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Anti-Displacement Strategies: Nonprofit Organizations in Old Town Chinatown

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Anti-Displacement Strategies

Nonprofit Organizations in Old Town Chinatown

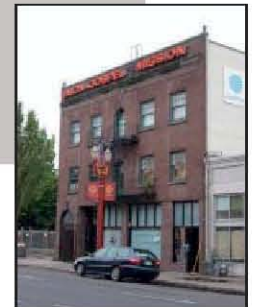
prOTecting charaCTer

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Portland State University
Masters of Urban and Regional Planning Program

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Overview

Planning Workshop, the capstone course for Portland State University's Master of Urban and Regional Planning program, provides graduate students with professional planning experience. Student teams develop consulting contracts with clients for planning services that address local and regional issues and the students' personal and professional interests. The Workshop provides experience in planning for constructive social and environmental change, while considering the planner's ethical responsibility to serve the public interest.

Who we are

The name "prOTecting charaCTer" refers to the unique flavor of Portland's Old Town Chinatown district. The capital OT and CT represent a common abbreviation for the neighborhood. As a group, prOTecting charaCTer seeks to create a more reflective and proactive planning process that preserves the community's defining elements while striving to make the community even better. In addition, prOTecting charaCTer believes in fostering practices that support the equitable social and economic health of the urban setting.

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Executive Summary

Old Town Chinatown is home to over 40 nonprofit organizations (nonprofits), including social service providers and arts, history, and culture groups. These groups contribute immeasurably to the community through the services and educational opportunities they provide and through their role in the social and economic fabric of the neighborhood.

Urban renewal has come to the neighborhood in the form of several large projects that are either currently underway or scheduled to begin in the next several years. While these plans present an opportunity for much needed development in Old Town Chinatown, there is concern among nonprofits that redevelopment and private investment will result in increased rents. Because 62% of nonprofit organizations in Old Town Chinatown do not own their facilities and are highly vulnerable to any rent increases, they could be easily forced out of the neighborhood. The goal of this project was to identify feasible, proactive, long-term strategies for retaining the variety of nonprofit organizations in Old Town Chinatown.

Through interviews, a survey of nonprofits, community focus groups and a literature review, three general nonprofit retention strategies were developed and refined. A matrix was developed to indicate which strategies would work best for the different kinds of nonprofits identified.

The first strategy is to provide public subsidies or incentives to private developers to promote the dedication of below-market space for nonprofits within new development in the neighborhood. This strategy could range from a basic incentives package (i.e. density bonuses, financial benefits) to a

public/private partnership in which the Portland Development Commission issues a request for proposals for the private development of city-owned property with a portion of the space reserved for nonprofit organizations.

The second strategy, ownership, is the best means of achieving long-term stability in the neighborhood. However, not all organizations want to or are able to purchase their own space. An alternative to individual ownership is a multi-tenant nonprofit center in which several nonprofits collectively purchase a building to house their operations together, allowing for the opportunity to share amenities. A quasi-ownership structure is partnering with a community land trust, which would provide the stability of ownership (long-term leases) while taking land that houses a nonprofit off the speculative market.

The third strategy, income generation, identifies ways in which nonprofit organizations can start a new business in order to generate funds to supplement operating costs. Alternative methods within this strategy range from individual income generation activities to a collaborative business in which multiple nonprofits receive the benefits of earned income.

This document contains an overview of these strategies along with examples of successful models. The authors provide this information as a potential starting point for nonprofit organizations as they begin to contemplate long-term viability in a neighborhood on the cusp of transformation. A crucial first step is to build a coalition of nonprofits to strengthen their position within the community.

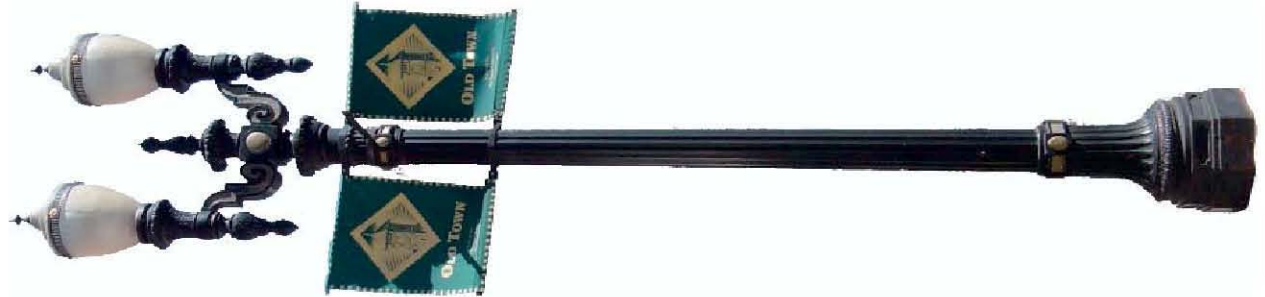
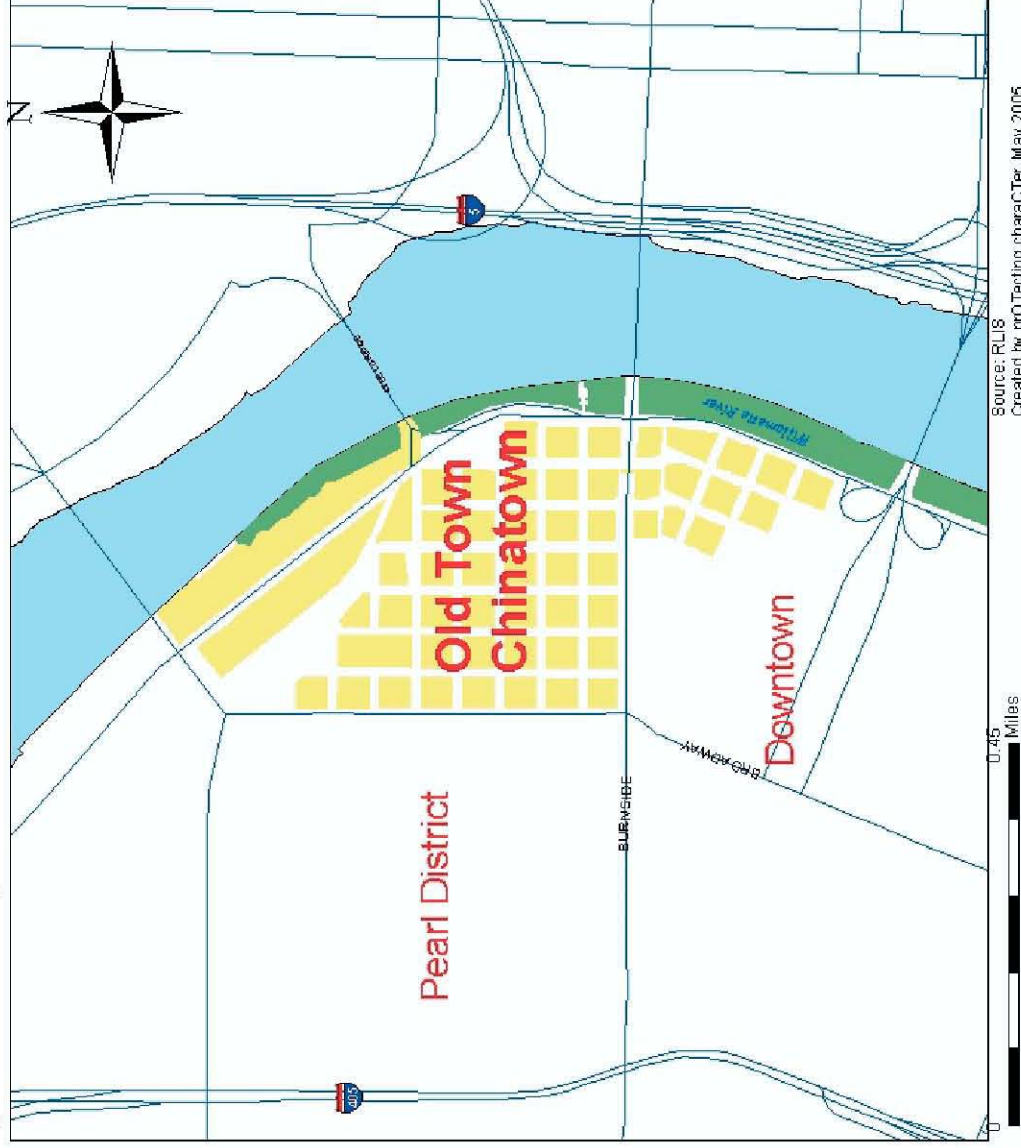


Figure 1: Context Map



Introduction

A walk along a typical street in Old Town Chinatown reveals a diverse urban landscape. Within a couple of blocks a visitor may come across a café offering free wireless internet service, a Chinese dim sum restaurant, a boarded-up historic building, a boisterous nightclub, a nonprofit organization serving food to the hungry, an upscale architecture firm, a person sleeping in a doorway, and a museum documenting Japanese-American history.

