

# **Inclusive Business Prosperity in North/Northeast Portland**



Workplan  
PSU MURP Workshop Project 2007

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Renee Garrels  
Erin Grushon  
Sarah LoGiudice  
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## **WORKPLAN**

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### **Purpose Statement**

Building Business Equity (BBE), in partnership with Portland Development Commission (PDC), is dedicated to exploring the issue of equity associated with rising operating costs for small, minority and women-owned businesses within the context of revitalizing neighborhoods.

This study is based on the assumption that structural barriers exist for minorities and women entrepreneurs within gentrifying neighborhoods. Given that market forces do not consider equity, public policy may intervene in the market through the implementation of programs that assist minority and women-owned businesses. BBE will evaluate the issues affecting small businesses in Inner North/Northeast Portland and identify strategies for business preservation and creation.

### **Objectives**

- Determine if or when public policy should intervene in the market to help minority businesses.
- Research & analyze various public policy strategies to determine their effectiveness in achieving a more equitable commercial market (commercial land trust, commercial condominiums, tenant subsidy program, asset based models and lease-to-own program). Evaluate national models and explore potential benefits & challenges to an application in Northeast Portland.
- Identify criteria and selection process for program participation.
- Build capacity in the neighborhood by talking with neighborhood and business representatives. Allow information gathered through interviews to inform the public policy strategy alternates.

### **Background and Context**

An analysis of the history and context of the study area will assist in understanding the forces that have affected and shaped the situation in Inner North/Northeast Portland that we are exploring.

#### **Geography**

The study area is defined as Inner North/Northeast Portland, within the Albina neighborhood. More specifically, the study will focus on the commercial corridors of Mississippi Avenue, Northeast Alberta, Interstate Avenue, North Williams and Martin Luther King Jr. Blvd and the neighborhoods surrounding each.

#### **History of the Study Area**

The Albina community district and its surrounding neighborhoods in North and Northeast Portland have been the center of the city's African American community since the 1930s and 40s. Originally attracted to Portland by jobs in the ship yards for the war, many African Americans relocated to the Vanport area of North Portland in the 1940's. When a flood destroyed Vanport in 1948 many were relocated to the Albina area of Northeast Portland. Albina includes the Boise, Humboldt, King, Sabin, Woodlawn, Eliot, Irvington and Lloyd neighborhoods. Institutionalized racism and explicitly segregationist policies like 'red lining', or the refusal to provide mortgages in certain neighborhoods, ensured continued disinvestment in Albina.





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During the 1970s, the economic status of blacks improved as a result of the civil rights movement and affirmative action policies in education and employment. However, Urban Renewal projects of this time period and the I-5 freeway displaced many in the African American community to neighborhoods further north. Absentee landlords, economic stagnation, gang and drug activity all contributed to continued disinvestment

In the 1990's, the Albina community began to experience growth. Anecdotal evidence and current data confirm that these neighborhoods are facing increasing development and investment pressures. For example, the average home value in the area surrounding MLK rose approximately 161% between 1993 and 2003, compared to a Portland citywide increase of 105%. During a similar time period, between 1990 and 2000, the African-American population in the thirteen census tracts surrounding MLK fell from 45% to 36% of the total population (PDC NE MLK Revitalization Report Draft, 3). While considerable attention has been devoted to the issues of housing affordability and residential displacement, programs directed at maintaining commercial affordability have been slower to emerge.

The combination of growing investment and changing population in a particular area of a city is often referred to as urban gentrification. Gentrification highlights the precarious position of residential and commercial renters. As property values increase, renters are 'priced out' and must relocate to find affordable housing and commercial space. The challenges of operating small businesses are compounded with the increasing pressure of rising rents. Gentrification is a divisive subject that frequently involves sensitive issues regarding race and class.



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## **Public Policy Strategy Options**

BBE will explore the viability of the following alternative public policy strategies:

### **Community Land Trust (CLT) & Commercial Community Land Trust Model (CCLT)**

In a homeownership context, CLTs allow low income families to purchase homes by selling the housing structure on a given property while land itself is kept in trust by a governing not-for-profit entity. Effectively, the land trust system subtracts the price of the land from the purchase process, thereby making ownership less expensive. A CCLT would be structured similarly to the CLT model, governed by an organization with 501(c)3 status and with entrance and sale criteria clearly established.

