of your district
- D. Safety

**III. Unit 3 Ongoing work**

- A. Preparing your district kickoff
- B. Collecting Baseline Data of District
- C. Final Decision on organization entity
  - 1. Possible How to Clinic – re: Oregon Non-Profit Status /Federal Tax Exempt Status

NOTE: This is a outline of possible training, and is subject to change