Many of the people who live and work in Old Town Chinatown will tell you that it is this diversity that drew them to the neighborhood. The unique blend of people, services and businesses set against a rich historic and cultural backdrop is considered one of the neighborhood's finest assets. The Old Town Chinatown District also benefits from its close proximity to downtown Portland, the Willamette River and the Pearl District (Figure 1). Low property values in comparison to many other parts of the central city make it

an attractive place for start-up businesses, nonprofit organizations (nonprofits) and developers. It is because of these qualities that the district stands at the edge of a significant transformation. The situation provides an opportunity for this neighborhood to either capitalize on its strengths through proactive involvement or passively allow change to take place without a voice or vision.

The Portland Development Commission (PDC) and other city agencies have several large urban renewal and infrastructure projects in the works. The Third and Fourth Avenue Streetscape Project is currently underway. The extension of light rail down the transit mall is expected to commence in 2007. Construction of the Burnside/Couch couplet could begin within the next five to ten years. There are also a number of vacant, underutilized, and rundown blocks in the district that have been specifically targeted for redevelopment. Urban renewal areas use public investment to leverage private development in an effort to stimulate economic



revitalization. According to the Old Town Chinatown Development Plan (1999), an estimated \$500 million in private funds is expected to be invested in the district because of the public funding provided through urban renewal.

While this investment provides the opportunity to make needed improvements in the neighborhood, it also presents a potential challenge for some existing members of the community. Revitalization is generally accompanied by an increase in property values and rents, which could price some businesses and nonprofit organizations out of their spaces. If this happens, they may be forced to cut back on their programs, close their doors or move to a different location where commercial rents are lower. This not only creates a hardship for the organization and those it serves, but also can change the character of the neighborhood by removing some of the qualities that made it desirable in the first place.

In fact, nonprofits in Old Town Chinatown are already feeling the squeeze. During the course of this

study, one nonprofit was forced to close indefinitely after they were evicted and unable to find a new space. During a search for space, Pat Rumer, director of the Zimmerman Community Center, realized that nonprofits were facing a serious problem with affordability that needed to be addressed as soon as possible. Pat Rumer and prOTecting charaCTer developed this project in response to that need.

Nonprofits in Old Town Chinatown

There are currently 42 nonprofit organizations [Internal Revenue Code, sec. 501(c)(3)] in Old Town Chinatown that provide a variety of services



Blanchet House of Hospitality

for a diverse population. Social service agencies assist the homeless, disabled, and others who are in need with basic human



requirements such as food and shelter. Arts, history and cultural nonprofits enhance the community with museums, galleries, organized activities, and educational programs. About half of the nonprofit organizations who responded to the survey identified themselves as a “social service provider” and half as “arts, history, and culture” organizations.

These organizations are also among some of the most likely to be threatened by rising property values because the majority of them rent their space and work within a limited budget. Rent increases affect nonprofits in a number of ways, including forcing a reduction in services, negative consequences associated with relocation outside the neighborhood, and a rapid depletion of the character of the neighborhood (Hurley, 2000).

This document begins with an explanation of the initial assumptions that provide the foundation for this project. The remainder of the document focuses on strategies that were developed to answer the question “How can nonprofit organizations in Old

Town Chinatown remain stable while dealing with the pressures of increased rent and redevelopment in the neighborhood?” After a brief explanation of how strategies were derived, the range of strategies is presented under three broad categories: incentives, ownership, and income generation. Examples of approaches that have been successful in other locations are provided. The final section identifies potential next steps for nonprofit organizations and decision makers in the neighborhood. The appendices include a list of all nonprofits identified in Old Town Chinatown, a map of their locations, survey results, interviewees, and resources for nonprofit organizations.

48% of the surveyed nonprofits fall into the arts/history/culture category, while **52%** are considered social service nonprofits.



Initial Assumptions

The project began with two underlying assumptions: (1) that nonprofits are at risk of losing their ability to rent space in the district, and (2) that these nonprofits should be located in Old Town Chinatown rather than in other areas of Portland. As the project progressed, information was gathered from a variety of sources that confirmed both assumptions.



Former location of Our Peaceful Place

Assumption 1: Nonprofits are at risk

There are several indicators that there is, and will continue to be, a problem for nonprofits in securing and maintaining affordable space in Old Town Chinatown:

1. Indicators that can be used to anticipate impending *residential* displacement include a high rate of renters, ease of access to job centers (freeways, public transit), high architectural value, and comparatively low housing values (Kennedy and Leonard, 2001). With regard to commercial uses, Old Town Chinatown contains all of these indicators, including a high rate of commercial renters and comparatively low commercial property values.

The purpose of urban renewal areas, as previously noted, is to stimulate economic revitalization by using public funds to leverage private investment. Because commercial space costs in Old Town Chinatown are currently low compared to the rest of downtown Portland, any private investment in



the neighborhood is likely to increase these costs, thereby making it difficult for those who depend on low rents (i.e. nonprofits) to remain in the neighborhood.

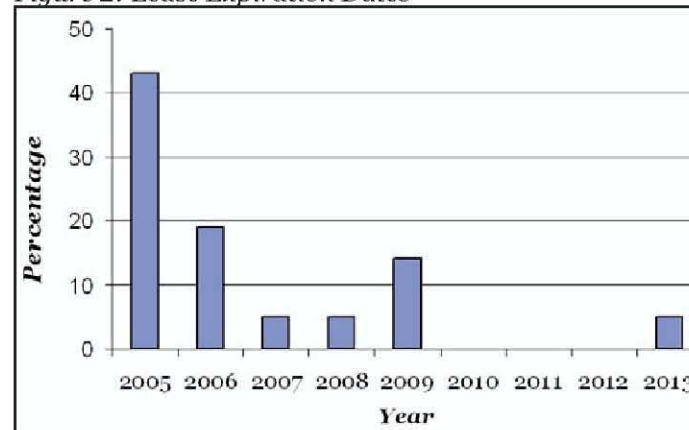
2. In the survey, 52% of Old Town Chinatown nonprofits reported a need for additional space ranging from 500 to 25,000 square feet. Furthermore, nonprofits reported an unmet need for specific facilities, such as meeting space, additional parking, bike parking, kitchens, and showers. Complete survey results can be found in Appendix C.

3. As noted, nonprofits have experienced problems finding suitable space. Of the 21 survey respondents that rent their space, thirteen have leases that expire during the next two years (Figure 2). The survey also revealed that only a third of these respondents believe they would be offered a

renewal at the current rent. More than a quarter of these respondents believe that they would be “very likely” to move from the neighborhood if there was a 20% increase in rent over the next five years.