### **Commercial Condominiums**

Condominium is the legal description for a type of joint ownership of property in which portions of the property are commonly owned and other portions are individually owned. Commercial condominiums offer



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business owners maintenance conveniences similar to those enjoyed by residential condominium owners, as well as tax, marketing and ownership advantages that may not otherwise be available.

### **Tenant Subsidy Program**

Commercial subsidy programs are intended to lower the rent paid by commercial tenants. The subsidy can be administered in the form of a voucher where the tenant pays a portion of the rent and a third party (typically governmental or a non-profit) pays the remaining balance to the land lord. Subsidy programs are intended to reduce the overhead costs of business owners.

### **Asset Based Models**

Asset based programs, like Individual Development Accounts (IDA's), are programs which create ownership opportunities for low-income individuals and families. The underlying idea is that asset purchases which create ownership result increased real wealth as opposed to simply increasing income. In IDA models, savings accounts are opened for specific asset purchases and deposits are matched at a set rate. IDA programs are similar in structure to 401(k) savings programs. IDA's frequently incorporate mandatory education components and facilitate interaction with banking institutions.

### **Lease-To-Own Program**

This model is combines a set lease with an option to purchase the property within a specific time period at an agreed upon price. Each month the tenant pays rent plus an option fee, typically from 1% -5% of the purchase price. At the end of the set time period the tenant has the option to purchase the property and the option fee is subtracted from the purchase price.



MLK Blvd.



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### **Scope of Work Summary**

#### **Research**

##### **Commercial Gentrification**

- Explore the history of Inner North/Northeast Portland and describe gentrification in this area.
- Geography and Demographics
- Describe trends over time
- Describe the cause of gentrification
- Describe the effects of gentrification - positive & negative
- Discuss any organized revitalization efforts for Northeast Portland and their impacts
- Present case studies & literary research on gentrification
- Describe the effects of Gentrification on commercial activity
- Provide data regarding the Portland commercial market in Inner North/Northeast Portland and assess the trends that are occurring in the market
- Discuss any perceived inequities that occur as a result of changing demographics
- Describe natural business migration as opposed to structural barriers resulting from gentrification

##### **Market Forces & Equity**

- Discuss how the market acts in a gentrifying area
- Explain why the market fails in terms of equity
- Discuss when it is appropriate for public policy to intervene in the market
- Describe the value of racial diversity in a metropolitan city and Portland

##### **Public Policy Strategy**

- Analyze the role of public policy
- Define the target market & understand the needs of minority and women-owned businesses
- Research & analyze public policy strategies, present case studies
- Analyze land ownership patterns on the commercial corridors in the study area

#### **Outreach**

##### **Technical Advisory Committee**

- Identify potential stakeholders and form a Technical Advisory Committee that will provide direction, technical expertise, and feedback for the study. See section, Stakeholders & Public Involvement





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### Community Interviews

- Identify and interview small business owners in the area to provide insight into the needs and desires of local business owners. See section, Stakeholders & Public Involvement

### Alternates Analysis

- Provide a detailed analysis of preferred strategy including criteria for qualification, management, & financial structure, and recommended locations if applicable.

### Final Product

- Present background research and model in the form of a report to PDC and advisory committees.
- Develop a set of detailed recommendations and next steps for moving forward with implementation of the preferred alternative.





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### **The MURP Planning Workshop Purpose:**

- Provides an opportunity for students to integrate the skills and perspectives of the core MURP courses with individual interests and concerns of the field.
- Offers students the opportunity to serve and clarify their personal interests in planning and ethics through the definition and development of the planning projects pursued in Planning Workshop.
- Provides the opportunity to experience a planning project from beginning to final product

### **Workshop's Guiding Principles:**

- Product is essential
  - A workplan and Memorandum of Understanding are due in the Winter Term March 5, 2007
  - A high quality report is due at the conclusion of the Spring term
  - Two presentations are required at the conclusion of the Spring term
- The planning process has reflection at its core
  - Continual assessment and reassessment of the process, decisions and the direction of the project is essential to the success of the project.
  - Effective group communication and decision making are critical.
- The mission for Planning Workshop is to develop planning products that will contribute to achieving local and regional goals for the three E's of sustainability; economics, environmental and social equity.

### **BBE Team Background**

The Building Business Equity team has a diverse range of skills and interests.

#### **Max Coffman**

Max Thorn Coffman was raised in Houston, Texas, and later earned a BS in Foreign Service from Georgetown University in Washington, DC. Since moving to Portland for PSU's Master of Urban and Regional Planning program, Max has interned at the Portland Office of Transportation and the Office of Commissioner Sam Adams. He also works as a Graduate Research Assistant in PSU's Intelligent Transportation Systems Lab.

