

PROPOSED PROGRAMS AND PROJECTS  
FOR THE INNER-NORTHEAST  
THREE YEAR COMMUNITY DEVELOPMENT PLAN

Prepared for  
City of Portland  
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## TABLE OF CONTENTS

	PAGE
INTRODUCTION	4
I. ECONOMIC DEVELOPMENT	6
A. Proposed Programs and Projects	6
1. Establishment of an Inner-Northeast Economic Development Planning and Monitoring Committee	7
2. Establishment of a Neighborhood Jobs Program	12
3. Establishment of a Community Marketing Program	16
B. Proposed Economic Development Programs Budget	20
II. HOUSING	22
A. Proposed Programs and Projects	23
1. Establishment of the Inner-Northeast/PDC Neighbor-to-Neighbor Housing Services Marketing Program	23
2. Establishment of a Community Housing Advocate	25
3. Provision for Housing Planning	27
B. Proposed Housing Program Budget	28
III. COMMUNITY SERVICES	29
A. Proposed Programs and Projects	29
1. Creation of a Community Development Specialist Position	30

2.	Creation of a Before and After School	
	Care Program at Humboldt Shool	32
B.	Proposed Community Services Budget	35
IV.	NEIGHBORHOOD IMPROVEMENT	36
A.	Proposed Programs and Projects	36
1.	Play Equipment at Vernon School	36
2.	Hiring a Community Development	
	Specialist	37
B.	Proposed Neighborhood Improvement Budget	38
V.	SUMMARY OF HCD STEERING COMMITTEE IDENTIFIED	
	NEEDS AND HCD THREE YEAR PLAN PROPOSALS	39

## INTRODUCTION

Since 1975 more than \$18,000,000 has been spent in inner-Northeast Portland for the development of that community. These funds have been spent in four broad categories; Housing, Public Improvements, Economic Development and Community Services.

During this period, funds for the housing improvements have been spent at the rate of more than 7 to 1 over other funding categories. However, according to 1980 census data, this community, with approximately six percent of the City's housing stock, has thirty-four percent of all boarded-up housing in the City and has three times the percent of vacant units as the City-at-large.

While past funding of housing improvements has had some controlling effect on the worsening of housing conditions, in the final analysis local residents must play an integral part in the maintenance and up-grading of local housing. In order for this to happen, homeownership must be the community goal, and employment must be the means.

Within inner-Northeast Portland, unemployment has consistently been approximately twice that of the City (approximately 17.6 percent in August 1985), while the goal of homeownership is equally consistently identified as a priority in the community. And while neighborhood improvements and community service needs are critical to the overall development of the community, because the higher need for better housing conditions



and higher employment, inner-Northeast residents have focused attention on these higher needs.

This proposed three-year community development plan is designed to address, with limited resources, but consistently for three years, a balanced program to meet the needs identified by the HCD Steering Committee and, where feasible, to meet the needs identified at neighborhood meetings.

As past plans have done, this plan recognizes that housing and economic development are primary community needs and seeks to provide a comprehensive approach to these issues. Additionally, this plan recognizes the importance of neighborhood improvements and community services in planning for community development. And, while projects are proposed to address specific needs identified, the plan also seeks to address the long-term needs in these areas by providing professional technical assistance to neighborhoods to further refine their needs and plan for appropriate solutions.

The implementation of this plan will provide for a balanced approach to the development of inner-Northeast Portland with active citizen participation in the improvement of their community.

## I. ECONOMIC DEVELOPMENT

### A. Proposed Programs and Projects

Generally speaking, commercial establishments on Union Avenue, the primary commercial strip in inner-Northeast, have either failed or relocated out of the community. Although there has been some effort on the part of the City's Economic Development Department at the Portland Development Commission (PDC), this condition has prevailed over the past 15 years. Further, this failure or relocation of businesses on Union Avenue will continue if the insufficient buying power of inner-Northeast residents continues and nearby competition prohibits larger market penetration. Consequently, any effort to address the conditions along Union Avenue or the community's small businesses must attack the broader problems of unemployment and under-development to increase resident purchasing power; the need for loans and general business assistance to local businesses, especially minority businesses; and the need for marketing of the community to the rest of the City, as well as marketing of the community within itself.

In order to effectuate community economic development, strategies need to be developed which will attack those problems outlined above. Although three separate economic development programs have been identified here, implementation of all these programs is necessary to achieve improved economic development conditions in inner-Northeast.

Program 1: Establishment of an Inner-Northeast  
Economic Development Planning and Monitoring Committee

Purpose and Functioning:

The Northeast Economic Development Committee will serve as an advisor to the Portland City Council; as monitor of the City of Portland's Economic Development Program for the Northeast Target Area, established March 18, 1982; and as the citizen planning body for economic development in the inner-Northeast community.