Currently, a low demand for retail rental space has left many Old Town Chinatown storefronts vacant. However, these spaces do not always fit the needs of a nonprofit, and the neighborhood’s market rate rents (currently \$12-\$14 per square foot) are higher than what most nonprofits can afford. In addition, property owners are increasingly unwilling to offer long-term leases, preferring the flexibility of yearly leases in expectation of increasing land values. Such arrangements prevent nonprofits from being able to effectively plan for their futures, which can seriously impair the viability of these organizations.

Figure 2: Lease Expiration Dates



4. While it may appear that many nonprofits in Old Town Chinatown are not yet facing a crisis, it is important to take a proactive approach to a problem that is likely to occur. Rather than wait for the nonprofit space situation to get worse, larger hardships can be avoided by addressing any pending difficulties now. As Kennedy & Leonard (2001) state:

When gentrification is just beginning, few original residents see cause for concern, even though steps taken early to limit adverse effects of the process seem to have greatest effect. As gentrification proceeds and both positive and negative effects become clearer, residents and policymakers have fewer opportunities for intervention, less time to pass laws or secure approval for and build affordable [space], fewer degrees of freedom. In a hot economy, the window for affecting change may be short, but many of the most effective tools take time to implement. (p. 27)



Chinese Consolidated Benevolent Association



Assumption 2: Nonprofits need to be in Old Town Chinatown

Nonprofit organizations contribute to a community in a variety of ways. They create social capital, meaning they promote connections and cooperation among people in order to achieve a common goal or mission (O'Neill, 2002). In a neighborhood with a population of diverse backgrounds, such as Old Town Chinatown, nonprofits can enhance the sense of community and promote civic engagement among community members. Nonprofits provide services that may not otherwise be available through the private sector or government. They educate, inform, advocate, and entertain, and they often assist underserved populations. There is also an economic role played by nonprofits. They create jobs within a community and are often the entry point into the work force for women and minorities (O'Neill, 2002). Furthermore, their presence can help support a retail base and other amenities upon which a

When asked if it is essential to the nonprofit's mission to remain in OTCT, **67%** answered **YES** while **33%** answered **NO**.

thriving neighborhood can be built (Lebenstein & Wysong, 2002).

Reasons why nonprofits should remain in Old Town Chinatown include:

1. The neighborhood's proximity to downtown Portland means that both social service organizations and arts/history/culture nonprofits are close to their target populations, which is just as important to nonprofits as it is to small businesses. Presently there are more than 1,300 low-income housing units in Old Town Chinatown. Many of these units are owned and operated by Central City Concern and are almost certain to remain in the neighborhood for the long-term. Social service nonprofits will need to remain in the area to serve this population. Social service organizations also have a perceived need to be in close proximity to downtown and to be within Fareless Square to serve their clients better. Arts, history, and culture organizations often depend on tourism, which is



centered around downtown and flows from the upscale populations of the adjacent Pearl District.

2. The neighborhood is home to the Skidmore Fountain/Old Town Historic District, the New China/Japantown Historic District, and 51 historic and contributing buildings. In addition, its importance as a gateway for many immigrant groups, including Jewish, Chinese, Japanese, Greek, and Italian groups, makes it an ideal place to locate historical, cultural, and educational resources such as museums.
3. Responses to the survey of Old Town Chinatown nonprofits showed that two-thirds of the respondents considered it essential to their mission and/or effectiveness to remain in the district.



Chinese Gate



Project Description

The Old Town Chinatown nonprofits are important resources that require stability and security to better serve their missions. prOTecting charaCTer set out to develop a series of strategies aimed at helping nonprofits stay in the Old Town Chinatown neighborhood. The goal of this study is two-fold:

1. Assess the current situation of nonprofit organizations in Old Town Chinatown regarding their tenure status (rental or ownership), their lease arrangements, and their current and projected space needs.
2. Identify and assess strategies appropriate to Old Town Chinatown that will contribute to the ability of nonprofits to secure affordable space in the district.

Ideal strategies those are feasible within the current social and political climate, permanent or at least long-term, applicable to a variety of nonprofits, and proactive rather than reactive. These strategies are directed at nonprofit organizations, PDC, and other government agencies.

Nonprofits provide services that may not otherwise be available through the private sector or government.
-O'Neill, 2002

Interviews with key neighborhood stakeholders were conducted to better understand the issues and attitudes surrounding nonprofits in Old Town Chinatown (see Appendix D for list of interviewees). The majority of the interviews were conducted at the beginning of the project to provide background information about the community that was then used to guide the rest of the project. Attendance at both the Old Town Chinatown Visions Committee and neighborhood association meetings served to introduce team members to the community as well as to gain a broader understanding of community concerns. Representatives from nonprofit organizations, businesses, residents, and development firms regularly attend these meetings, providing opportunities for the team to witness the various dynamics in the community.

Team members also created an inventory of all nonprofits within the Old Town Chinatown neighborhood boundaries through on-the-ground



assessments, internet research, and personal communication. Appendix A provides a complete list of the nonprofits that were identified in the neighborhood and Appendix B shows their locations. The inventory also identified property ownership and vacant land, which was used to identify specific opportunities in the neighborhood (see page 27 for Specific Opportunities in Old Town Chinatown). The inventory was used to distribute a survey to nonprofits in the district to determine their size, services offered, clientele base, tenure, and space needs (see Appendix C for the survey questionnaire and results). The information gathered from the survey contributed to background knowledge about the current conditions and potential future for nonprofits in Old Town Chinatown.

In addition, the team gathered information about policies and actions taken in other cities regarding commercial displacement through site visits, interviews, literature reviews, and internet research. This information, combined with our understanding of the neighborhood dynamics, led to

the development of potential strategies. Two focus groups comprised of Old Town Chinatown nonprofit representatives, developers, business owners, and residents were held to refine and test the feasibility of the strategies. Scenarios illustrating how the strategies might work in Old Town Chinatown were presented to help participants express their concerns and ideas regarding the strategies. The information that was gained from the focus groups ultimately led to the final strategies outlined in this document.



Oregon Jewish Museum



Strategies for Nonprofit Retention

The following strategies are directed at both nonprofit organizations and public agencies, including the Portland Development Commission (PDC). These strategies assume that organizations have assessed their individual operations and future needs. If the nonprofit is not viable, no strategy can anchor it to Old Town Chinatown. Resources to assist nonprofits in seeking technical assistance and performance auditing are found in Appendix E. Additionally, nonprofit organizations and PDC must continue to build a relationship to ensure that the development dialogue includes recognition of the important role nonprofits play in the community.

“If our organization left Old Town, more homeless people would be in doorways at night and on the street during the day - impacting business.”
-Survey respondent



Sisters of the Road Cafe



Incentives

Incentives are a method of using public money to subsidize private investment in order to achieve a specific outcome. In this study, the desired result is more affordable rental space for nonprofits. Old Town Chinatown lies within the boundaries of the Downtown Waterfront Urban Renewal Area, which is set to expire in the 2008/2009 fiscal year. The urban renewal budget developed by PDC identified a potential \$70 million in investments that could be made in Old Town Chinatown in that time frame. In addition, there are discussions to add the neighborhood to the River District Urban Renewal Area after 2008/2009. New development seems imminent, providing an element of timeliness to these strategies. The incentives described here focus mainly on new development or redevelopment projects. This section explores two approaches using incentives, each requiring different levels of involvement from the city.

Property tax exemptions are already available to property owners who lease space to nonprofits – however, those savings are not always passed onto the nonprofits in the form of lower rent.
-Focus group participant

The first approach is the provision of a basic incentives package made available to developers in Old Town Chinatown who are considering new development or renovation of an existing building. The package may include financial incentives, such as low-interest loans, seismic upgrade subsidies, tax credits, and property tax exemptions for space occupied by nonprofits. Regulatory incentives, such as fast track permit processing and density bonuses, could also be used to entice developers. In exchange for these cost savings, the developer would set aside space in their building for nonprofits at below-market rates. The contract would also include a fixed rent schedule and a long-term lease agreement for the nonprofits involved.