#### **Renee Garrels**

Renee Garrels is most recently from Chicago, Illinois. She received a B.A. in International Studies from the University of Illinois Urbana-Champaign. Her professional background includes community development, designing and teaching financial education programs for low-income families, and asset based program management. While pursuing her MURP degree, Renee is also in the Certificate in Real Estate Development program. Her professional interests include sustainability, affordable housing and the intersection of planning and development.



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### Erin Grushon

Erin Grushon is nearing completion of a Masters in Urban and Regional Planning at Portland State University with a concentration in regional economic development. She is also currently pursuing a Graduate Certificate of Real Estate Development. Prior to moving to Portland, Erin worked in public policy as an Americorps\*VISTA for a statewide non-profit organization based in Columbus, Ohio. She currently works as a Community Service Aide at the Bureau of Planning for the City of Portland and is involved in conducting market analyses of major commercial corridors. Erin is interested in continuing to work in the field of regional or community economic development upon completion of her degree.

### Sarah LoGiudice

While growing up just outside of Philadelphia, Sarah LoGiudice developed an interest in the urban/rural connection and land use. Her current areas of study include a Land Use specialization within the Master's of Urban and Regional Planning program and a Master's of Education Administration with a specialization in Leadership in Ecology, Culture, and Learning. Sarah also currently works with Double E Northwest as a Land Use Planning intern, contributing to the development of a master plan for a sustainable, mixed-use community in Newport, Oregon. Sarah's academic and professional background converges around the issue of local food systems planning, a topic which she continues to be actively involved in, both through scholarship and seasonal work with a local organic farm.

### Sanela Ruznic

Sanela Ruznic grew up in Bosnia and Herzegovina where she began her studies in Geography. Upon moving to the United States, she received a BS in Geography from Portland State University (PSU). Sanela's combined interests in architecture and geography brought her back to PSU where she is currently enrolled in the Masters of Urban and Regional Planning program and specializing in Regional Economic Development. As a result of complex life experiences that include surviving war, she developed a passion for the co-creative processes as a way to understand the forces of extreme conflict. Sanela believes that such endeavors yield more equitable and balanced relational dynamics.

### Sara Vonde Veld

With a background in Interior Architecture, Sara Vonde Veld's interest in urban planning is a result of her ongoing desire to understand the human experience as it relates to the built environment. She enjoys the theoretical aspects of design and architecture as it relates to the way we live and work. Planning allows Sara to explore the complexity of the political system and the subsequent social impacts. She currently works at SERA Architects, where she values a holistic approach to sustainability with aspirations to contribute to the community in a positive way. Sara is enrolled in PSU's Master's of Urban and Regional Planning program with an emphasis in community development.





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### Stakeholders and Public Involvement

The focused geography of the commercial land trust feasibility study requires a strong historical and contextual knowledge of Inner North/Northeast Portland, as well as careful consideration of the needs of the community. For this reason, public involvement will be integrated into two major components of BBE's work plan.

### Components

#### Technical Advisory Committee

BBE will collaborate with PDC and PSU faculty to identify potential stakeholders and form a Technical Advisory Committee (TAC) that will provide direction, technical expertise, and feedback for the project. Within this process, BBE will outline the roles, responsibilities, and expected time commitments for representatives of the TAC. BBE will also schedule, attend, and facilitate the three anticipated meetings of the TAC and work to keep all committee members informed of BBE's ongoing process regarding the commercial land trust feasibility study.

The following individuals and organizations will be contacted to initiate the formation of an advisory committee:

- Albina Community Bank - Bob McKeen
- Portland Community Land Trust - Allison Handler
- Office of Commissioner Sam Adams - Jesse Beason
- Bureau of Planning, City of Portland - Tina Mosca
- Small business owner- TBD
- Portland Development Commission - Joanne Daunt and Estee Segal

#### Community Interviews

In addition to consultation with the TAC, BBE will identify and conduct individual interviews with small business owners, neighborhood associations, business associations and local developers in the study area in order to gain insight into the needs and desires of the local business community. The following individuals and organizations will be contacted to initiate these discussions:

- North Northeast Business Association
- Oregon Office of Minority, Women and Emerging Small Business
- Sabin Community Association
- Nearby Neighborhood Association(s) including King and Concordia
- Various small business owners
- Northeast Coalition of Neighborhoods



