

Proposal and Scope of Services for:

A Business and Planning Needs Analysis for the
Greater Brooklyn Business Association



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Project Overview

Problem Statement

The Greater Brooklyn Business Association (GBBA) is a neighborhood business association formed to advocate for business interests within and surrounding the Brooklyn Neighborhood in southeast Portland. The boundaries of the GBBA include an area approximately 1.5 square miles in size, bordered to the west by the Willamette River, to east by SE 39th Avenue; to the south by Steele Street, and to the north by Brooklyn and Powell Boulevards (see Appendix A, Map of District Boundaries and Existing Businesses).

The businesses within the GBBA boundaries are diverse in size and function, ranging from large heavy industrial and office uses (Union Pacific Railyards / Fred Meyer Headquarters) to small neighborhood retail and office space. Because these businesses vary greatly in size and industry, their interaction with the surrounding neighborhood and their needs from the surrounding business community also vary greatly.

In addition, the businesses in the GBBA area are challenged by several physical boundaries. State highways such as Powell Boulevard (Highway 26) and Milwaukie Avenue (Highway 99) dissect the district, fragmenting land uses within it. Further exacerbating this problem is the Union Pacific railyard, which runs north-south through the district, physically separating land uses to the east and west. These barriers contribute to the lack of connection between enterprises within the area represented by the GBBA.

This physical and functional divide between businesses in the district has been evident in the level of participation in the GBBA since its formation in 1996. Traditionally, less than 10% of GBBA members are active in the organization (either by paying dues or attending the annual GBBA meeting). Therefore, current planning and operational needs directed by the GBBA are based only on a small minority of business interests in the district. To this date, the organization has not had the opportunity to perform a comprehensive needs assessment of the businesses in the district.

The GBBA did support REACH Community Development in 1998 with the production of the Milwaukie Action Plan, which included a survey of business interests along Milwaukie Avenue. However, this study was limited only to Milwaukie Avenue and did not include the majority of the GBBA district. As such, the GBBA lacks a fundamental understanding of business and planning needs within its boundaries.

Context

Brief History of Brooklyn

The Brooklyn Neighborhood is one of Portland's oldest communities. In 1851, Gideon Tibbets owned much of the land that is now in the Brooklyn neighborhood. He built a family home and a gristmill on this parcel of land that he referred to as Brookland because of the many creeks and lakes on the land. In 1868 the Oregon Central Railroad

laid rail tracks through the neighborhood and divided the surrounding property into small lots. The tracks created Brooklyn's first transportation-related barrier between the eastern and western sections of the neighborhood.

The railroad line and the neighborhood's close proximity to downtown made Brooklyn a popular place to live and work. As the area became populated, a town square was built at the intersection of SE Powell Boulevard and SE Milwaukie Avenue. This center of community was soon to be displaced, however, when the Ross Island Bridge was constructed in the 1920's connecting the east side of the Willamette with the west. Several other transportation improvement projects such as Highway 99E and the SE 17th Street overpass in the ensuing years created further divisions within the neighborhood.

The Brooklyn Neighborhood was the home of Portland's first neighborhood association, the Brooklyn Action Corps (BAC), formed in 1964. The BAC was instrumental in the creation of the neighborhood plan and the preservation of the community's history.

Brooklyn Today

Brooklyn has long been considered an attractive place to live because of its close proximity to downtown Portland. Because it is adjacent to the rail lines there is also an abundant supply of employment opportunities. This attractiveness continues today partially due to the strong mixture of residential and commercial land uses. Additionally, diverse housing options have added to the neighborhood's appeal. According to the GBBA, over one-half of the housing units in the Brooklyn area are multi-family residential. Its close proximity to downtown and Portland State University make it a popular place to live for students and others who want to be close to the central business district. It is well served by transit and is highly accessible by auto.

Brooklyn is also home to a wide variety of commercial uses. The accessibility of the area makes it a popular home for businesses. Approximately 590 businesses are located in the GBBA today, comprised mostly of Services (34%), Retail (18%), Wholesale (16%), and Manufacturing (13%).

The major transportation corridors in Brooklyn have influenced the types of businesses locating there for over 100 years. Retail and service businesses depend on the auto access and traffic flows provided by the major arterials and state highways that run through Brooklyn. Additionally, light manufacturing and wholesale businesses still line the rail corridor today.

However, these significant trade corridors are considered detrimental to the connectivity level of the area, particularly for residents and non-motorized travelers. These important thoroughfares have unfortunately bisected Brooklyn's residential areas. Between SE Powell Blvd and SE Steele Ave only one auto thoroughfare (SE Holgate Avenue) exists. Very few pedestrian crossings exist within this area. This lack of access may explain why essential retail services such as grocery stores are not found west of the Union Pacific rail yard.

Brooklyn is also home to large employers such as TriMet, Portland General Electric, and Fred Meyer. These employers have a significant effect on the daytime population in Brooklyn. Thousands of commuters travel to Brooklyn every weekday, impacting traffic and parking in the area. This daytime population also constitutes a customer base for retail business such as convenience stores and restaurants.

Greater Brooklyn Business Association Background

The GBBA was formed in 1996 to represent the views and interests of its members, serving as a collective voice to the city and other local public agencies such as Metro and TriMet. To be a member, a business only needs to reside within the GBBA boundaries. Annual dues are voluntary and are not required of members. Traditionally less than 10% of the 590 GBBA members pay dues to the organization. The GBBA holds one annual meeting with all of its members. This year's meeting will occur on April 9, 2003. In addition to the annual at-large meeting, the GBBA Board of Directors meets on the second Tuesday of each month.