The second approach builds upon the incentives package but requires more involvement on the part of the city. In this scenario, the city would issue a request for proposals (RFP) for a private developer to develop or redevelop a city-owned property in



Old Town Chinatown. A certain percentage of the development would be designated for nonprofit space and leased at below-market rates.



Vacant storefront in Old Town Chinatown

The developer involved would employ the use of the incentives package and the resulting development would contain both below-market and market rate commercial space. The market rate portion would help offset the cost of the below-market rate

nonprofit space and ensure the venture is profitable. As in the previous incentive strategy, a long-term lease option for the nonprofits would be part of the agreement.

This approach would ideally result in a building with multiple nonprofit tenants because a larger portion of the space would be dedicated to them. In this case, there is additional opportunity for collaboration among nonprofits to share services and amenities, helping to further reduce their costs. Public/private partnerships such as this have been used successfully in other cities (see Example 1, page 14) where city leaders were committed to helping nonprofits secure affordable space.

Both incentive approaches seek to mitigate the negative consequences of urban renewal by harnessing new development to provide a public good -- affordable space for nonprofits. As public funding sources become more scarce, public/private partnerships may be a more realistic solution.





Example 1: Public/Private Partnership using Incentives

The Association Center, New York City

Ownership: Private property owner

City's role: Provided occupancy and property tax exemptions for all space leased by nonprofits.

How it worked: The city issued a request for proposals for a private landlord to enter into a partnership to provide low-rent space for nonprofits. The property owner had a mostly vacant building and wanted to attract more tenants. At this time (1992) market rates were \$25 per square foot. The city subsidized the real estate tax and subtracted it from the rent, bringing it down to \$19, which became the rent for nonprofits. The property owner offered one year of free rent to the nonprofits in exchange for a 15-year lease agreement. The contract also included a fixed rent schedule and some shared facilities and services. Currently, the building houses 400,000 square feet of nonprofit office space (offices only, no service providers). The remaining space is leased by for-profit businesses.

There are several barriers to the success of this strategy that need to be addressed. The incentives approach is a *voluntary* one, meaning developers are not required to participate. In order to ensure developer involvement, the incentives would need to be financially attractive and allow for significant cost savings. Studies have shown that this approach is more effective in neighborhoods with comparatively low property values and high vacancy rates (Hurley, 2000). Old Town Chinatown fits that general description, indicating that incentives have potential for success here.

Based on feedback received during focus groups and interviews, it seems likely that incentives will not work for all types of nonprofits. For example, a developer may not want to provide space for a social service nonprofit that serves a large number of homeless people because of potential conflicts with other uses in the development. Arts, history and culture nonprofits or other nonprofits needing office space but not service space may be a better match for this approach.

A final barrier to the incentives strategy is that public agencies such as PDC may be reluctant to take the lead without a strong show of support from the community. Nonprofits and other stakeholders would need to come together to develop a solid proposal that specifies their needs, their long-term management plan, their financial contribution, and community support for the project.



Oregon Trout



Ownership

During one focus group, a participant advised other nonprofits to follow the old Will Rogers expression, “Buy land. They ain’t making any more of the stuff.” Property ownership by nonprofit organizations can be an ideal way to secure the long-term stability of their spaces against potential large-scale rent increases. However, there are many barriers to this scenario, including the fact that 58% of surveyed Old Town Chinatown nonprofits have annual budgets less than \$500,000.

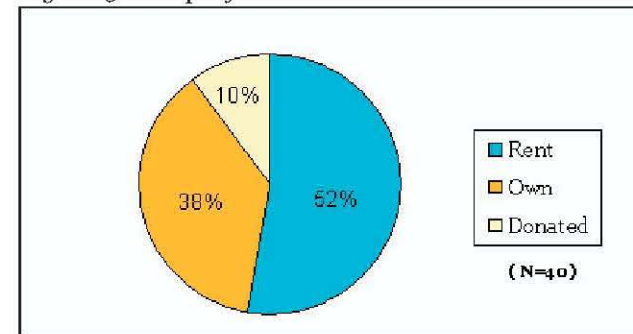
There are additional hurdles specific to purchasing in Old Town Chinatown. Real estate, while inexpensive compared to the nearby Downtown and Pearl neighborhoods, would still be a significant expenditure for a nonprofit. Some parcels that appear to be good candidates for purchase have the downside of requiring significant costs for rehabilitation and seismic upgrading. Additionally, there is at least anecdotal evidence that the area’s property owners are reluctant to sell in the expectation that property values will eventually increase.



Individual ownership

According to survey results, 62% of Old Town Chinatown nonprofits do not own their facilities (Figure 3). In order for individual ownership to be considered viable, two criteria must be met: financial stability and a need or desire to have a long-term presence in the neighborhood. Given these considerations, many arts/history/culture groups and social service providers in Old Town Chinatown are candidates for individual ownership. While many larger organizations might prefer to

Figure 3: Nonprofit Tenure



purchase an entire building, smaller groups could explore options such as condominium office space.

Individual nonprofits that want to purchase space would need to take the lead in fundraising from their donor base. Such organizations as Technical Assistance for Community Services (TACS) could be consulted to increase the effectiveness of a capital campaign. A second organization, the Nonprofit Finance Fund, operates nationally and assists nonprofits in acquiring space through loans, grants, asset-building programs, and management advice. Various other foundations, such as the Kresge Foundation, offer challenge grants for nonprofit capital campaigns.

There are public resources that may also be used to expand ownership possibilities. Recently the Union Gospel Mission, after substantial fundraising, worked with PDC to use New Market Tax Credits (which are aimed at “distressed” census tracts, such as the Old Town Chinatown area) to complete financing of their proposed expansion. While these

and other tax credits are attractive options for nonprofits looking to complete an ownership deal, they are highly complex and involve substantial fees and legal costs.

Nonprofits that provide housing have been able to use the more established government programs and financial infrastructure that exists for the building of low-income housing. Central City Concern has made a major impact on Old Town Chinatown with their ownership and management of 1,300 housing units, chemical dependency programs, and job training. In at least three of their buildings, storefront space is rented out to other neighborhood nonprofits. It may be difficult for those nonprofits that are not involved directly in housing to replicate Central City Concern’s success.

While individual ownership has many attractive features, it is not appropriate in every circumstance. Some nonprofits are averse to taking on the additional burden of debt payments. Real estate is not a liquid asset and investing in it may diminish

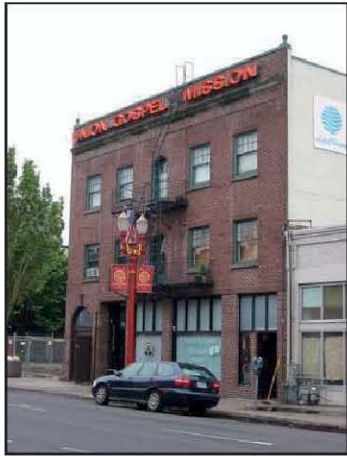


an organization’s financial flexibility, particularly if they depend on unstable governmental funding. Additionally, nonprofit space needs may change over time. Programs may expand or contract, and the nonprofit may find itself locked into an unsuitable space.

Multi-tenant nonprofit center

Portland’s expensive land market may put traditional property ownership out of the reach of nonprofits with smaller budgets. A multi-tenant nonprofit center is a possible option for smaller organizations. There are several models for this type of arrangement.

Typically, a building is purchased and managed by a nonprofit or group of nonprofits. The center houses the nonprofit owner(s) and can rent out any additional space to other nonprofits at below-market rates. In addition to the stability of ownership and the guarantee of affordable space, the multi-tenant nonprofit center allows for the sharing of amenities



Union Gospel Mission

such as meeting space, parking, and kitchens that individually might be unaffordable. Sharing office equipment or even support staff is also an option.