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### **Client Perspective**

PDC maintains an ongoing commitment to revitalize areas of North and Northeast Portland. There are presently two urban renewal areas that exist within this area: Oregon Convention Center Urban Renewal Area (OCC URA) and Interstate Corridor Urban Renewal Area (IC URA). Within these URA's there are several main commercial business centers including Mississippi Avenue, Northeast Alberta, Interstate Avenue, and North Williams. There are varying levels of business development occurring as a result of market forces. Places such as Martin Luther King Jr. Boulevard (MLK Blvd) have been somewhat slow to benefit from revitalization trends. As a result, PDC must focus tax-increment financing funds cautiously, ensuring effective distribution based on finite goals for areas within Northeast Portland.

PDC staff, in partnership with other City agencies, developed the MLK Blvd. Strategy Update and Action Plan. It was approved by the Commission in June 2006 to help ensure that public resources are effectively allocated to achieve measurable success over the next five years. The MLK Blvd. Strategy Update and Action Plan includes ways to promote local wealth creation, engage diverse stakeholders, and create a livable and functional main street. It also promotes the facilitation of commercial, mixed-use developments through strategies including commercial condominiums, tenant subsidy programs, lease-to-own programs, asset-based models or a commercial land trust.

While MLK Blvd remains an area for potential strategy implementation, these objectives may be more suitable for other commercial areas within Inner North/Northeast Portland. PDC has conducted a number of planning efforts in Northeast Portland (See appendix D). Further evaluation of various commercial districts within the study area is required to determine the most effective policy approach and appropriate location. Viable strategies should achieve the goals established in the Albina Community Plan, the Oregon Convention Center Urban Renewal Area Plan and the Martin Luther King, Jr. Blvd. Strategy Update and Action Plan.

Given that revitalization in North/Northeast Portland has coincided with the displacement of minority populations, PDC recognizes the importance of developing a model that encourages diversity in North/Northeast Portland. The feasibility study conducted by BBE will evaluate this aspect in the research process and identify potential target markets. PDC would like to pursue strategies that not only prevent the displacement of existing minority or women-owned businesses, but also promote the creation of new minority or women-owned small businesses to serve the area's minority population.

BBE's study will inform commercial development strategies in North/Northeast Portland. The study will also serve as an opportunity to build a basis of support by connecting with stakeholders and members of the community. PDC views the involvement of a diverse range of individuals and organizations as an important component of this study. BBE must be prepared to clearly explain each strategy concept to individuals participating in interviews. PDC encourages BBE to consult technical advisors for periodic review of the Project.

In working on this project for PDC on a consultant basis, BBE does not have the capacity to make decisions on behalf of the client. BBE should be cautious in their interactions with the public to ensure appropriate representation of the Project. Funding currently does not exist for a commercial land trust development and may not be available for other identified strategies.





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### Client Responsibility

PDC has committed to act as BBE's client on the Commercial Land Trust Feasibility Study. Participating PDC staff will include Joanne Daunt, Estee Segal, and Connie Kroker from the OCC URA team. Additional staff will also be included from PDC's Interstate Corridor Urban Renewal Area (IC URA) team as well as from PDC's department of Economic Development. These individuals will sit on the Technical Advisory Committee and act as advisors for the project.

PDC's primary responsibility is to provide periodic review of BBE's work and offer constructive feedback based on their technical expertise and experience working in the OCC and IC URAs. BBE will provide PDC with weekly progress reports indicating tasks that are being undertaken, including an updated schedule showing critical dates and milestones. PDC should review these progress reports promptly and reply by phone or email with any comments or questions.

Key decisions and findings are to be communicated by BBE to PDC at the TAC meetings held monthly. There will be three TAC meetings in total, of which one will be a final presentation of BBE's work on the project. TAC meetings will be held at PDC. This committee will be made up of several individuals working in organizations outside of PDC, in addition to PDC staff. It is important that PDC staff participate in these meetings to discuss the research process and provide BBE with in-person feedback.

PDC will be asked to review a number of draft documents (contact list, interview questions, site selection criteria, program criteria, etc). So that progress is not inhibited, it will be important that PDC perform this review in a timely manner. In an effort to maintain open communication, PDC is encouraged to provide ongoing feedback regarding the Team's progress, indicating areas that could benefit from greater attention. This process will help ensure that the final report is consistent with PDC's expectations from a scope perspective.

PDC will provide BBE with existing relevant data for project use.