Specifically, this body will:

- (1) work to attain cooperative agreements among the diverse economic development groups and to determine mutually satisfactory roles.
- (2) make recommendations regarding structure and operation of existing and future public programs in economic development which impact inner-Northeast.
- (3) review existing and proposed local, state and federal legislation with respect to potential funding and implementation in the inner-Northeast.

Consistent with the Economic Development Program referenced above, the Committee will work with the Portland Development Commission "to review progress in implementing the Northeast program and in establishing policy and direction for future development" (p. 12).

The HCD Steering Committee has identified specific economic development needs for loans, jobs and marketing. These include:

1. an economic development advocate/planner to provide loan counseling and technical assistance for industrial loans that have high job generation potential and which

attract compatible ancillary businesses

2. economic planning for inner-Northeast
3. monitoring loan recipients to ensure that dollars spent lead to job creation
4. a need to work with Oregon Downtown Development Association
5. a need to tie in with the North/Northeast Business Boosters
6. a need to support and expand existing businesses
7. a need to create a positive identity for inner-Northeast
8. a need to examine the composition of the labor force and the unemployed
9. a need to develop co-operative childcare, especially for single parent workers
10. a need to market and identify the inner-Northeast community with a banner across Union Avenue.

While many of these needs are presently being addressed through various PDC programs and activities, to further facilitate their implementation within the inner-Northeast neighborhoods, this proposal recommends that the Economic Development Planning and Monitoring Committee work with PDC to develop and implement these activities. In some instances the proposed Community Development Specialist would also work with the Committee to identify neighborhood needs, i.e., researching co-operative childcare feasibility and securing neighborhood training in economic development planning and marketing.

Other needs identified by the Steering Committee include:

1. loans to very small businesses (1-10 employees)
2. business loans for rehabilitation as well as for expansion

3. information to businesses about available PDC loans

Attempts are presently being made to address these needs through existing PDC programs. These programs include:

1. Industrial Site Revolving Loan Fund (EDA funded)
2. Economic Development Revolving Loan Fund (EDA funded)
3. Investor Rehabilitation/NP-Non-Profit Loans Fund (HCD funded)
4. N.E. Economic Development Loan (HCD funded)
5. Minority Working Capital Loan (HCD funded)

This proposal recommends that those loan programs funded by HCD be marketed and expanded to include all inner-Northeast HCD neighborhoods. Presently the boundary stops at N.E. 7th Street to the east. It is further proposed that the expansion of these programs be monitored by the Economic Development Planning and Monitoring Committee.

Implementation:

The Bureau of Housing and Community Development will contract with the Portland Development Commission to provide technical professional services, to assist in the development of the Planning and Monitoring Committee, and the management of its activities.

### Objectives of the Program:

The definition of economic development, as worded in adopted City Economic Development Policy (March 26, 1980, p.i.) will serve to guide the Committee's overall economic development objectives and activities.

The Committee's specific objectives, as adopted March 18, 1982, by the Portland City Council for the Northeast target area will be as follows:

1. To provide employment opportunities within the target area for local residents, and to improve residents' access to employment opportunities within the Portland labor market.
2. To attract and expand light industry to serve as a base for the area's employment and income, and to stimulate additional business activity in the area.
3. To strengthen existing neighborhood retail and commercial business, and to attract regional firms.
4. To improve the area's livability and promote a positive outlook for its future as a place to live and do business.
5. To support small and minority-owned business development and expansion.

### Membership of the Committee:

Membership of the Committee will include at least the following interests and groups:

#### Business:

#### Neighborhood:

#### Community-based Organizations:

#### Education:

Representative organizations includes, but is not necessarily limited to the following:

1. Northeast Business Boosters
2. The National Business League

3. The Northeast Business Center
4. The Portland Urban League
5. The N.E. Community Development Corporation.
6. P.O.I.C.
7. The Albina Ministerial Alliance
8. PCC Cascade Business Center Corporation
9. Emanuel Hospital Marketing Dept.
10. River East Progress, Inc.
11. Oregon Downtown Development Association
12. The Black United Front

In order to achieve maximum operating efficiency and equal representation, the Committee will consist of nine to eleven members and have a majority black representation. Each of the above groups will submit the name of a representative to the Mayor with a recommendation that the person be appointed to the Committee.

Business and community-based organizations represented on the Committee will have met the following criteria:

1. Demonstrated an internal capacity to conduct economic development oriented activities in the inner-Northeast community.
2. Made a financial commitment to conduct or implement economic development activities in the inner-Northeast community.
3. Demonstrated a commitment through internal policy or past activity to work with inner-Northeast neighborhood associations.