Since its formation, the GBBA has sponsored and participated in numerous studies and outreach projects in the district. These projects include:

- "Envisioning Changes / Improving Places", 1997: This study included design options for critical nodes along Powell Boulevard, including its intersection with Milwaukie Avenue and SE 39th Avenue and Powell Park (28th and Powell). Fred Meyer was critical in the implementation and funding of this study.
- The Milwaukie Action Plan, 1998: The GBBA participated in this REACH Community Development project which sought business owner involvement in a plan for streetscape and business improvements on Milwaukie Avenue.
- On-going Business Seminars: In conjunction with US Bank, the GBBA has sponsored worker training and other business seminars for GBBA members.
- The Brooklyn Artwalk: The GBBA has promoted and supported a "Brooklyn Artwalk" in which independent artists in the district showcase their art work within their studios located along Milwaukie Avenue, south of Powell.
- Milwaukie / Powell Boulevard Shared Parking Agreement, 2002: The GBBA coordinated with businesses along Milwaukie Avenue near Powell to establish a shared parking agreement between 9-5 businesses in the area and night-time businesses, primarily the Aladdin Theater.
- Neighborhood Kiosk: The GBBA is currently working with the City of Portland and the local neighborhood association to construct a neighborhood informational kiosk near the intersection of Milwaukie Avenue and Rhine Street.

Scope

The Workshop Group will work directly with the GBBA and its members over the 3-month period between March 1, 2003 and June 8, 2003. The scope of this project will cover the GBBA's geographical area represented in the map in Appendix A. Through the analysis and methods described in this document, the workshop group will provide the client with the following items:

- Summary of existing neighborhood conditions
- A vacant lands inventory.
- Inventory of existing businesses in the GBBA district.
- Summary of constituent needs supported with background documentation.
- Documentation of existing projects, grants, etc. that may assist in addressing constituent needs.

The above items will be compiled into one document entitled "A Business and Planning Needs Assessment for the Greater Brooklyn Business Association."

Methodology

Both quantitative and qualitative data will contribute to the development of this workshop project. As the project evolves, the types of data most useful may change. Information will be gathered, analyzed, sourced, and integrated into the project where suitable.

The gathering and analysis of information will help the group finalize its objectives and formulate the conclusions and recommendations to be included in the final product. It will also add dimension to the project and provide a better understanding of existing conditions in the Brooklyn business community.

Examples of potential data include:

Quantitative

- Residential & daytime population
- Housing units (by type)
- Median household size & income
- Employers & jobs
- Commercial and residential property values (\$/sq ft)
- Land use & Zoning
- Neighborhood square miles (acreage)
- Traffic counts
- Freight data
- Transit ridership
- Survey results

Qualitative

- Interviews
- Anecdotal testimonies
- Consultation with the GBBA
- Meeting minutes
- Workshop Group observations

Sources of data

As mentioned the types of data may change, however, a tentative list of data sources includes:

Quantitative

- 2000 US Census
- State of Oregon Employment Database
- Metro's Regional Land Information System (RLIS)
- The Internet
- City of Portland Department of Transportation (PDOT)
- TriMet
- Existing studies (REACH, PDC, etc)
- A Survey written by the group

Qualitative

- Interviews
- Field work
- Group and client meetings

Methods of analysis

The 1998 Milwaukie Action Plan included a survey of businesses along Milwaukie Avenue. Many of the survey questions are similar to those that the workshop group will use in its business survey (see Appendix D, Sample Survey). Critical issues raised in the Milwaukie Action Plan survey shall serve as the basis for preliminary research by the workshop group. For example, the Milwaukie Action Plan survey identified that 40% of respondents felt that the neighborhood would benefit if a grocery store were located within its boundaries. It is the intent of the workshop group to substantiate such a response with market data that identifies if the Brooklyn neighborhood can support a neighborhood grocery store.

The workshop group will also review City crime data to determine if survey responses regarding crime are substantiated by city crime records. Thus, it is the intent of the group to provide background data to validate or invalidate the survey responses.

In addition, the group will review and analyze the responses for trends with other survey responses. However, due to the highly fragmented and dispersed nature of businesses in the district, it is possible that a surveyed business could be isolated geographically from other businesses and be subject to unique circumstances. Thus, the group will carefully review each response before determining its validity.

Other possible data analysis tools to assist in evaluating responses and providing background information include:

- Database analysis
- Data descriptives
- Geographic Information Systems (GIS)
- Summarization of group observations

Resources and literature

The following resources are available and will likely be used by the workshop group to assist in the final product:

- City of Portland, Bureau of Planning. January 1989. Visions for Portland's Eastside Riverfront: A Report to the City Council. Portland, Oregon: City of Portland.
- City of Portland, Bureau of Planning. August 1988. Central City Plan. Portland, Oregon: City of Portland.
- City of Portland. August 1997. East Portland Community Plan Project Summary. Portland, Oregon.
- City of Portland, Bureau of Planning. 1991. Brooklyn Neighborhood Plan. Portland, Oregon: City of Portland.
- SE Powell Boulevard: Envisioning Changes, Improving Places. Greater Brooklyn Business Association, 1997.
- Greater Brooklyn Bulletin. Greater Brooklyn Business Association Newsletter, published quarterly.
- Competition and Collaboration in the Central Eastside: A Study of Three Industry Groups. Peter Bilton, Jenni Minner, Estee Segal, Chris Zahas, March 2000.
- Metro Commute Survey
- Traffic survey conducted by the Division Vision organization.
- Urban Problems and Community Development, Ronald F. Ferguson and William T. Dickens
- Going Local: Creating Self-Reliant Communities in a Global Age, Michael H. Shuman
- Community Building Coming of Age, G. Thomas Kingsley, Joseph B. McNeely, James O. Gibson
- Neighborhood Development in the Metropolitan Economy: A Policy Review, Paul D. Gottlieb
- See documents listed in GBBA Background.