### Client Budget

To help offset some of BBE's financial costs, PDC will provide in-house printing and copy services through the duration of the Project. Documents can be submitted to PDC by delivering original hard copies or by electronic transfer. Documents must be submitted to PDC 24 hours in advance of the desired pick up time. PDC will also assist with the printing and binding of the final Project documents with the total number of hard copies to be determined.

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### Team Responsibilities, Tasks & Timeline

In order to address the issues set out in the agreed-upon scope of work, BBE has organized individual tasks into six phases, assigning primary responsibility for each task to one or two team members. For large, complex tasks, responsibility will involve the delegation of work to the entire group and tracking the task's progress to completion.

### Responsibilities

Assignment of responsibilities is based upon each team member's strengths and interests. Each general work area is assigned a lead point person and a secondary point person. These assignments are as follows:

- **Project Management:**  
 Lead: Sara Vonde Veld - responsible for weekly updates to PDC, tracks group progress toward deadlines  
 Second: Max Thorn Coffman - creates detailed task lists, coordinates delegation of responsibilities
- **Editing/Document Preparation:**  
 Lead: Sarah Lo Giudice - assembles content contributed from team members, creates a uniform format for each deliverable product  
 Second: Erin Grushon - edit content for consistent style, accuracy, syntax and grammar





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- **Public Outreach:**  
Lead: Erin Grushon - contacts Technical Advisory Committee members, coordinates TAC meetings  
Second: Sara Lo Giudice - compiles community and business interview candidates, delegates interviews to team members
- **Graphics/Design:**  
Lead: Max Thorn Coffman - creates a visual identity for BBE and develops management charts  
Second: Sara Vonde Veld - contributes design and architectural expertise to visual content and layout
- **Research Management:**  
Lead: Renee Garrels - creates a framework for approaching a comprehensive literature review  
Second: Sanela Ruznic - delegates research tasks to team members
- **Presentations:**  
Lead: Sanela Ruznic - develops presentation content and supporting materials  
Second: Renee Garrels - organizes presentation space and coordinates individual contributions

## Project Phases & Timeline

The proposed timeline begins in February and ends in early June, 2007. Specific tasks are organized into major phases, though these phases overlap and many tasks are in progress simultaneously. These phases and the individual tasks within them are expressed graphically in Gantt format in Appendix E.

## Background Research

This phase includes a comprehensive literature review of the history of residential and commercial gentrification and displacement in general and within the context of the Inner North/Northeast Portland business districts. It will also explore the tools that have been developed as a response to these trends, detailed in the Scope of Work. This will be accompanied by analysis of existing demographic, land use, real estate and business data for the study area to identify patterns of ownership, business longevity and minority composition. Throughout this phase, the team will make initial contact with the members of our Technical Advisory Committee and develop a strategic approach for the phases to come. This phase is already underway and will be completed by the end of March 2007.

## Outreach

The second phase will complete the information-gathering half of our project. It will entail a detailed inventory and profile of the existing businesses in the study corridor, as well as interviews with business owners, community members and other stakeholders, listed in Appendix B. This is the phase during which most of our outreach will take place, including our first TAC meeting. We will take our workshop classmates on a site visit to conduct an inventory on existing businesses and building conditions on commercial corridors in our site area. This phase begins with the TAC meeting on 12 March 2007, to be completed by the end of April.



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### Reporting

The final product will assess the strengths and weaknesses of the existing and potential tools for supporting minority businesses in the study area, culminating in a recommendation as to whether one of those tools has a higher probability of success than the others. Preparation of material for the final document will take place throughout the project timeline, but beginning May 1st the entire team will dedicate its time to writing and graphics preparation. BBE will have a draft product ready for review by PDC and the MURP faculty by 16 May 2007. BBE will present its findings to the Portland State University community on 30 May 2007. The presentation for the PDC clients, TAC and interested community members is tentatively scheduled for 6 June 2007, before the final report is submitted on 11 June.

### Timeline Summary

#### February 2007

- Identify stakeholders and form a Technical Advisory Committee;
- Schedule future meetings;
- Continue to define and develop the problem and explore basic assumptions;
- Conduct initial research and assess existing commercial conditions in Northeast Portland and along MLK;
- Explore alternative strategies for business development and retention; and
- Prepare Memorandum of Understanding (MOU) and detailed Workplan for PDC.