## Program 2: Establishment of a Neighborhood Jobs Program

As stated in the City of Portland Development Commission's Economic Development Program for the Northeast Target Area, March 18, 1982, page 6, the inner-Northeast has historically been characterized as an area with high unemployment, limited employment opportunities, and limited access to training and job information. Statistically, the community unemployment rate is generally double that of the City. According to the above referenced PDC program, in 1982 the unemployment rate for the City was 5.3 percent; it was 10.7 percent for inner-Northeast. According to the 1980 census information, the unemployment rate in the City was 6.9 percent, for the inner-Northeast neighborhood, unemployment averaged 13 percent; and, according to State of Oregon Employment Division figures, the average unemployment rate for the City in 1984 and as of July 1985 was 8.8 percent. By doubling that rate, as is the normal situation for inner-Northeast, the average 1984 unemployment rate for the community was 17.6 percent. This data indicates that the community has a high rate of long-term unemployed residents.

Clearly, it is not sufficient to simply promote new jobs near inner-Northeast. It is necessary to implement a job advocacy effort from within the community that is designed to address both the short-term unemployed (6 months or less) and the long-term unemployed (1 year or more), the "discouraged worker." These are persons who report they want to work but have stopped looking for a job because they don't feel they will find one.



According to the State Employment Division, nationally the "discouraged worker" is 1 in 8 of the unemployed. Within inner-Northeast the department places the ratio at "something considerably greater" than the national average, says John Stone of the research section (phone interview September 17, 1985).

The Neighborhood Jobs Program has the objective of broadening the existing efforts to employ residents of the inner-Northeast community by focusing directly on the discouraged worker population.

A. Program Overview:

The thrust of the Neighborhood Jobs Program is to establish within each of the inner-Northeast neighborhoods a Jobs Advocate to market job and training opportunities to discouraged workers. The Program would be contracted by H.C.D. to the Portland Private Industry Council and monitored by the Inner-Northeast Economic Development Planning and Monitoring Committee. The role and function of this Committee was explained under Program 1. The Job Advocates will be residents of the community contracted with the PPIC.

This program will not replace existing PPIC efforts in inner-Northeast, but provide an additional specifically focused effort in the community.

b. Position Descriptions:

1. Neighborhood Employment Specialist: (PIC Staff)

- a) Work with the N.E. Business Boosters, Cascade Business Center, State of Oregon  
Department of Human Resources Employment Division,

the new Community Development Specialist, and various training programs in the community to identify entry and higher level job opportunities and training programs for inner-Northeast residents.

- b) Coordinate the activity of three Neighborhood Job Advocates in the marketing of jobs and training opportunities for the discouraged worker in the six inner-Northeast neighborhoods.
- c) Monitor new and existing legislation as it might be applied in the community, i.e., J.T.P.A., and review with Monitoring Committee.
- d) Monitor the implementation of existing City Programs targeted to the adults working in the community, i.e., First Source Program and P.I.C. Title II-A, and review with the Monitoring Committee quarterly.

2. Neighborhood Jobs Advocate: (Contracted neighborhood residents)

- a) Identify through the Neighborhood Employment Specialist jobs available through the State Employment Office, as well as within private industry and the community, that might be filled by the discouraged worker population.
- b) Identify long-term unemployed workers through the State, Urban League, etc., and contact these persons to determine their employment status. If they are still unemployed, identify job opportunities for them and assist two of them per month per Job Advocate in securing employment. These jobs could initially include minimum income short-term jobs. When the opportunity arises and the worker is prepared for full time employment, the Job Advocate will assist the worker in securing full-time long-term employment.

C. Expected Results:

The Neighborhood Jobs Program will reduce the rate of the long-term or discouraged worker unemployed in the community, provide specific support to a group of unemployed persons who presently have no existing support system for securing employment; increase job availability information within inner-Northeast neighborhoods; help to reduce the unemployment rate in

inner-Northeast; and increase the income and earning capacity for community residents.

### Program 3: Establishment of a Community Marketing Program

The North/Northeast Business Boosters have initiated a community marketing program with funds provided by the Portland Development Commission. While this program is an extremely important part of the overall commercial development of inner-Northeast, its basic purpose is to market the community to outside businesses and investors.

In order to strengthen local businesses and assist in their expansion, both the existing PDC loan programs and the proposed Intra-Community Marketing Program are necessary.

#### Purpose and Functioning:

The purpose of the Intra-Community Marketing Program is to forge a closer relationship between North/Northeast Business Boosters members and the neighborhood residents. This will be accomplished through a program to encourage local shopping by community residents. Several activities are a necessary part of a successful program of this type. Foremost among these is a willingness by the merchants to agree to community hiring preference and providing "token" rewards for local shoppers, i.e., discount coupons/tickets to accumulate for future discounts, etc. Additionally, the community residents must be willing to look first to local merchants for their purchases. A program designed to provide for a booklet of community merchants and services, a community sales day, and a community pride week are some of the necessary components.