While the multi-tenant nonprofit center has many positive aspects, there are potential barriers. Every

nonprofit has specific space needs. For example, since their clients may be disabled, many social service providers cannot locate on the second floors of buildings that lack elevators. Nonprofit missions may also be incompatible. Although San Francisco’s Centro del Pueblo (see Example 2, page 20) has proven that disparate services can co-locate, this might not always be feasible. An agency that serves abused women would not want to share space with an organization with a primarily male client base. Additionally, social service providers may



serve the same population but have very different organizational and program philosophies.

An additional barrier is the time and resource commitment of managing a property. Conflicts may develop between the nonprofit's role as a tenant versus their role as a property owner. As tenants, they might desire to keep rent as low as possible, even though as owners they could face rising operating costs such as utilities and maintenance. Recognizing this, Centro del Pueblo recently hired a building manager with private sector experience to bring some "discipline" to building management, such as charging a fee for late rent payments.



Centro del Pueblo, San Francisco

Community land trust

A community land trust (CLT) is a strategy that falls between renting and outright ownership. A community land trust is an independent nonprofit whose mission is to remove land from the speculative market. There are more than 150 CLTs in the United States. They buy land, either vacant or developed, usually in urban areas in the early stages of increasing property values. The land is placed in a trust to ensure it is perpetually affordable. The CLT works to use the land for the needs of the community in which it holds land, including needs for parkland, affordable housing, or space for nonprofits. In practice however, they have nearly exclusively focused on affordable housing.

The CLT model could be employed to provide affordable nonprofit space. The CLT could enter into an agreement with one or a consortium of nonprofits. Purchasing a building would require less capital for the nonprofit(s), since the community land trust takes the cost of the land out of the equation. The





Example 2: Multi-Tenant Nonprofit Center Owned by a Group of Nonprofits

A successful example of a multi-tenant nonprofit center is the Centro del Pueblo in San Francisco's Mission District. The center has been able to provide below-market rents for twelve nonprofits even during the late 1990s, when hyper-escalating real estate market forced several nonprofits to leave the neighborhood. It is an example of nonprofits taking a proactive approach to rising property values.

The center was formed in 1992 by a joint venture of five nonprofits that primarily served the Mission District's large Latino community. After implementing capital campaigns and obtaining low-interest loans and Community Development Block Grant assistance, they bought and remodeled a 25,000 square foot building in the heart of the neighborhood. The five original nonprofits set up a separate nonprofit to own and manage the building, which also limited the liability for loans taken out by the center. The original organizations each have a representative on the center's board of directors. Additional space is rented out to seven other nonprofits that are strictly tenants that do not participate in the ownership structure.

All of the nonprofits housed in the center pay the same rent (presently \$14 per square foot per year), which is less than half the market rate in the neighborhood. The rent that is collected is sufficient to cover all the operating costs of the building and debt service as well as provide enough to build up a small reserve fund.

The Centro del Pueblo has a wide range of nonprofit tenants. Some are service providers with heavy public contact; others are offices of just three or four employees. Groups that do not intuitively seem to be ideal fits are neighbors. For example, a daycare center is located down the hall from an alcohol rehabilitation and anger management program. However, according to the center's manager, no major conflicts have occurred.

traditional CLT model for housing could be adapted to meet the needs of smaller nonprofits by dividing a building into condominium office space. The CLT model would offer quasi-ownership benefits, such as the stability of a long-term (usually a 99-year) lease. If the nonprofit wished to sell, the CLT would repurchase the space using a formula to ensure the owner a modest but limited return on investment while maintaining affordability for the next owner.

In practice, very few community land trusts are involved in non-residential property. This is because commercial real estate is usually riskier to own than residential property, as there is more fluctuation in tenancies. There are higher financing and insurance costs as well. Nonprofits could be seen as more stable than many small businesses (particularly start-ups), but they can, and do, go out of business. The largest CLT in the United States, the Burlington Community Land Trust in Vermont, has been able to lease commercial property to nonprofits, but there are few other examples. A further barrier to the CLT model is that some nonprofits would prefer full ownership

because it allows them to build up greater equity, which they can borrow against. It also allows them to benefit from a property's appreciation if they decide to sell it.



Portland Rescue Mission



Income Generation

The third category of strategies is the creation of an income-generating activity, which is a business venture that creates additional funds for a nonprofit organization to use for paying operating costs. This income supplements an organization's funds raised through private donations and grants. At present, many nonprofit organizations, including some in Old Town Chinatown, participate in income-generating activities.

A nonprofit-operated business can take many forms, including retail shops, restaurants, consulting services, labor services, property management, and others. Nonprofit business enterprises are often related to the organization's mission, but this is not essential. In Old Town Chinatown, income-generation activities include a gift shop at the Portland Classical Chinese Gardens, a painting service run by Central City Concern, a vehicle donation program through Portland Rescue Mission, and a money management

service provided by Outreach Ministry in Burnside. In this model, the organization independently operates its business ventures, provides the start-up funds, labor, and operation costs and in return keeps 100% of the generated revenues.

A second, collaborative version of this strategy is the creation of an income-generation source that benefits multiple nonprofit organizations. This may be achieved in two ways:



The Salvation Army

- Creation of a new nonprofit organization, whose mission centers on making other nonprofits in the district more stable, or
- Multiple nonprofits collectively owning a single business and sharing the revenues among the partners.

The purpose of this collaborative income generator is to supplement the operating costs of several nonprofits. If this alternative is to become a viable method for keeping nonprofit



organizations in the neighborhood, detailed planning needs to be done to determine how the business will be operated, where the start-up funds come from, and how profits will be divided among organizations (see Example 3, page 24).

Focus groups established a general sense of support for income generation as a strategy to keep nonprofits in affordable spaces. The main concern of participants was the risk of starting up a new business. If this is to be a feasible strategy for nonprofits, the new business venture must be based on a strong business plan and led by people who are experienced in marketing and management of small businesses.

Because success is not guaranteed with starting up a new business, nonprofits must be fully aware of the risks. A focus group participant took this strategy in yet another direction by suggesting that an existing business could enter into an arrangement to support a neighborhood nonprofit. A potential model for this is Ben and Jerry's partnership with New Avenues

for Youth in a retail ice cream store near Pioneer Courthouse Square. Ben and Jerry's, in one of twelve similar collaborations, waives its franchise fees and provides training and support for the nonprofit partner. New Avenues for Youth owns and operates the store, employing homeless teens as part of its job training program, and uses the profits to support its other social programs.

Although there is potential for failure in a new business start-up, there is also potential for success. Social services, arts, culture, and history organizations can all benefit from another source of income. While this strategy is feasible for all types of nonprofits in Old Town Chinatown, many of the smaller organizations may find the collaborative venture more appealing than an individual activity because of the opportunity to pool resources for operation costs. Larger organizations that do not already have an existing income-generation model may benefit from opening an individual business to supplement their revenue.





Example 3: Collective Income-Generation Venture

Eco Encore, a nonprofit environmental organization in Washington, began a business in 2002. They gather donations of used books and sell them through their online store. For every book sold, 70% of the profit goes to a collection of 19 nonprofit environmental organizations. Donors can request the profits from their book sales to go directly to one organization or to be put into a general fund that is split among all recipient organizations at the end of the year. The recipient organizations receive a percentage of the general fund based on a point system that reflects how much they promote Eco Encore throughout the year. Since 2002, Eco Encore has raised \$21,000 for other environmental nonprofits throughout the state of Washington.

Summary of Strategies

Each of these strategies has potential for success in Old Town Chinatown. The following matrix indicates how well each strategy will work for a variety of nonprofit types, depending on their mission, size, and number of people served (Figure 4). These three distinctions among nonprofits significantly impact the strategy that will work best for a specific organization.