#### March 2007

- Convene TAC;
- Continue to conduct research, evaluate existing data, and review case studies for all potential alternatives;
- Continue to assess the existing commercial market in Inner North/Northeast Portland;
- Interview business owners in Northeast Portland; and
- Test all identified alternatives for feasibility in Northeast Portland.

#### April 2007

- Convene TAC for second meeting;
- Compare alternative strategies and make a recommendation;
- Prepare a conceptual model for the preferred strategy;
- Summarize planning process, findings, recommendation, and implementation strategy in report; and
- Submit draft report for review by PDC and advisory committee.

#### May, 2007

- Convene TAC for third and final meeting;
- Prepare final product, including report and a conceptual model of recommended alternative.

#### June 2007

- Project completion and presentation.





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**Contact Information**

Name	Phone	Alternate Phone	Email
Joanne Daunt (PDC Lead)			dauntj@pdc.us
Estee Segal (PDC)			segale@pdc.us
Connie Kroker (PDC)	503.823.3255		crokerc@pdc.us
Max Coffman (BBE)	503 780 0020	503 419 6442	max.coffman@gmail.com
Renee Garrels (BBE)	503 320 8234		garrels@pdx.edu
Erin Grushon (BBE)	503 307 0839		eringrushon@gmail.com
Sarah LoGuidice (BBE)	503 679 4097		sarahl@pdx.edu
Sara Vonde Veld (BBE)	503 539 0384	503 445 7356	sarav@serapdx.com
Sanela Ruznic (BBE)	503.225.1531	503.516.8376	sanela_ruznic@yahoo.com
BBE			pdxclt@gmail.com



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**APPENDIX A  
MEMORANDUM OF UNDERSTANDING**

**Dated:** March 5, 2007

**Between:** Joanne Daunt (Portland Development  
Estee Segal Commission)

**And:** Erin Grushon (BBE Project Team)  
Sara Vonde Veld  
Sanela Ruznic  
Max Coffman  
Renee Garrels  
Sarah LoGiudice

This memorandum is agreed to by PDC, acting by and through Joanne Daunt and Estee Segal, and Building Business Equity (BBE), the PSU Workshop group consisting of Erin Grushon, Sara Vonde Veld, Renee Garrels, Max Coffman, Sanela Ruznic and Sarah LoGiudice. The agreement describes their mutual responsibilities, tasks and expectations regarding a study of commercial displacement and public policy approaches in inner North/Northeast Portland.

BBE will explore the issue of equity associated with rising operating costs for small, minority and women-owned businesses. The study will include the following components as detailed in the Scope of Work, agreed to by PDC and BBE:

1. Research
  - a. Commercial gentrification
  - b. Market forces and equity
  - c. Public policy strategies
2. Outreach
  - a. Formation and facilitation of a technical advisory committee
  - b. Conduct interviews with small business owners and community members
3. Alternatives Analysis and Recommendation

Findings from the study described above will be communicated to PDC and the public through two deliverables; a written report including all items described in the aforesaid Scope of Work and a presentation at Portland Development Commission for PDC, the technical advisory committee and interested community and business members.

Representatives from PDC will participate in the Technical Advisory Committee, primarily by attending the three anticipated meetings of the committee. The BBE team will provide PDC with brief weekly updates of team progress as well as drafts for the deliverables on Monday, May 9, 2007. In response, PDC will provide

Max Coffman Renee Garrels Erin Grushon Sarah LoGiudice Sara Vonde Veld Sanela Ruznic

Portland State University, Masters of Urban & Regional Planning





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periodic comment and feedback pertaining to the team's progress and direction. PDC also agrees to review the draft deliverables and provide final comments by Monday, May 16, 2007.

PDC will make accommodations and provide equipment for the printing of materials pertinent to the BBE Commercial Land Trust Feasibility Study.

Therefore, the mutual commitment and responsibility by BBE and PDC will enable the successful completion of the deliverables outlined above and ensure a timely completion.