It is expected that this program will be funded for one year only by HCD. Thereafter, local merchants would fund the program.

Objectives of the Program:

The objectives of the Intra-Community Marketing Program are to retain or attract merchants and trade in the community for neighborhood residents, to promote a healthier economy within the community, and thereby to cultivate a broader range of employment opportunity.

The following is a review of the benefits of this program to merchants and the overall community. To establish a specific return to the community, relative to jobs, it will be necessary to analyze the number and salary of employees by sale volume by industry category.

Benefits to Merchants and Community:

Income statistics for the Northeast neighborhoods area and consumption spending level and patterns data for the Portland market area can be used to derive an estimate of the trade and commerce to expect from the area. Because of the nature of the Portland marketplace, some degree of trade leakage out of a neighborhood will, obviously, occur. Thus, the analysis presented here identifies respective trade volumes that could be attained at various "capture rates" for the market potential within the Northeast neighborhoods. Clearly the principle objective of the type of marketing promotions program discussed here is to first increase these capture rates and subsequently

generate a sense of commitment to the neighborhood merchant which is ultimately reflected in a greater sense of pride in the community.

The data in the table that follows represents the estimated potential trade volume for residents of the Northeast neighborhoods. There is some double counting between categories; for example, food stores and supermarkets tend to duplicate one another, as do general merchandise and department store tallies. For this reason, it is necessary to present an estimated "Adjusted Total" to describe the total market potential for the local neighborhood trade. (To the extent that people from outside the area shopped in the Northeast neighborhoods, potential trade volumes would increase.)

ESTIMATED POTENTIAL TRADE VOLUMES, NORTHEAST NEIGHBORHOODS

<u>Sales Category</u>	<u>Estimated Trade Volumes (\$1,000s)</u>
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Food Stores	8,254.9
Supermarkets	7,807.0
Eating and Drinking Places	6,166.6
General Merchandise Stores	10,918.1
Department Stores	9,526.2
Apparel and Accessory Stores	2,303.9
Furniture and Appliance Stores	2,392.7
Home Furnishings	1,284.0
Automobile Dealers	7,137.5
Gas Stations	4,077.5
Building Supplies/Hardware Stores	1,828.3
Drugstores	927.9

Adjusted Total, Retail Sales	49,297.5
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Source: Survey of Buying Power, 1984; Sales/Marketing and Management Report, Metro-Portland Market Ranking, Retail Sales by Store Group.

If merchants within the Northeast neighborhoods are now able to capture, say, one-half this potential market, they should have annual sales to neighborhood residents of around \$25 million.

Using a reasonable allowance for average before tax profits as a percent of gross sales (4 to 5 percent) suggests that each one percentage point increase in the \$25 million market share would justify a yearly investment of \$10,000 in a marketing promotions program. For example, were sales to local residents to increase \$500,000 annually (i.e., 2 percent of the \$25 million market share) as a result of a \$10,000 investment in marketing promotions, area merchants (collectively) could pay all the costs for the marketing program and still have an additional \$10,000 in profits. Clearly, for this type of program not to have substantial merit from a financial feasibility standpoint, we would have to assume that the area merchants are capturing only a very limited share of the potential market. cursory analysis suggests that it is unlikely that such extensive trade leakage (away from the Northeast neighborhood merchants) is occurring.

B. Proposed Economic Development Programs Budget

1. Neighborhood Jobs Program:

This analysis is based on the assumption that the Neighborhood Employment Specialist's office will be located within a facility of low rent and overhead. The specific annual budget is proposed as follows:

a. Costs

Rent	\$300 monthly x 12 = \$	3,600
Utilities	100 monthly x 12 =	1,200
Materials	100 monthly x 12 =	1,200
Office Equipment	250 monthly x 12 =	3,000
(1) Neighborhood Specialist	1,583 monthly x 12 =	19,000
(3) Job Advocates	3,750 monthly x 12 =	45,000
(1) Part-Time Clerical	617 monthly x 12 =	7,400
Benefits	1,785 monthly x 12 =	21,420

TOTAL: 8,485 monthly x 12 = \$101,820

NOTE: The above represents costs for paid employee effort.