The strategies outlined in the incentives section apply most directly to arts, history, and culture organizations because these nonprofits tend to have fewer perceived negative impacts on neighboring businesses and residences. This would allow developers to be confident that they could use the incentives to provide below-market rent to nonprofit organizations while still making a profit on the market rate space. For similar reasons, incentives would be most useful for small organizations that serve few people per day. This would minimize the disruption on neighboring businesses and make the incentives more desirable to developers.

Figure 4: Suitability Matrix

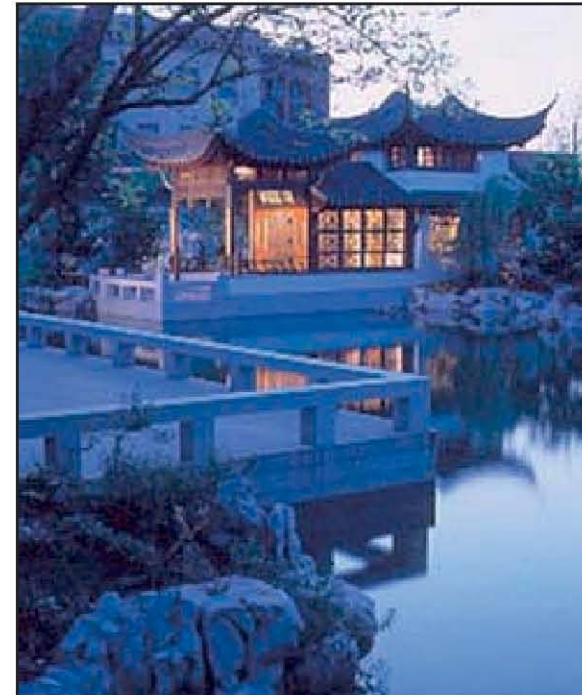
	Incentives	Ownership	Income Generation
Arts/History/Culture	◆	◆	◆
Social service		◆	◆
Large organization (25 or more employees)		◆	◆
Small organization (fewer than 25 employees)	◆		◆
Many people served (15 or more per day)		◆	◆
Few people served (less than 15 per day)	◆		◆

The diamonds indicate the strategies that are suitable for the different types of nonprofit organizations.



Ownership strategies are applicable to both arts/history/culture organizations as well as social service agencies. This option is most feasible for larger organizations with budgets that could support financing a building purchase or who are in a position to organize a capital campaign. Organizations that serve a high volume of people per day may want to pursue ownership because it can strengthen their position in a changing neighborhood.

Finally, income generation is a potential strategy for all types of nonprofits. It is an established method that has worked well for nonprofits throughout the nation. The type and size of the business created depends on the nature of the nonprofit(s). The major limitation of income generation is that the founding organization must have a strong business plan and a market niche in order to succeed. Resources for creating and implementing a business plan for a new income-generation activity are included in Appendix E.



Portland Classical Chinese Gardens



Specific Opportunities in Old Town Chinatown

The strategies presented in this document provide ideas and examples for nonprofit organizations to use when planning for long-term viability in Old Town Chinatown. In addition to developing strategies, the project team identified several potential opportunities in the neighborhood that would capitalize on the revitalization activities taking place in the neighborhood. The goal of this section is to call out opportunities; however, each one requires further analysis of suitability and feasibility.



Dirty Duck Block

Dirty Duck Block

The block sits north of NW Flanders Street and west of NW Third Avenue. It presently supports surface parking, the Dirty Duck Pub and the Blanchet House of Hospitality. The block is publicly owned with the exception of the small parcel owned by the Blanchet House. Negotiations are currently underway between Blanchet and PDC. The director of the Blanchet House has explored partnership opportunities as a component of the new development. A nonprofit in the position to act quickly may find an opportunity to participate in this redevelopment.

Globe Hotel

The Globe Hotel is located on NW First Avenue and NW Couch Street. PDC owns the entire block, but approximately three-quarters of it will be used for the relocation of Fire Station #1. The Globe Hotel is a contributing historic building that will undergo seismic upgrades and redevelopment. According to PDC's Downtown Waterfront Development Opportunity Study (2003), an RFP will be issued for the Globe Hotel in the Fall of 2006. PDC has not



publicly endorsed specific uses for the property, but discussions are underway about the future of the empty building.

One concern raised about the site is that it abuts the new fire station, which is a potential conflict for the development of residential units because of responder noise. Uses such as office and other commercial or community space would not be as noise sensitive. Nonprofit organizations could begin to develop a vision and proposal to present to PDC during this early stage.

Fire Station #1

Once the relocation of Fire Station #1 is complete, the current location will be available for redevelopment. Community input will be crucial in determining the future use of this block. The nonprofit community should be active in this conversation with PDC.



Fire Station #1

Trailway Blocks

The vacant U, R, and Y blocks are bound by NW Sixth Street and NW Broadway Street running from NW Glisan Street north to Union Station. PDC allocated \$21,500 to the maintenance and upkeep of these blocks in the 2004-2005 budget. The 1999

Old Town Chinatown Development Plan recognizes these blocks as key redevelopment blocks. The Plan recommends new residential and office buildings for the U and R blocks, depending on market conditions.

Coinciding with the development of the light rail mall, PDC budget forecasts show a spike in funding for these blocks beginning in 2006 and

continuing through the expiration of the Downtown Waterfront Urban Renewal funding in 2008.

Once again, this is an opportunity for nonprofit organizations to begin discussions with PDC about the role they might play in the redevelopment process for these publicly owned parcels.



"Without [our organization] in Old Town, there would be much more addiction, homelessness, untreated mental illness, and blight."
-Survey respondent

"[Without our organization,] visitors to the neighborhood and residents would not have the benefit of knowing the significant past of the area."
-Survey respondent

"Many of the nonprofits are small and do not have staff to attend the myriad of development planning meetings- some are unaware and not prepared for neighborhood changes."
-Survey respondent

"It is very helpful [to be in this neighborhood] because a location in the city center close to MAX and bus mall helps us serve neighborhood residents as well as people from throughout the tri-county area."
-Survey respondent

"Access to a shared community-based facility for arts/ culture organizations would be so nice. That's the dream worth realizing."
-Survey respondent





Conclusion

The strategies presented in this document are intended to stimulate creative approaches to retaining nonprofit organizations in Old Town Chinatown. As nonprofit organizations begin to organize around the question of how to cope with the revitalization of Old Town Chinatown, it is the project team's hope that this report will offer some initial thoughts about how to secure a permanent home in the community.

Over the course of this study, prOTecting charaCTer participated in a number of neighborhood activities. Through this involvement, the essential function of nonprofit organizations became obvious. The nonprofit community in Old Town Chinatown contributes immeasurably to the urban fabric. Its erosion over the course of revitalization would be a great disservice to the city. The loss of social services, arts, history, and cultural treasures would strip the district of its unique character. The Old Town Chinatown Vision-Development Plan Update (2002) specifically

identifies these components as an integral part of the community.

Land speculation will likely continue to factor into the length and affordability of available leases, placing nonprofits in a vulnerable position. While no one can predict the future of the district, proactively



Public Art

approaching this issue can only strengthen the position of nonprofit organizations in Old Town Chinatown.

What must begin immediately, however, is the formation of a coalition of interested nonprofits. There must be a committed coalition of organizations that recognizes the common thread among them all: each wants to remain part of the Old Town Chinatown community. In order to do this, the work of building community capacity must begin now. Redevelopment led by the local government creates a place that ends up becoming cleared and gentrified (Turner, 1999). In order to help guide the process and envision a different outcome, the community must come to the table and participate. Nonprofit organizations have the unique opportunity to take a leadership role in the community and organize change for a more stable and secure existence.