\_\_\_\_\_  
Joanne Daunt

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Estee Segal

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Erin Grushon

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Sara Vonde Veld

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Sanela Ruznic

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Max Coffman

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Renee Garrels

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Sarah LoGiudice



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### APPENDIX B STAKEHOLDER CONTACT LIST

Last Updated: March 5, 2007

First TAC Meeting: March 12 at 4:00 PM at PDC's Third Floor Eastbank Conference Room

#### Technical Advisory Committee:

Name	Organization	Phone/Email	Address	Appointment Date & Time	Group Member
Bob McKeen	Albina Community Bank	<a href="http://www.albinabank.com/robert.asp">http://www.albinabank.com/robert.asp</a>			SL/EG
Alison Handler	Portland Community Land Trust				EG/SL
Jesse Beason	Office of Commissioner Sam Adams				EG/SL
Tina Mosca	BOP Ec Dev				EG/SL
	Minority business owner - TBD				SL/EG
TBD	PDC Economic Develop				
TBD	PDC Interstate Corridor Urban Renewal Team				
Joanne Daunt	PDC				
Estee Segal	PDC				

#### People/Organizations/Business Owners:

Name	Organization	Phone/Email	Address	Appointment Date & Time	Group Member
Willie Brown, Interim Executive Director	Northeast Coalition of Neighborhoods (NECN)	503-823-4575 <a href="mailto:necn123@hotmail.com">necn123@hotmail.com</a>	4815 NE 7th Ave., 97211		Sara V
Eric Wantland	Developer (worked on building on MLK next to Henkins Hardware)				Erin/Sarah L
Carl Talton	Portland Family Funds (?)				Erin
Gina Wooley/Willey	Developer partnering with PDC on Vanport project @ MLK & Killingsworth				Erin
Fred Stewart	Maquire Mortgage (young realtor) <a href="http://www.fader.com">www.fader.com</a>	<a href="mailto:fred@fader.com">fred@fader.com</a>			Sanela
Harold Williams	CH2A Inc.				Max
Sam Brooks	Brooks Staffing Resources				Sanela





# Inclusive Business Prosperity in North/Northeast Portland

pdxclt@gmail.com

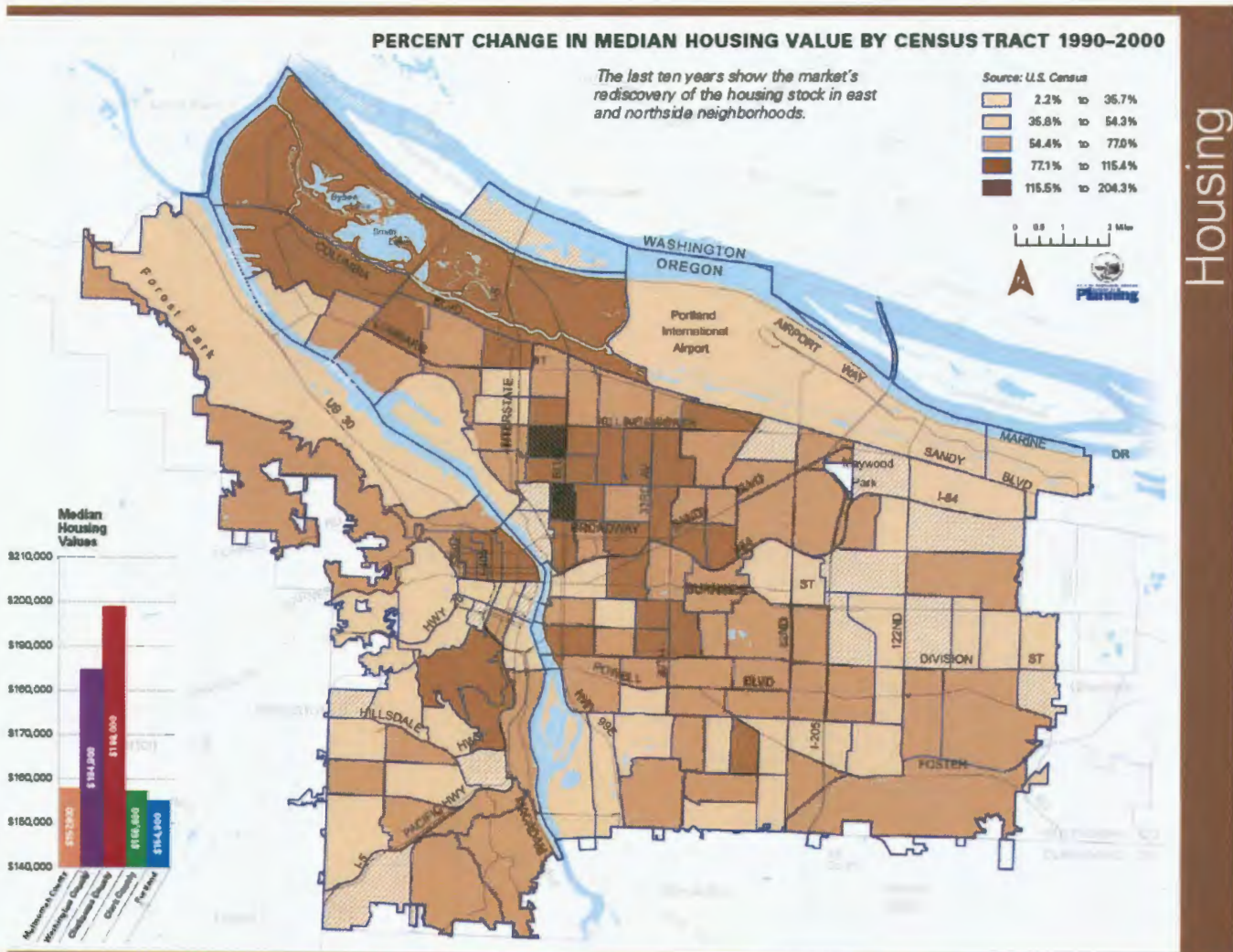
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Shelia Holden					Sarah L
Anita Smith	Hannah Bea's				Sanela
Terrell Brandon	Terrell Brandon Barber Shop				Sara V
Jim Winkler	developer on Alberta				Erin
Jim Brumberg	Mississippi Studios				Sarah L
Sam Chase	Community Develop. Network				Max
Sam Brooks	OWAME				Max
Stan Amy	New Seasons/Natures/Wild Oats				Sara V
Peter DeGarmo?	Pastaworks/Sunnyside Neighborhood				Sara V
Steve Mayes	Albina Community Bank				Max
Michele Reeves	Widernere Commercial				
Craig Fondren	Sabin & Urban League				Renee
Becki Crew or Michelle Haynes	REACH CDC				
Chef Eriell	business owner				
Paul Knauls	business owner				
Regena Williams	business owner				Sarah L
Gloria McMurtry	Featherlite				Sarah L
	Reggie's Barber shop				
Seble Ramsey	business owner				Sara V
Jerome Polk	business owner				Sara V
Linda Walker (not sure that is her last name?)	Our United Villages				Renee
Joice Taylor or Gary Marshke	NNEBA (source for small businesses contacts in N/NE)				Sarah L
Paul Knauls	Geneva's Sheer Perfection				Renee