However, the cost can be reduced to approximately \$80,000 if the program is sub-contracted out.

b. Analysis of Benefits

1) Program cost \$101,820 divided by 72 (number of workers assisted) = \$ 1,414.17



2) Cost per worker: \$1,414.17 (private industry average cost approx. \$2,300)

3) Anticipated Worker Income:

\$10,000 annually x 72 workers = \$720,000.00

4) Total Earnings: \$720,000.00

Employee Taxes Paid \$108,000 (approx. 15% of earnings) public benefit

5) Disposal Income Available: \$612,000 (private benefit)

6) Return on Investment: 600%

3. Inner-Northeast Economic Development Planning and Monitoring Committee

Professional Services Contract \$ 40,000

4. Marketing Program \$ 10,000 (approx)

PROGRAM TOTAL \$151,820

## II. HOUSING

The inner-Northeast community has some of the most depressed housing conditions within the City. According to 1980 census data, the inner-Northeast has 6 percent of the City's total housing units, but 34 percent of all boarded-up housing units are in the community. Further, the percent of vacant housing units, not for sale or for rent, in the community is three times that of the City as a whole, according to 1980 census data.

The high rate of abandoned and vacant housing, coupled with the deterioration of older and unmaintained houses, and the trend towards renting (a possible reflection of unemployment) in the community has created a critical need to concentrate effective housing programs in the inner-northeast community.

Through the neighborhood association's "Needs and Strategies" planning sessions conducted by HCD, and the community resident questionnaires distributed and compiled by HCD, the primary housing needs for the community have been identified as follows: to provide opportunities for home ownership; to provide low-cost housing rehabilitation loans; to address landlord neglect through code enforcement; and to provide for renters seeking affordable housing.

The proposed plan to address the housing needs of the inner-Northeast community has three primary components. These components, a housing services marketing program, a community-based housing advocate, and community planning for housing are as follows:

### A. Proposed Programs and Projects

A primary consideration for addressing the housing needs of inner-Northeast is the continuation of present services and service levels. Additionally, where feasible, service levels should be expanded, particularly programs addressing home ownership and rehabilitation. Further, a close working relationship with Emanuel Hospital should be maintained to address community housing needs through their master campus plan.

1. Establishment of the Inner-Northeast/PDC Neighbor-to-Neighbor Housing Services Marketing Program.

The precedent for this concept has been set through a similar effort conducted by the Portland Development Commission with the Eliot Neighborhood Association.

#### Program Purpose and Function:

The purpose of the Neighbor-to-Neighbor Housing Services Marketing Program is to establish within the inner-Northeast community a means for residents to be provided with information and assistance in order that the full complement of existing and future City housing services will be provided to community residents and a means by which the PDC might demonstrate its stated desire to concentrate housing services in inner-Northeast targeted neighborhoods. The information provided to residents will be through door-to-door marketing by residents of the neighborhood being served.

A contract for services between the City of Portland Development Commission and the N. E. Coalition of Neighborhoods will be the implementing vehicle.

It is expected that through this contract to market PDC services, the PDC will train residents hired by the Coalition on what services they offer, and these persons will conduct a door-to-door marketing of those services to Boise, Humboldt, King, Sabin, and Vernon neighborhoods.

To complement this neighbor-to-neighbor marketing program, the PDC will assign two in-house staff to be located in the community from 8 a.m. to 5 p.m. three days each week to provide follow-up assistance to residents. These staff would have expertise in housing finance, including ownership and rehabilitation financing, and at least one staff person would have rehabilitation construction monitoring knowledge and experience.

Additional support for this contracted marketing effort will be in-neighborhood workshops conducted by the PDC. These workshops will be conducted within each of the 5 targeted neighborhoods on a rotating basis, but for two consecutive months in each neighborhood. After each of the five targeted neighborhoods have received their workshop sessions, the Eliot neighborhood will begin to receive both neighbor-to-neighbor marketing support and workshop sessions on a rotation basis with the other neighborhoods.

To meet the community need for improvement of housing conditions through code enforcement and monitoring, an additional person will be provided to the N.E. Coalition of Neighborhoods to receive and verify complaints and file these code violation complaints with the appropriate City bureau.

This role is defined as follows:

## 2. Establishment of a Community Housing Advocate

The Community Housing Advocate will coordinate the marketing consultants and will serve as the community contact person for receiving resident complaints relating to housing and other City code violations. Additionally, the Advocate will serve as the community contact person for property owners with rental property on the market and residents wishing to find adequately maintained rental units.

Regarding housing code coordination, the Housing Advocate will not act as a City inspector or enforcement officer. A major concern of community residents is the fear of registering a complaint for various City code violations. Because residents fear personal retaliation and having to provide their name to City officials, many Code violations which have an adverse effect on the overall housing conditions within the community are not registered. This has resulted in a situation where residents dump garbage and other debris on their neighbors' property; many rental and vacant houses are either destroyed and/or abandoned; and residents are living under unsanitary conditions or operating illegal activities in condemned or abandoned houses. The Community Housing Advocate will serve as the contact person in the community to receive these types of complaints from residents, review the situation for verification of the conditions, and register the complaint on behalf of the community, to the proper City bureau.