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Appendix A:

Nonprofit Organizations in Old Town Chinatown

Blanchet House of Hospitality

340 NW Glisan Street
Portland, OR 97209
503-241-4340

Cascadia Behavioral Health

2130 SW 5th Avenue
Portland, OR 97201
503-238-0769
(Royal Palm and Bridgeview
located in Old Town Chinatown)

Central City Concern

232 NW 6th Avenue
Portland, OR 97209
503-294-1681

Chinese Consolidated Benevolent Association

315 NW Davis Street
Portland, OR 97209
503-223-5070

Crossroads

618 NW Davis Street
Portland, OR 97209
503-222-5694

Environmental Education Association of Oregon

133 SW 2nd Avenue, Suite 307
Portland, OR 97204
503-234-3326

Japan-America Society of Oregon

312 NW 2nd Avenue
Portland, OR 97209
503-552-8811

Liberation Street Church

214 W Burnside Street
Portland, OR 97209
503-228-4698

Lyndon Musolf Manor

216 NW 3rd Avenue
Portland, OR 97209
503-226-4368

Macdonald Center

605 NW Couch Street
Portland, OR 97209
503-222-5720

Mountain Wave Emergency Communications

208 SW 1th Avenue
Portland, OR 97204
1-866-689-2831

National Railway Historical Society

800 NW 6th Avenue, Room 1
Portland, OR 97209
503-226-6747

Northwest China Council

127 NW 3rd Avenue
Portland, OR 97209
503-973-5451

Northwest Documentary Arts and Media

115 SW Ash Street, Ste 620
Portland, OR 97204
503-227-8688

Northwest Rail Museum

PO Box 19342
Portland, OR 97280
503-244-4449

Old Town History Project

612 NW Davis Street
Portland, OR 97209
503-225-0198

Oregon Chinese Community Development Corporation

318 NW Davis Street
Portland, OR 97209

Oregon Environmental Council

222 NW Davis Street #309
Portland, OR 97209
503-222-1963

Oregon Jewish Museum

310 NW Davis Street
Portland, OR 97209
503-226-3600

Oregon Maritime Museum

115 SW Ash Street, Ste 400C
Portland, OR 97204
503-224-7724

Oregon Nikkei Legacy Center

121 NW 2nd Avenue
Portland, OR 97209
503-224-1458

Oregon School Safety Association

220 NW 2nd Avenue, Ste 800
Portland, OR 97209
503-219-3270

Oregon Trout

117 SW Naito Parkway
Portland, OR 97204
503-222-9091

Outreach Ministry in Burnside

207 NW 3rd Avenue
Portland, OR 97209
503-225-0590

Outward Bound

208 SW 1st Avenue, Ste 260
Portland, OR 97204
503-973-1755

Our Peaceful Place

323 NW 6th Avenue
Portland, OR 97209
503-295-7744

People's Bible Church

15 NW 3rd Avenue (Services)
Portland, OR 97209
503-288-0117
(offices at 2000 NE 42nd
Avenue)

Phileo Foundation

220 NW 2nd Ave, Ste 1000
Portland, OR 97209

**Portland Chinese Scholarship
Foundation**

315 NW Davis Street
Portland, OR 97209

Portland Classical Chinese Garden

127 NW 3rd Avenue
Portland, OR 97209
503-228-8131

Portland Rescue Mission

34 NW 1st Avenue #50
Portland, OR 97209
503-227-0421

Rose Haven

116 NW 3rd Avenue
Portland, OR 97209
503-248-6364

The Salvation Army

30 SW 2nd Avenue
Portland, OR 97204
503-239-1259

Sisters of the Road Café

133 NW 6th Avenue
Portland, OR 97209
503-222-5694

**St. Vincent de Paul-Downtown
Chapel**

601 W Burnside Street
Portland, OR 97209
503-228-0746

Street Roots

211 NW Davis Street
Portland, OR 97209
503-228-5657

**Portland Old Town Arts and
Cultural Foundation**

108 W Burnside Street
Portland, OR 97209
503-222-6072

Transition Projects, Inc.

475 NW Glisan Street
Portland, OR 97209
503-823-4930

Union Gospel Mission

222 NW Couch Street
Portland, OR 97209
503-274-4483

Wallace Medical Concern

225 NW Couch Street
Portland, OR 97209
503-274-1277

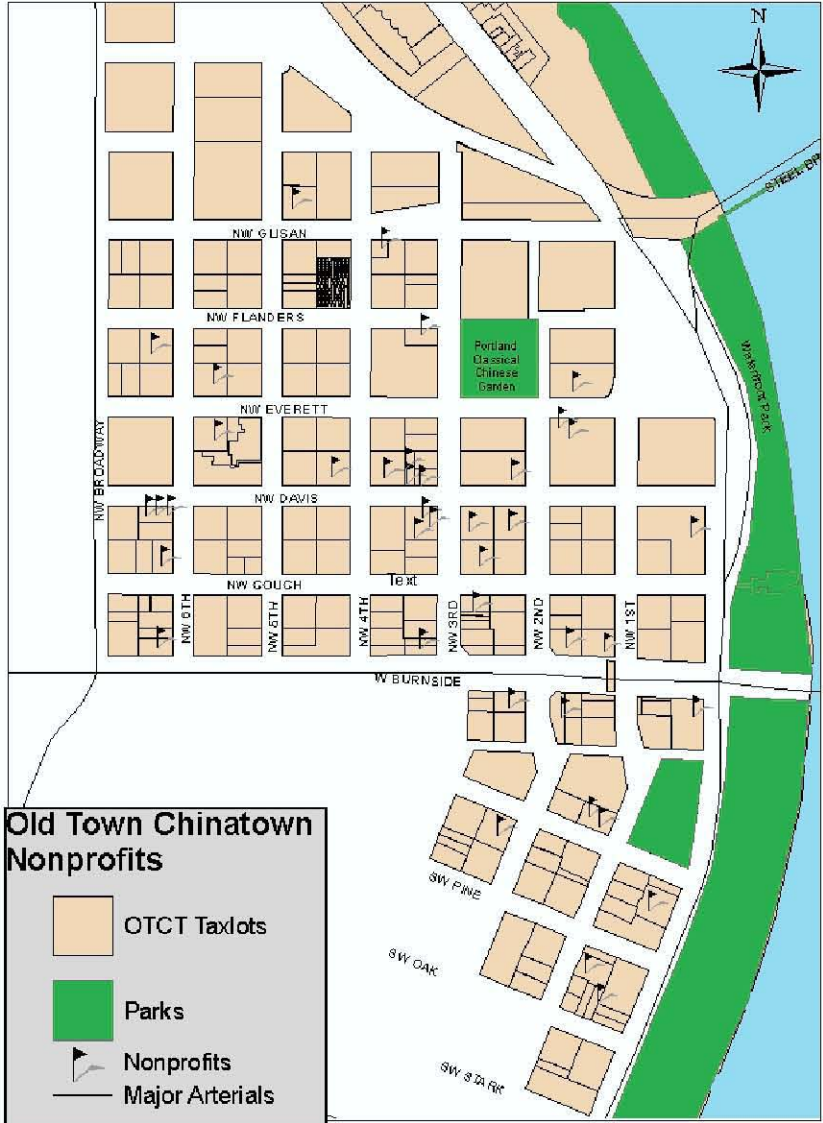
Western Rivers Conservancy

71 SW Oak Street #100
Portland, OR 97204
503-241-0151

Zimmerman Community Center

816 NW Hoyt Street
Portland, OR 97209
503-224-4636

Appendix B: Map of Nonprofit Organizations



Source: RLIS
Created by proTecting charaCTer, May 2005

0 0.2 Miles

Appendix C: Survey Results

Old Town Chinatown Nonprofit Retention Project

Purpose: To find out the current condition of nonprofit organizations in the Old Town Chinatown District.

Old Town Chinatown is facing big changes with recent and planned public investments, a high rate of new development, and rising property values. There is a growing concern that it will become increasingly difficult for social and cultural nonprofits to stay in Old Town Chinatown as it is redeveloped.

We are Portland State University urban planning graduate students working with the Zimmerman Community Center to explore options for retaining nonprofits. To that end, we are requesting your participation in this survey to learn more about your organization's function, client base, size and tenure status. We will also be asking about your current and future needs.