Max Coffman Renee Garrels Erin Grushon Sarah LoGiudice Sara Vonde Veld Sanela Ruznic

Portland State University, Masters of Urban & Regional Planning

### APPENDIX C HOUSING VALUE MAP







## WORKPLAN

### APPENDIX D PAST PLANNING EFFORTS

Date	Document Name	Source
April 1991	1989 Land Use Map - Albina Community Plan	Planning Bureau
April 1993	Report on the OCC URA Expansion AREA	PDC
October 1993	Albina Community Plan and Concept Map Poster	Planning Bureau
March 1996	Main Street Handbook	Metro
September 1996	MLK Blvd. Mainstreet Masterplan Interim Report	Portland Community Design
September 1996	MLK Blvd. Scaled Elevation drawing (East and West)	Portland Community Design
April 1997	Albina Community Plan Follow-up Report	Planning Bureau
May 1997	Mixed-Use Development for N/NE Portland	PDC
April 1998	MLK Commercial Development Strategy	PDC
April 1998	Imagine a Great Street - MLK Transportation Project	PDC / PDOT ? ODOT / Metro
September 1998	Alberta Street - Development Opportunity Strategy	PDC
February 2000	Alberta Streetscape Plan	Office of Transportation
April 2000	Vancouver/Williams Infill Strategy	PDC
April 2000	King Neighborhood Commercial Center	PDC
May 2000	Highlighs: Accomplishments of Albina Commuity Plan	Planning Bureau
September 2000	Analyzing Gentrification Patterns; Portland, OR	SmartGirl Technologies
October 2000	Fremont/MLK Market Analysis (for vision study)	PDC
October 2000	ACP Revised Action Charts	Planning Bureau
December 2000	The Soul of Portland - Marketing Toolkit	New Market Group
Fall 2000	Changing Neighborhoods Project Report	BHCD
??? 2000	Partnership for a Positive Future in N/NE Portland	The Scanner
January 2001	Fremont/MLK Vision Study	PDC
December 2002	Mississippi Historic District Target Area EcDev Strategy	E.D. Hovee and Co.
November 2003	Portland Present - Demographic Data (draft available)	Planning Bureau
February 2004	Vanport Square Population Density (1&3 mile radius)	PDC