With regards to serving as a landlord/renter assistance coordinator, many residents have expressed concern for the difficulty in finding "decent," affordable housing in the community. While a major part of this problem relates to a general lack of automobiles and telephones in residents' households, (approximately 23% and 13% respectively do not have autos or phones at their residences according to the 1980 census), another major part of this problem is the lack of a centralized place for prospective landlords and tenants to have their needs matched. The Housing Advocate through the N.E. Coalition office would provide this housing service.

Expected Benefits of the Position:

The benefits of this Advocate position are an increase in identification and registering of City code violations and better enforcement of City codes. This will result in a generally cleaner, safer, and more liveable community and housing environment. Additionally, because landlords can place their property on the market with a list of potential renters through an office that will provide information and resources for maintaining and improving their property, it is a reasonable expectation that both improved rental housing conditions and renter satisfaction will occur.

The resulting stabilization of property conditions and values coupled with a provision of "good" renters will have a positive impact on the overall livability of inner-Northeast and serve to motivate some landlords to maintain their property.

### 3. Provision for Housing Planning

The Community Development Specialist position defined in Component III, Community Services, will provide necessary professional planning to identify and meet further housing needs in the community. This will be accomplished by working with the targeted neighborhood associations and by reviewing various housing programs throughout the City. The CD Specialist will initially plan and provide information regarding alternative means to provide for housing in the community, i.e., co-op housing, multi-family rental conversions, low income and homeless emergency shelter, etc.

B. Proposed Housing Program Budget

The proposed budget for the HCD Three Year Plan Housing Program is as follows:

Marketing Consultants:

5-½ at \$4.11 per unit = \$ 35,510

Community Housing Advocate:

\$15,000 Salary

4,500 Benefits

2,600 Overhead & Supplies = 22,100

TOTAL \$ 57,610

NOTE: Based on the total number of owner and renter occupied housing units in the community, the marketing program cost per unit would be as follows:

Owner Occupied: (27,698) 4,154 units @ \$ 6.66 per unit

Renter Occupied: (29,912) 4,486 units @ \$ 6.67 per unit

Total Housing Units: 8,640 units @ \$ 6.67 per unit



### III COMMUNITY SERVICES

Community service needs identified in inner-Northeast are many and varied, and all needs appear to have highest priority. In order to meet these needs adequately, a programmatic plan to address project specific needs is proposed. Specifically, two programs are proposed. One of these, the before and after school childcare program, will begin to address the critical need for childcare assistance to working parents. The second, creation of a Community Development Specialist position, will begin the process of addressing and planning for a variety of community development and service needs including providing technical professional support to neighborhood associations.

The position as outlined would require approximately one-and-a-fourth staff annually. Should the remaining four neighborhoods in the Northeast Neighborhood Coalition require similar assistance, an additional staff position would be required.

#### A. Proposed Programs and Projects

The following proposed programs, projects, and activities, to be implemented by the Community Development Specialist working with the neighborhoods and responding to the Northeast Neighborhoods Coordinator, will address the community service needs identified by the six inner-Northeast neighborhood associations and the HCD Steering Committee:

Program 1. Creation of Community Development Specialist Position

This position will:

1. Provide community planning assistance to address specific neighborhood needs identified in this 1985 three year HCD plan, including resources and techniques to be utilized in comprehensive analysis, technical investigations and research of planning-related issues; prepare oral and written reports, including options and recommendations and technical supporting materials; and provide technical assistance in budget development for specific neighborhood projects.
2. Obtain and provide access to information on existing and potential City-wide neighborhood housing-related projects and programs not presently in inner-Northeast, i.e., home ownership programs for other than single family units, cooperative and community-owned housing programs, programs to effect correction of landlord neglect and non compliance with City codes, community clean-up and paint-up projects using community resident laborers, etc.
3. Assist neighborhoods in identifying and securing training opportunities including: leadership training, community participation skills, economic development, planning and marketing (this would address needs identified by Eliot neighborhood and the HCD Steering Committee).
4. Assist neighborhood associations and citizens by advocating for services, including information and referral and working with citizens and City services (this would address needs identified by King, Boise, Vernon, and the A.M.A.).
5. Conduct ongoing grants research and develop grant proposals related to identified neighborhood needs.
6. Provide technical assistance in budget development for specific neighborhood needs projects (this would address a need identified by King and Sabin).
7. Work with existing community recreation programs to plan, in conjunction with the Bureau of Parks, for better coordination and provision of youth recreation and park utilization (this would address needs identified by Vernon, King, Humboldt, Sabin, and Eliot neighborhoods).