Final Product – Outline of the possible Table of Contents

I. Introduction

- A. Problem Statement
- B. Context and Geography
- C. History of Brooklyn Neighborhood and the Greater Brooklyn Business Association
- D. Business Climate and Demographics of Brooklyn
- E. Crime in Brooklyn
- F. Future of the Union Pacific Railyards
- G. Methodology and Limitations

II. Body A. Vacant Lands Inventory (using Metro RLIS Data)

- B. Inventory of Businesses (including identification of numbers of employees, SIC numbers and email addresses)

- C. Identification of constituent needs (chart of most commonly sited needs, identification of past efforts to meet those needs, and current opportunities.

III. Conclusions and Recommendations

- A. Next steps
- B. Possible action groups

IV. Appendices

Timeline

Please see Appendix C for a timeline identifying critical dates and a schedule for project completion.

Roles and Responsibilities

The group will be responsible for producing a plan useful to the businesses in the Brooklyn neighborhood and the community as a whole. Goals and objectives for this plan will be developed in close consultation with the client. The group will be held accountable for the expectations and deliverables outlined in this proposal and scope of services.

Adherence to the timeline identified in the workplan is expected. If circumstances arise that affect the group's ability to meet a deadline or milestone, the client will be notified immediately. The group will maintain a professional work ethic and respect the proprietary nature of information provided by the client.

Individual group members will share the responsibilities of this project. Tasks will be delegated to group members based on individual expertise and interest.

Organization of Team

Full participation is expected from all Workshop Group members in the development of this project. All members will contribute to the writing of the planning document. Field work will be shared among all members as well.

However the group recognizes that individual members possess certain skills that will contribute to the development of a comprehensive project. Because some skills are highly specialized, certain tasks will be assigned to individual group members. This will avoid duplication of efforts and will contribute to a stronger and more useful project to the client.

Group members, special skills, and contact information are as follows:

Dan Marchand– Mapping & Data Analysis

Dan Marchand is a master's candidate in the Urban and Regional Planning program at Portland State University (PSU), where he has attended classes part-time since 1998. His area of specialization is transportation; however he possesses a special interest in historic neighborhoods and preservation. The Brooklyn neighborhood is of particular interest

given its historical context and transportation challenges. Dan received his Bachelors of Science in Economics from the University of Oregon in 1992.

Dan is employed full-time as a Service Planner at the Tri-County Metropolitan Transportation District of Oregon (TriMet), where he has worked for five years. His current responsibilities include managing the Portland-Area Job Access and Reverse Commute Program. This involves chairing a regional advisory committee comprised of regional transportation and social service providers. It also involves budgeting for and managing several contracted transportation services offered region-wide. Dan also performs bus service analysis, which includes working with ridership, vehicle hours, and other efficiency measures.

Contact Information:

- danmarchand@attbi.com
- marchand@trimet.org
- (503) 962-5839 (day)
- (503) 730-1303 (evenings)

Katherine Prew– Document Control & Editing

Katherine Prew has been a graduate student at Portland State University in the Masters of Urban and Regional Planning program since 2001. She received an undergraduate degree in Community Development from Portland State University in 2000 and has completed internships with the Arts Building Communities program of the Oregon Arts Commission and with both the Historic Resources Team and the Arts and Culture Planner for the City of Portland's Bureau of Planning,

Currently, Katherine is employed by the City of Portland's Bureau of Planning where she works on the Graphic Design Team. She will act as the document control person for the Workshop Team as well as utilize her design skills in the final preparation of the document.

Contact Information:

- kt@spaceninja.com
- kprew@ci.portland.or.us
- (503) 232-7336 (evenings)
- (503) 823-5747 (work)

Read Stapleton– Task & Timeline Management

Read Stapleton has been a planning consultant in the Portland Metropolitan Area since 1997 and has been a graduate student at Portland State University since 1998. Read received an undergraduate degree in Environmental Studies from the University of Kansas in 1996 and moved to Portland in August of 1997 after a brief internship position with Region 7 of the Environmental Protection Agency in Kansas City, Kansas.

In his years as a planning consultant, Read has represented local businesses and public agencies as a liaison between development projects and the respective permitting jurisdictions. These projects include developments in Washington State requiring State Environmental Policy Act (SEPA) compliance and Shorelines Management Act (SMA) compliance. More recently, Read has worked as a planning consultant with Portland-based WRG Design, Inc. as a representative for large commercial clients on projects along the Interstate 5 (I-5) corridor in Washington, Oregon, and Northern California.

Contact Information:

- frs@wrgd.com
- loreleeread@attbi.com
- (503) 419-2500

Shelley Holly– Primary Client and Community Liaison

Shelley received an undergraduate degree in Political Economy of Industrial Societies from the University of California, Berkeley in 1999 and moved to Portland in January of 2000 after a brief internship position with the California Department of Transportation, in Oakland, California. Shelley worked as a planning consultant with a Portland civil engineering firm where she represented local developers and acted as a liaison between clients and permitting jurisdictions on residential projects from January, 2000 until March, 2002 when she returned to school for her masters degree.