This survey will take 15-20 minutes to complete. Please answer the questions to the best of your ability, making sure that the information you provide is as accurate as possible. When you are finished, mail the survey to us in the envelope provided – please no later than Friday, April 15th.

If you have any questions about this project contact Jenny Bajwa at 503-544-9522 or bajwaj@pdx.edu. For more information about the PSU Planning Workshop, contact Professor Deborah Howe at 503-725-4016 or Professor Connie Ozawa at 503-725-4016. Thank you for your time!

Organization Name 29 respondents out of 42 surveys: 69% response rate*

Contact Person _____ Title _____

Primary Address _____

Phone Number _____ Email address _____

**Note: N varies because some questions were not answered by all respondents*

Website address _____

Number of employees 0-1,100 Number of volunteers 1-3,675
Size of annual budget (check one): 21% Less than \$50,000 17% \$50,001- \$100,000
N = 29 24% \$100,001-\$500,000 21% \$500,001- \$2 Million
7% \$2 Million – \$ 5 Million 10% More than \$5 Million

Please state the mission of your organization and programs that the organization offers. N = 27
Arts/Culture/History/Environmental or ganizations: 48%
Social Service organizations: 52%

Who are the people that you serve? Please check all that apply. N = 27
56% Children 52% Teens 96% Adults 67% Disabled 52% HIV/AIDS 0% W
59% Seniors 70% Low income 63% Homeless 37% Artists 22% Tourists 0% M

Do your clients live in or near the Old Town Chinatown District? N = 25
36% Yes 12% No 48% Some 1% -80% (please estimate percentage)

On average, how many people visit your organization each day? N = 26
31% Less than 10 12% 10 to 25 4% 26 to 5 19% 51 to 100 35% More than 100

Is it essential to your organization’s mission and/or effectiveness to be located in this district? If your organization is not located in this neighborhood, what potential impact would that have on Old Town Chinatown and/or the people you serve? Please check all that apply.
Yes, it is essential to remain in the neighborhood: 67%
No, it is not essential to remain in the neighborhood: 33%

Space Assessment

Please provide information for the space listed as your “primary address” on page one. If your organization own space in the Old Town Chinatown District, please complete the supplementary sheet as well.

Do you own or rent your space?

N = 40 (N is high because some nonprofits have more than one location)

53% Rent 38% Own 10% Space is donated

How large is your space (in square feet)? N = 38

8% Less than 1000 33% 1000-5000 16% 5001-10,000 42% More than 10,000

If you rent: N = 21

Monthly rent, if applicable:

\$253-\$5,000

Does your organization pay for utilities?

76% yes

19% No

When does your lease expire (if applicable)? varied from month-to-month through 2013

Will you be able to renew at the current rate of rent? yes: 29%

If you own: N = 15

How long have you owned the space? 1937-2004

Needs Assessment

Does your organization have a need (current or projected) for more space? N = 27

52% Yes 48% No If yes, approximately how much space do you need (in square feet)? 500-

Are there facilities that you need or want that are not currently provided in your space? Please check all that apply

40% Parking 12% Kitchen 8% Waiting area 12% Showers 16% Meeting space

8% Store front/window display area 16% Bike parking

If your rent were to increase by 20% in the next five years, would your organization be likely to move to a different circle one) N = 19

NOT LIKELY	1	2	3	4	5	VERY LIKELY
	<u>26%</u>	<u>11%</u>	<u>26%</u>	<u>11%</u>	<u>26%</u>	

The next phase of this project will involve conducting focus groups with nonprofits, property owners and business from the district. The purpose will be to discuss potential strategies for nonprofit retention in Old Town Chinatown are May 3rd and 5th. Would you (or someone in your organization) be interested in participating in one of these groups?

44% Yes 28% No 28% Maybe, please contact me later

Additional comments, questions, or suggestions regarding nonprofit retention in Old Town Chinatown:

Thank your for your time!

Appendix D: Interviewees

Monica Beemer

Sisters of the Road Café, Crossroads
March 15, 2005

David Davies

Portland Development Commission
March 12, 2005

Art DeMuro

Venerable Properties
March 3, 2005

Alison Handler

Portland Community Land Trust
May 18, 2005

Richard Harris

Central City Concern
March 11, 2005

Suenn Ho

Mulvanny G2 Architecture
March 17, 2005

Kelly Howsley

PSU doctoral candidate
April 12, 2005

Cynthia Jackson

Rose Haven
March 4, 2005

Phil Kalberer

Kalberer Company
March 31, 2005

Alfredo Meza

Centro del Pueblo
March 22, 2005

Carl Roberts

Resident
March 4, 2005

June Schumann

Oregon Nikkei Legacy Center
March 10, 2005

Howard Weiner

Calsk8
March 9, 2005

Christopher Yarrow

Monkey and the Rat
April 14, 2005

Appendix E:

Resources for Nonprofit Organizations

Technical Assistance

The Nonprofit Centers Network

Mission: “The Nonprofit Centers Network increases the capacity and effectiveness of the nonprofit sector by supporting the development and ongoing operations of Multi-tenant Nonprofit Centers and other quality nonprofit workspace.”

<http://www.nonprofitcenters.org/index.php>

Technical Assistance for Community Services (TACS)

Mission: “Our passion is to be there to support organizations whose work enriches our communities and helps create a more vital and peaceful society.”

<http://www.tacs.org/>

Resources for Organization Building and Performance Auditing

Nonprofit Financial Center

Mission: “NFC is a nonprofit organization dedicated to helping nonprofits grow and prosper through practical financial management.”

<http://www.nfconline.org/main/consulting/>

The Center for What Works

Mission: “The Center for What Works is a vehicle for improving performance in the nonprofit sector. By translating innovation and ideas into measurable outcomes, The Center provides a common language for nonprofit benchmarking and continuous improvement for the sector at large.”

<http://www.whatworks.org/index.cfm?nodeId=1>

Kresge Foundation

Mission: “Through our grantmaking programs, we seek to strengthen the capacity of charitable organizations to provide effective programs of quality.”

<http://www.kresge.org/>

Nonprofit Finance Fund

Mission: “To serve as a development finance institution for nonprofit organizations, working to fill their overall need for capital through financing and advisory services.”

<http://www.nonprofitfinancefund.org/#>

Creating and Implementing a Business Plan

“Developing a Strategic Business Plan for Your Nonprofit Organization”

<http://www.scoreknox.org/library/develop.htm>

Community Wealth Ventures, Inc.

Mission: “Helps nonprofit organizations become more self-sustaining by generating revenue through business ventures and corporation partnerships.”

<http://www.communitywealth.com/>

Real Estate Resources

“Fourteen Questions To Consider When Looking To Lease Space”

<http://www.nationalcne.org/faq/14questions.htm>

“The Ins and Outs of Real Estate: Tips and Guidelines for Nonprofit Organizations”

http://www.uli.org/AM/Template.cfm?Section=Search§ion=Policy_Papers2&template=/CM/ContentDisplay.cfm&ContentFileID=675

Susan E. Golden. June 21, 2004 “Not-For-Profits Ask ‘Can We Build It?’” New York Law Journal.

<http://www.llgm.com/article.asp?article=855>

orgSpaces.org

Mission: “OrgSpaces.org brings together information about space availability, planning, funding and sharing to help non-profits stay and thrive in San Francisco and the greater Bay Area.”

<http://www.orgspaces.org/>

Portland Resources

Institute for Nonprofit Management (INPM):
Portland State University

Mission: “Through high quality education and training programs, INPM supports the development of a strong, informed, and effective nonprofit sector.”

<http://www.inpm.pdx.edu/>

Community Nonprofit Resource Group (CNRG)

Mission: “Community Nonprofit Resource Group (CNRG) is a network dedicated to providing career development and networking support for Portland-area young nonprofit/government professionals.”

<http://www.cnrg-portland.org>