8. Assist neighborhoods in the planning and coordination of community-sponsored clean-up projects such as the Northeast Business Boosters' annual neighborhood clean-up (this addresses needs identified by Humboldt, Boise, King, Eliot, and Sabin neighborhoods).
9. Serve as liaison to appropriate offices and organizations.

An additional need identified by the Steering Committee is for a building to house community services information, such as information and referral, advocacy and play space. This proposal recommends centralizing of all activities identified here at the N.E. Neighborhood Facility.

Program 2: Creation of a Before and After School Care Program at  
Humboldt School

Portland Public Schools (PPS) has started six pilot projects in schools whereby the district contracts for services with an established day care provider to develop and maintain before and after school day care services.

PPS has established one program in the inner-Northeast, located at Humboldt School, by contracting with the YWCA to provide the services at Humboldt. In the contract, PPS provides space, utilities, repairs, custodial services, and access to all school equipment. These services reduce the overhead cost to the day care provider, and the day care provider agrees to pass these savings along to parents.

The cost of before and after school care at Humboldt is based on a sliding fee scale with the cost of care beginning at \$15 per week and going up to \$27 per week, depending on family size and income. In addition to the sliding fee scale, the YWCA program offers scholarships for those in need. The \$15 per week can be reduced by 10 to 50 percent depending on family need.

The program at Humboldt began with the opening of school this year. To date the program has not attracted very many children, in fact only 8 students are currently enrolled. In conversations with the school principal, the administrator for PPS and the YWCA coordinator, they expressed the need to expand their services and bring students from other inner-Northeast schools to the Humboldt program. They believe they could expand the number enrolled if they could provide the services at

Humboldt to students from other schools. However, they do not have the means to transport students from these schools to Humboldt.

Unless the program at Humboldt is expanded, the program probably will not be continued. The district started these six pilot projects with the idea that if they were successful they would gradually expand into other schools. If the program at Humboldt is not successful, the likelihood of expanding before and after school programs to other inner-Northeast schools is highly unlikely.

A suggestion is that HCD dollars go into the leasing of a van for the inner-Northeast YWCA, with a written three-year agreement that the day care services at Humboldt be expanded to service students in all inner-Northeast schools and that the van be used for transporting students to Humboldt School.

In addition to the transportation problem, there is the issue of encouraging parents to put their children into after school programs. There is a general belief among school and YWCA personnel that it will require an education program, directed at parents, to point out the benefits of putting their children in after school programs. Parents who are not used to having affordable day care do not think of it as an option. With an educational campaign, parents could begin to see the advantages. The advantages of the after school program at Humboldt are not only that it is a safe place for children but that it also is a continuation of their education. At Humboldt there is an emphasis on educational activities within the program. For

example, students in the after school care program have access to the school's computers and other educational components within the school.

B. Proposed Community Services Budget

1. Community Development Specialist

Salary	\$ 21,000
Benefits	6,300
Supplies and Materials	3,000
Overhead	<u>?</u>

TOTAL \$ 30,300 (approx.)

2. Before and After School Day Care Program

Lease of a Van: \$ 11,010 The YWCA would be responsible for insurance, upkeep and driver.)

Parent Educational Campaign: \$5,000 (The YWCA would develop and carry out a marketing program directed at encouraging parents to place their children in day care.)

TOTAL COST: \$ 16,010

#### IV. NEIGHBORHOOD IMPROVEMENT

The overall improvement of the inner-Northeast neighborhoods is a long-term process having many components. Among the components for neighborhood improvements are housing conditions improvements, community clean-up projects, City code enforcement, adequate play areas for youth and adults and street and sidewalk repair.

Because of the variety of activities associated with neighborhood improvement, this plan proposes to address this area of the HCD Three Year Plan for inner-Northeast's with a three part program. These program parts, play equipment at Vernon School, hiring of a Community Development Specialist, and improving the appearance and marketability of the community through improvement of the Union Avenue median strip plantings, are as follows:

##### A. Proposed Programs and Projects

###### 1. Play Equipment at Vernon School

The Portland Public Schools has designed and will install for community play equipment at Vernon and Humboldt Schools. The District has also indicated that the new playground at Boise School is available to community residents and would adequately meet the need for play equipment in that general area.

Regarding Vernon and Humboldt play equipment, because it is designed for young children whose parents might want to watch



them, the School District will also install picnic tables and benches, if desired by the community.

## 2. Hiring a Community Development Specialist

As stated under Community Services, the hiring of a Community Development Specialist would serve to provide both immediate and long term planning for neighborhood improvement. This would be accomplished by the development and coordination of such projects as neighborhood clean-up and recycling. In addition, the CD Specialist would work with individual neighborhood associations to assist them in developing specific plans for their projects identified through this HCD plan.