Shelley is a graduate student in the Masters of Urban and Regional Planning program at Portland State University and expects to earn her degree in June 2003. Her specialization is land use, which she has augmented with transportation planning courses. She is a recipient of the USDOT TransNow Fellowship and is currently a graduate research assistant at the Institute for Portland Metropolitan Studies where she is a staff member and writer for the publication *Metroscape*.

Contact Information:

- shelleyholly@attbi.com
- (503) 282-7562

Budget

Copying costs:	\$ 50.00
Miscellaneous:	\$ 50.00
Final Document (25 copies):	\$ 444.75
Photographs (3 rolls at \$ 11.00):	\$ 33.00
*Contingency:	\$ 200.00

Total (preliminary) budget: \$ 777.75

*Contingency figures were added to compensate for any unplanned for budget needs and in no way reflects a charge to our client.

Client and Workshop Team Relationship

The client for this project is the GBBA. The client contact is Nancy Chapin, staff person, and David Weislogel, association president. The Workshop group liaison is Shelley Holly. As agreed upon, it will be the responsibility of the client to provide the group with relevant information to this project including access to their membership database.

Sharing of information, perspectives, and experiences will contribute to the success of the partnership between the client and the group.

The expectations the client has of the group are clear and mutual in understanding. The client and the group will agree on a project timeline and both are expected to meet deadlines. It will also be the responsibility of the client to furnish honest, critical, and constructive feedback to the group.

Meetings between the Workshop group liaison and a client representative will be held no less than once every two weeks. The liaison will report back to the group immediately in a written format. Meetings will be held in the evening or on the weekend and at least one representative of the Workshop group will attend all GBBA Board Meetings during the three-month tenure of the project. Additional meetings will be arranged as needed by either the client or the Workshop group.

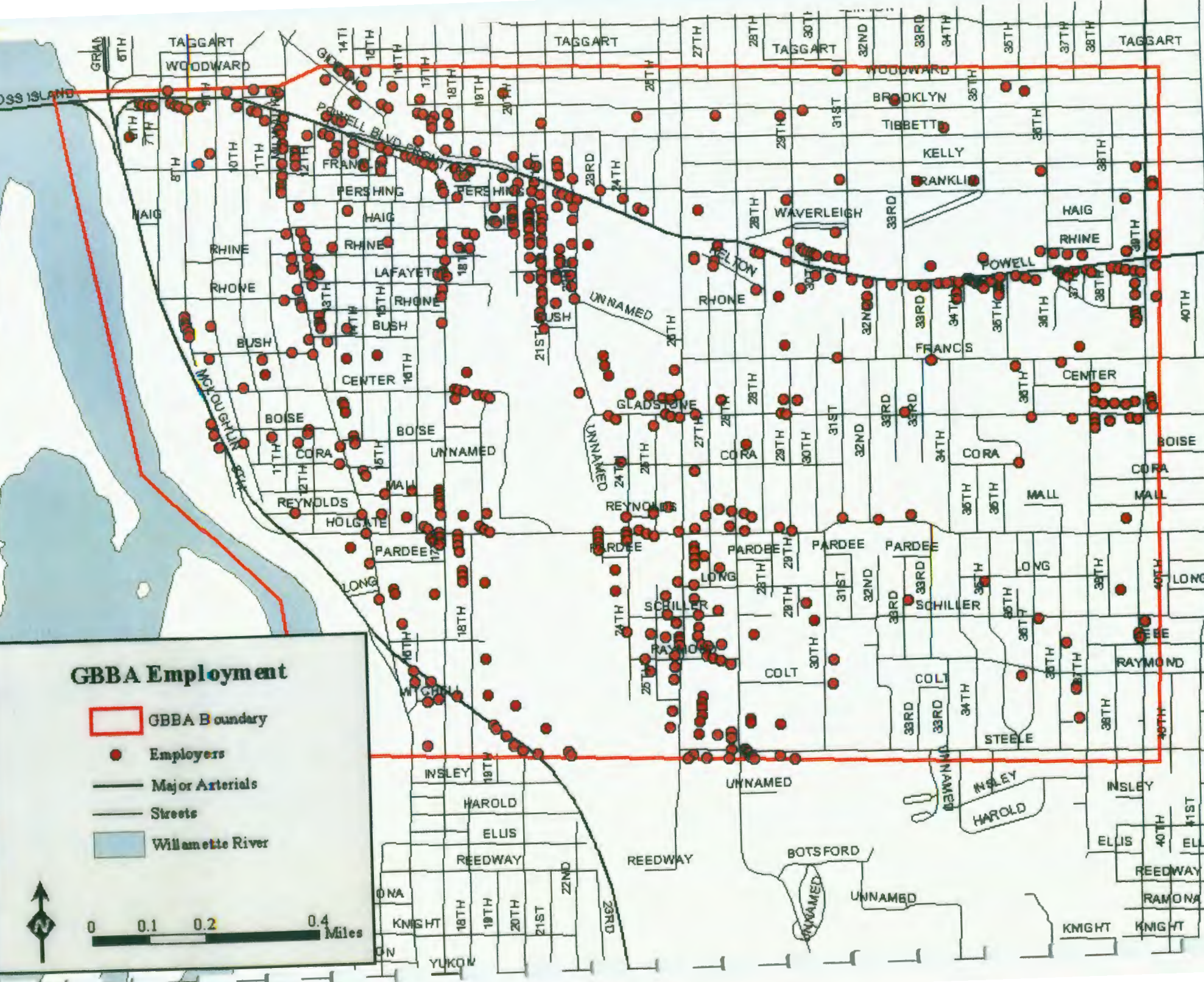
Additional commitments on the part of the client include access to the GBBA membership list and introduction to the GBBA Board of Directors and associated businesses. Furthermore the client has committed to providing time at their monthly Board meeting during the first week of June for a presentation of the final product.