B. Proposed Neighborhood Improvement Budget

1. Play Equipment at Vernon and Humboldt Schools

Materials	\$ 5,704
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Installation	<u>12,694</u>
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TOTAL	\$18,398
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2. Cost of Community Development Specialist

Cost Budgeted under Community Services

TOTAL BUDGET \$18,398

V. SUMMARY OF HCD STEERING COMMITTEE IDENTIFIED COMMUNITY

NEEDS AND HCD THREE YEAR PLAN PROPOSALS

IDENTIFIED COMMUNITY NEEDS

MEANS TO MEET NEEDS THROUGH  
HCD THREE YEAR PLAN, PROGRAMS  
AND PROJECTS

Economic Development:

1. Economic Development Advocate/Planner to provide counseling and technical assistance.
2. Industrial loans that have high job generation potential and which attract compatible ancillary businesses.
3. Economic planning for inner-Northeast.
4. Monitoring loan recipients to ensure that dollars spent lead to job creation.
5. Working with Oregon Downtown Development Association.
6. A tie in with the North/Northeast Business Boosters.
7. Support and expansion for existing businesses.
8. Creation of a positive identity for inner-Northeast.

Economic Development:

1. Need is to be met through the Economic Development Planning and Monitoring Committee and PDC.
2. Need is to be met through PDC Industrial Development Loan Fund (\$600,000), the Economic Development Planning & Monitoring Committee and its staff.
3. Need is to be met through PDC, the Economic Development Planning and Monitoring Committee and its staff.
4. Need is to be met through the Economic Development Planning and Monitoring Committee through the Neighborhood Employment Specialist.
5. The need is to be met through the Economic Development Planning and Monitoring Committee.
6. The need is to be met through the Economic Development Planning and Monitoring Committee.
7. The need is to be met through PDC, the Economic Development Planning and Monitoring Committee, and the Intra-Community Marketing Program.
8. The need is to be met through the NE Business Boosters Marketing Program, the Intra-Community Marketing Program, the Economic Development Planning and Monitoring Committee, and PDC.

9. Expansion of the composition of the labor force and the unemployed.

10. Development of co-operative childcare, especially for single parent workers.

11. Marketing and Identification of the inner-Northeast Community with a banner across Union Ave.

12. Loans to small businesses.

13. Business loans for rehabilitation and expansion.

14. Information to businesses about available PDC loans.

9. The need is to be met through the Economic Development Planning and Monitoring Committee and its staff.

10. The need is to be met through the Community Development Specialist.

11. The need is to be met through the North/Northeast Business Boosters and the Economic Development Planning and Monitoring Committee through the Intra-Community Marketing program.

12. The need is to be met by PDC (through the Minority Working Capital Loan Fund; the Economic Development Revolving Loan Fund; and the NE Economic Development Loan Fund). The Economic Development Planning and Monitoring will monitor PDC implementation.

13. The need is to be met through PDC's Economic Development Revolving Loan Fund; Investor Rehab./NP-Nonprofit Loan Fund; and NE Economic Development Loan Fund with monitoring through the Economic Development Planning and Monitoring Committee.

14. The need is to be met by PDC and the Economic Development Planning and Monitoring Committee, with additional resources including: PCC Business Development Center, Cascade Business Center, and River East Progress, Inc.

Housing:

1. Self-help Housing Center with services including access to and coordination of housing counseling, financing, rehabilitation, homes lending and advocacy for other issues.

Housing:

1. The needs are to be met by a contract between PDC and the NE Coalition of Neighborhoods to provide for identified needs through the Inner-Northeast/PDC Neighbor to Neighbor Housing Services Marketing Program. In addition, the Community Housing Advocate will deal with complaints of code violations, with linking rental property owners with renters, and with advocacy. The Community Development Specialist will research alternative means to provide for housing.

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Community Services:

1. After school and daycare programs, including co-op programs.

2. Community Services Building with services including information and referral, advocacy, tutoring and play space.

3. Coordinate existing programs.

Community Services:

1. The need will be met by the Portland Public Schools in cooperation with the YWCA. The Community Development Specialist will investigate need for and practical feasibility of child care co-ops.

2. The need will be met by centralizing of services at the NE Neighborhood Facility. The Community Development Specialist will provide information, technical planning assistance, advocacy for training and services.

3. The need will be met by the Community Development Specialist in conjunction with the Bureau of Parks.

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Neighborhood Improvement:

1. Mini-parks and play equipment on school grounds.
2. Information on "How-to" access City Services.

Neighborhood Improvement:

1. The need is to be met by installation of play equipment on Vernon and Humboldt school grounds (Boise already has equipment).
2. This need is to be met through the Community Development Specialist.