Reimbursement of expenses incurred in the course of this study will be discussed with the client in the next meeting.






Maps

Appendix A of this document includes a map of the GBBA boundaries with existing businesses identified.

Appendix A – Map of District Boundaries and Existing Businesses



GBBA Employment

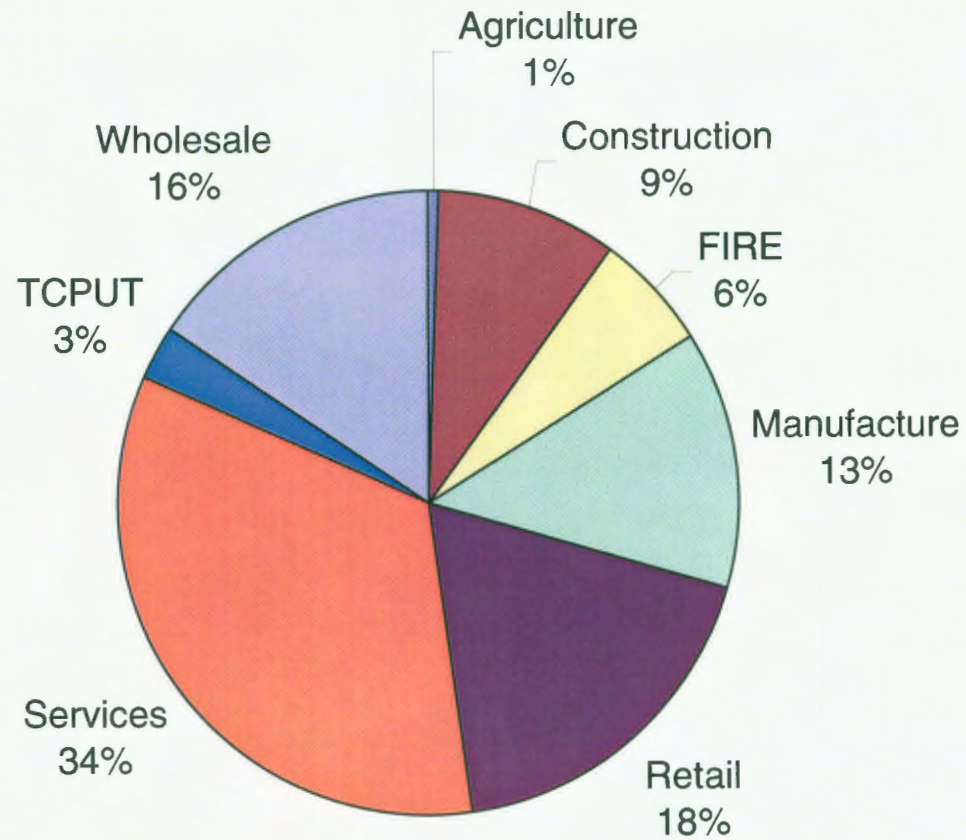
-  GBBA Boundary
-  Employers
-  Major Arterials
-  Streets
-  Willamette River

0 0.1 0.2 0.4 Miles

Appendix B – Diagram of Businesses Categorized

Businesses in Brooklyn

n=591



BROOKLYN BUSINESS CLUSTERS WORKPLAN SCHEDULE

ID	i	Task Name	Duration	Start	March					April				May				June					
					2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25	6/1	6/8	6/15		
1		Phase I (Winter Quarter)	23 days	Wed 2/26/03																			
2	HE	Prepare First Workplan Draft	8 edays	Wed 2/26/03																			
3		Submit First Draft	0 edays	Thu 3/6/03																			
4	HE	Scope Meeting with GBBA	0 edays	Tue 3/11/03																			
5		Finalize Workplan	6 edays	Tue 3/11/03																			
6		Complete and Present Workplan	0 edays	Mon 3/17/03																			
7		Last Day of Class	0 edays	Wed 3/19/03																			
8	HE	Spring Break	10 edays	Thu 3/20/03																			
9		Phase II (a) Background Research	21 days?	Mon 3/31/03																			
10	HE	First Instructor Conference	0 edays	Mon 3/31/03																			
11		Develop Product Outline / Delegate Components	6 edays	Mon 3/31/03																			
12		Develop Business Survey	3 edays	Mon 3/31/03																			
13		Attend / Survey at Artwalk	0 edays	Thu 4/3/03																			
14		Attend / Survey at Annual Meeting	0 edays	Wed 4/9/03																			
15		Present Outline to Instructor	1 eday	Sun 4/6/03																			
16		Prepare Vacant Lands Inventory	26 edays	Mon 3/31/03																			
17		Gather Crime Data Research	26 edays	Mon 3/31/03																			
18		Gather Vacancy and Lease Rate Data	26 edays	Mon 3/31/03																			
19		Research Union Pacific Status	26 edays	Mon 3/31/03																			
20		Obtain Survey Responses and Compile Results	24 edays	Thu 4/3/03																			
21		Summarize and Discuss Findings	1 day?	Mon 4/28/03																			
22		Phase II (b) Document Preparation	29 days	Mon 4/28/03																			
23		Prepare Draft Document	14 edays	Mon 4/28/03																			
24		First Draft Completed	0 edays	Mon 5/12/03																			
25		Present 1st Draft to Instructor	0 edays	Mon 5/12/03																			
26		Present 1st Draft to GBBA	1 eday	Mon 5/12/03																			
27		Prepare Final Presentation	14 edays	Tue 5/13/03																			
28		Present Final Product to GBBA	0 edays	Tue 5/27/03																			
29		Final Presentation for Class	0 edays	Wed 5/28/03																			
30		Prepare Final Document	27 edays	Mon 5/12/03																			
31		Submit Final Product	0 edays	Sun 6/8/03																			

DRAFT

Greater Brooklyn Business Association Business Needs Survey

1. Please identify your business name and location?

2. What is the nature of your business?

3. What do see as the advantages and disadvantages of doing business in Brooklyn?

Advantages:

Disadvantages:

4. What existing surrounding businesses are most helpful to your business?

5. What type of business would you most like to see added to the neighborhood? Why?

6. Are you familiar with the Greater Brooklyn Business Association (GBBA)? Yes / No

7. If yes, what services performed by the GBBA are most helpful to you?

8. Are there additional services that you would like the GBBA to pursue?

Proposal and Scope of Services for:

The Greater Brooklyn Business Association

Business Clusters Analysis

Prepared by:
Dan Marchand
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Shelley Holly
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**MASTERS OF URBAN AND REGIONAL PLANNING
PORTLAND STATE UNIVERSITY**

INSTRUCTORS:
DEBORAH HOWE AND CONNIE OZAWA

DRAFT FOR REVIEW:

MARCH 6, 2003

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Project Overview

Problem Statement

The Brooklyn Neighborhood in Portland, Oregon is a diverse area extending east of the Willamette River comprised of a residential area and a commercial district with businesses ranging in size and industry. The central location of the Brooklyn Neighborhood and its easy access to a variety of transportation options make it a strategically located area for industrial services. The Greater Brooklyn Business Association (GBBA) represents local businesses and the Brooklyn Action Corps (BAC), a neighborhood association, representing the residential area. Have you looked at the map?

The businesses in the area are diverse, ranging from heavy industrial to retail, commercial and professional offices. These differences create a gap between business stakeholders and also between businesses and other interest groups in the neighborhood. The neighborhood is also challenged by several major transects and physical boundaries both within the neighborhood and between it and other areas of the city. It is adjacent to the Willamette River and is also the site of one of the city's largest rail switching yards. These barriers contribute to the disconnection between enterprises within the area represented by the GBBA. Secondly, the GBBA lacks a strong level of participation by the diverse business interests in the district.

While the diversity of the area offers an opportunity to complement business development efforts, there seems to be a lack of awareness of the area's business clusters. Improved awareness could assist businesses in identifying common concerns or opportunities. The focus of this Workshop Project will be to identify business clusters and determine common opportunities and constraints that will either assist or inhibit greater economic opportunities for businesses in the GBBA boundaries.

In 2000, the Central Eastside Industrial District (CEID), located just to the northwest of the GBBA area, underwent a workshop study which analyzed and clustered business enterprises and identified ways these businesses could work together to increase collaboration and competitiveness. The CEID shares many common geographical traits with the Brooklyn Neighborhood. The GBBA has approached this Workshop Group regarding the feasibility of conducting a similar study for the Brooklyn Neighborhood.

This PSU Master of Urban and Regional Planning Workshop Group will assist the GBBA in identifying synergies between business clusters, business district assets and liabilities, and possible unifying measures that will strengthen the identity of the business district. The workshop team will work with active members of the GBBA to identify needs of the district through:

- Interviews with business owners, managers, and residents;
- Reviews of pertinent literature and documents;
- Geospatial analysis using Geographic Information Systems; and,
- Quantitative data collection.

meaning what?
The final product will provide a critical analysis of the business district community and the physical environment in which it functions.

This proposal provides a context in which the study is being proposed and its significance to the region. It outlines the study goals of the GBBA, the intent of the study and analysis, and methodology and timeline that will be followed in accomplishing these goals.

Context

Brief History of Brooklyn

some of the history of Brooklyn
The Brooklyn Neighborhood is one of Portland's oldest communities. In 1851, Gideon Tibbets owned much of the land that is now the Brooklyn neighborhood. He built a family home and a gristmill on this parcel of land that he referred to as Brookland.

Tibbets called it this because much of the land consisted of creeks and lakes. In 1868 the Oregon Central Railroad divided the property into small lots and laid rail tracks through the neighborhood, creating Brooklyn's first transportation division. *They laid the tracks and then*

did they use the rail line for community? meaning what? divided the remaining land
The railroad line and the neighborhood's close locale to downtown made Brooklyn a popular place to live and work. As the area became populated, a town square was built at the intersection of SE Powell Boulevard and SE Milwaukie Avenue. This center of community was soon to be displaced, however, when the Ross Island Bridge was constructed in the 1920's connecting the east side of the Willamette with the west. Several other transportation improvement projects such as Highway 99E and the SE 17th Street overpass in the ensuing years created further divisions within the neighborhood. *what did this look like?*

what plan?
The Brooklyn Neighborhood was the home of Portland's first neighborhood association, the Brooklyn Action Corps (BAC), formed in 1964. The BAC has been instrumental in the neighborhood plan and the preservation of the community's history. In 1996, GBBA was formed. Its vision is to represent and promote the general welfare of the businesses, residents, and property owners in the Brooklyn neighborhood. The association has lobbied for improvements within this area to the city and other government agencies. Recent efforts have included projects such as the kiosk at Brooklyn Park, the Springwater Trail, and the Brooklyn Art Walk. *did they view themselves as competitors?*

Current Context

when? what was accomplished?
The existence of the GBBA and the BAC have encouraged businesses and residents to network and work together on projects such as the Powell Boulevard Action Plan and the Milwaukie Action Plan. However, the need for continued and further connection and cooperation between the area's businesses is critical to the utilization of this prime geographic area. The efficient use of industrial areas is an urgent need within the region. Enhancement of this area, especially given its close proximity to inner Portland and rail lines can be instrumental in the region's economic recovery. *defined by whom?*

Scope

The Workshop Group will work directly with the GBBA and its members over the 3-month period between March 1, 2003 and June 8, 2003. The scope of this project will

cover the geographical area represented by the GBBA: east of the Willamette River; south of SE Powell Boulevard from the Willamette River to SE 12th Ave.; south of SE Clinton from 12th to 39th; west of 39th north of McLoughlin BLVD to SE Steele, and north of Steele to 39th. The project scope will include an analysis of assets and liabilities in the Brooklyn neighborhood and potential impacts to area businesses. In addition the Project will include an analysis of existing businesses and propose a potential action plan that will lead to enhancement of the local business district and its members.

Methodology

Types of data

Both quantitative and qualitative data will contribute to the development of this Workshop project. As the project evolves, the types of data most useful may change. Examples of potential data include:

Quantitative

- Residential & daytime population
- Housing units
- Median household size & income
- Employers & jobs
- Property values (\$/sq ft)
- Land use
- Neighborhood square miles (acreage)
- Traffic counts
- Freight data
- Transit ridership

Qualitative

- Anecdotal testimonies & evidence
- Meeting minutes
- Workshop Group observations

Sources of data

The value of this Workshop project will depend on the reliability of the data. As mentioned, although the types of data may change, a tentative list of data sources includes:

Quantitative

- 2000 US Census
- Inside Prospects database
- Metroscan (property transaction information) software
- Regional Land Information System (RLIS)
- The Internet
- City of Portland Department of Transportation (PDOT)
- TriMet

Qualitative

- Interviews
- Focus groups
- Field work
- Group & Client meetings

Method(s) of analysis

Methods of analysis will depend on the data chosen. Possible data analysis tools include:

- Database analysis
- Data descriptives
- Correlations
- Regression Analysis
- Geographic Information Systems (GIS)

Integration of literature (Draft list)

- City of Portland, Bureau of Planning. January 1989. Visions for Portland's Eastside Riverfront: A Report to the City Council. Portland, Oregon: City of Portland.
- City of Portland, Bureau of Planning. August 1988. Central City Plan. Portland, Oregon: City of Portland.
- City of Portland. August 1997. East Portland Community Plan Project Summary. Portland, Oregon.
- City of Portland, Bureau of Planning. 1991. Brooklyn Neighborhood Plan. Portland, Oregon: City of Portland.
- SE Powell Boulevard: Envisioning Changes, Improving Places. Greater Brooklyn Business Association, 1997.
- Greater Brooklyn Bulletin. Greater Brooklyn Business Association Newsletter, published quarterly.
- Competition and Collaboration in the Central Eastside: A Study of Three Industry Groups. Peter Bilton, Jenni Minner, Estee Segal, Chris Zahas, March 2000.
- Metro Commute Survey
- Traffic survey conducted by the Division Vision organization.

Final Product

The final product will be broken into different sections that will most likely include: background and supporting materials (i.e. any necessary images, charts and maps) about the Brooklyn neighborhood; identification of project focus; analysis and documentation of research possibly including the results from a survey and focus group; and recommendations.

The final design of the document, including specifics like fonts, has not yet been decided. The document will include any necessary focus group notes, interview questions and necessary documentation.

Final product development could include:

- Share draft with Client for comments and etc.

- Possible: taking draft to writing center for technical assistance.
- Integrate necessary changes.
- Finalize document.
- Presentation of document.

Timeline

See Appendix A for a timeline identifying critical dates and a process for project completion. This timeline may be subject to change pending a Client meeting on March 11, 2003 in which the group and the Client will discuss the final product.

Roles and responsibilities

The Group will be responsible for producing a Plan useful to the businesses in the Brooklyn neighborhood and the community as a whole. Goals and objectives will be developed in close consultation with the Client. The Group will be held accountable for the expectations and deliverables outlined in the contractual agreement (scope) created by the Group and the Client.

Adherence to the timeline identified in the workplan is expected. If circumstances arise that affect the Group's ability to meet a deadline or milestone, the Client will be notified immediately. The Group will maintain a professional work ethic and respect the proprietary nature of information provided by the Client.

Individual Group members will share the responsibilities of this project. Tasks will be delegated to Group members based on individual expertise and interest.

Organization of Team

Dan Marchand– Mapping & technical work

- danmarchand@attbi.com
- (503) 730-1303

KT Prew– Document Control

- kt@spaceninja.com
- (503) 232-7336

Read Stapleton– Task & timeline management

- frs@wrgd.com
- (503) 419-2500

Shelley Holly– Primary Client contact

- shelleyholly@attbo.com
- (503) 282-7562

*Hopefully you will elaborate.
Consider how your efforts can be integrated, so you are working as a team.*

Budget

- Preliminary budget: \$ 777.75
 - Copying costs: \$ 50.00

- Miscellaneous: \$ 50.00
- Final Document:
 - Copying: 70 pages, black and white, at .07 a page: \$ 4.90
 - 10 pages, color, at .69 a page: \$ 6.90
 - Binding: \$ 5.99
 - 25 copies: \$ 444.75
- Photographs: \$ 33.00 (3 rolls at \$ 11.00)
- Contingency: \$ 200.00

These figures have been inflated to compensate for any unplanned for budget needs and in no way reflect a charge to our Client.

Client and Workshop Team Relationship

GBBA, and potentially neighborhood residents, will represent the Client for this project. The Client should be available bi-weekly to meet with the Workshop Group. It will be the responsibility of the Client to provide the Group with any and all information relevant to this project. Sharing of information, perspectives, and experiences will contribute to the success of the partnership between the Client and the Group.

The expectations the Client has of the Group should be clear and mutual in understanding. Both the Client and the Group will agree on a project timeline. Not only the Group but also the Client is expected to meet deadlines. It will also be the responsibility of the Client to furnish honest, critical, and constructive feedback to the Group.

The Client for the Brooklyn Business Clusters Study is the Greater Brooklyn Business Association (GBBA). The Client contact is Nancy Chapin, staff person, and David Weislogel, association president. The Workshop Group liaison is Shelley Holly.

Meetings between the Workshop Team liaison and a Client representative will be held no less than once every two weeks. The Team liaison will report back to the Team on a regular basis in a written format. Meetings will be held in the evening or on the weekend and at least one representative of the Workshop Team will attend all GBBA Board Meetings during the three-month tenure of the project. Additional meetings will be arranged as needed by either the Client or the Workshop Team.

The Client has committed to attending an in-class presentation of the project proposal on March 17th at 5:30 p.m. Additional commitments on the part of the Client include access to the GBBA membership list and introduction to the GBBA Board of Directors and associated businesses. Furthermore the Client has committed to providing time at June monthly Board meeting for a presentation of the final product to the Board.

Reimbursement of expenses incurred in the course of this study will be discussed with the Client in the next meeting.

Maps

Attached is a map that identifies the boundaries of the GBBA along with the locations of businesses within the district.

BROOKLYN BUSINESS CLUSTERS WORKPLAN SCHEDULE

ID	Task Name	Duration	Start	Finish	March					April				May					June	
					2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25	6/1	6/8
1	Phase I (Winter Quarter)	23 days	Wed 2/26/03	Sun 3/30/03																
2	Prepare First Workplan Draft	8 edays	Wed 2/26/03	Thu 3/6/03																
3	Submit First Draft	0 edays	Thu 3/6/03	Thu 3/6/03																
4	Scope Meeting with GBBA	0 edays	Tue 3/11/03	Tue 3/11/03																
5	Finalize Workplan	6 edays	Tue 3/11/03	Mon 3/17/03																
6	Complete and Present Workplan	0 edays	Mon 3/17/03	Mon 3/17/03																
7	Last Day of Class	0 edays	Wed 3/19/03	Wed 3/19/03																
8	Spring Break	10 edays	Thu 3/20/03	Sun 3/30/03																
9	Phase II (a) Background Research	20 days	Mon 3/31/03	Sun 4/27/03																
10	First Instructor Conference	0 edays	Mon 3/31/03	Mon 3/31/03																
11	Develop Product Outline	7 edays	Mon 3/31/03	Mon 4/7/03																
12	Delegate Product Components	7 edays	Mon 3/31/03	Mon 4/7/03																
13	Present Outline to Instructor	1 eday	Mon 4/7/03	Tue 4/8/03																
14	Gather Background Research	19 edays	Tue 4/8/03	Sun 4/27/03																
15	Develop and Arrange Focus Groups	12 edays	Mon 3/31/03	Sat 4/12/03																
16	Hold Focus Group Mtgs	15 edays	Sat 4/12/03	Sun 4/27/03																
17	Discuss Research / Focus Group Findings	0 edays	Sun 4/27/03	Sun 4/27/03																
18	Phase II (b) Document Preparation	30 days	Sun 4/27/03	Sun 6/8/03																
19	Meet with Client to Discuss Draft Findings	0 edays	Sat 5/3/03	Sat 5/3/03																
20	Prepare Draft Document	21 edays	Sun 4/27/03	Sun 5/18/03																
21	First Draft Completed	0 edays	Sun 5/18/03	Sun 5/18/03																
22	Present 1st Draft to Instructor	0 edays	Mon 5/19/03	Mon 5/19/03																
23	Prepare Final Presentation	8 edays	Mon 5/19/03	Tue 5/27/03																
24	Present Final Product to GBBA	0 edays	Tue 5/27/03	Tue 5/27/03																
25	Final Presentation for Class	0 edays	Wed 5/28/03	Wed 5/28/03																
26	Prepare Final Document	20 edays	Mon 5/19/03	Sun 6/8/03																
27	Submit Final Product	0 edays	Sun 6/8/03	Sun 6/8/03																

This could be any groups workplan!