

**PLANNING GRANT APPLICATION**  
**COMPREHENSIVE CITY DEMONSTRATION PROGRAM**

**CITY OF PORTLAND, OREGON**

**April 28, 1967**

**Authorized by: PORTLAND CITY COUNCIL**

**Terry D. Schrunk, Mayor**  
**William A. Bowes**  
**Stanley W. Earl**  
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**Prepared by: MAYOR'S COORDINATING COMMITTEE ON MODEL CITIES**

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## PORTLAND DEVELOPMENT COMMISSION

2000 S. W. FIRST AVENUE • PORTLAND, OREGON 97201 • 226-4036

May 1, 1967

John B. Kenward  
*Executive Director*

Mr. Robert B. Pitts, Regional Administrator  
Department of Housing and Urban Development  
450 Golden Gate Avenue  
San Francisco, California 94102

Attention: Dr. Melvin B. Mogulof, Director  
Model Cities Program

Dear Mr. Pitts:

The City of Portland submits herewith a Planning Grant Application for the Comprehensive City Demonstration Program. Although the City of Portland and the agencies participating in the preparation of this application have been faced with serious time limitations, there has evolved a strong conviction on the part of all that the Demonstration Program as proposed for Portland has great potential in terms of the urban problems of the Northwest and that Portland is particularly well qualified to carry out such a program.

Portland's proposal involves more of a preventative approach to the problems of the changing and aging urban environment than would normally be contemplated in older and larger Eastern cities.

The study proposed in Portland's application encompasses the entire spectrum of physical and social conditions to be found in the City of Portland -- from the very worst, to the very best. The intent of Portland's proposal is to create a strong focus of attention on the more extensive and serious problems of the core and a lessening attention outward throughout the study area.

In December, 1966, the Mayor and members of the City Council, the City Planning Director and members of the City Planning Commission, the Executive Director and members of the Portland Development Commission, the Executive Director and members of the Housing Authority of Portland, the Superintendent of Portland Public Schools and the Assistant Superintendent for Model Schools and Early Childhood Education Programs, the Chairman of the Oregon State Board of Health, the Executive Director and Planning Consultant of the Portland Community Council, the Chairman of the Portland Human Relations Commission, the Chairman of the Metropolitan Steering Committee for O.E.O., and others with similar interests and concern in improving Portland's urban environment met and discussed in detail the potential value to the City of Portland and other communities of a Model Neighborhood Program.

Mr. Robert B. Pitts, Regional Administrator  
Department of Housing and Urban Development

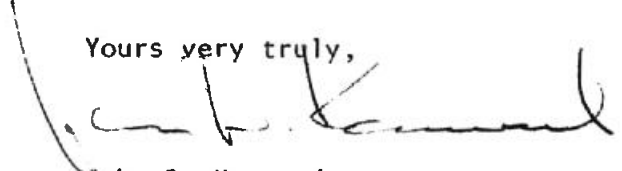
Immediately following the meeting of the above officials, the City Council authorized the Mayor to appoint a committee to prepare an application for a planning grant under the Model City Demonstration Program. The Mayor immediately appointed a committee of five to prepare such an application. On January 28, 1967, the full Mayor's committee attended the Region VI briefing of the Demonstration City Program conducted by Mr. Ralph Taylor and his staff. Immediately following this meeting and receipt of program guide, the Committee arranged a meeting with key representatives from some seventy public and private Portland organizations concerned with programs in the field of health, physical environment, education, employment and other aspects of community life. These organizations were briefed on the Model Neighborhood Program. Questionnaires were distributed to them so that each could provide information as to its present activities in the proposed area and set forth proposals and new ideas for upgrading the physical and social environment in the model neighborhood area.

From that time until the time of this submittal, numerous meetings have been held with many public and private agencies such as Community Council, United Good Neighbors, Portland-Metropolitan area Y.M.C.A., Columbia Region Association of Governments, and a special group of individuals and organizations concerned with obtaining a well-rounded program of citizen participation and involvement in the Model Neighborhood Program. Many individual conferences were held with key people in the fields of education, health, welfare, and employment. The end result being an honest statement of problems, goals and special programs and proposals on which Portland feels it can begin to develop an expanded coordinated and workable plan for the model neighborhood area.

The City of Portland believes that its total plan or program for the Model Neighborhood can and should evolve in the planning stage. At this point, however, the application places great emphasis on the idea of a community college to serve as a focal point for model neighborhood upgrading; a study, recreation, cultural and work training center as well as a medical center to provide direct medical and health services in the study area. In addition the housing elements or components take on increased demonstration potential by reason of Portland's experience in the field of neighborhood rehabilitation and the expanding and improved techniques now being developed for providing better low cost housing and better public facilities and services. A strong O.E.O. community service program in the target area, creative and active U.G.N. agencies anxious to join forces and just completed C.R.P. strategy for neighborhood improvement are further reasons we feel we can do a real model neighborhood job.

Portland will stand by to provide such additional information as may be requested. We hope this application receives your favorable consideration.

Yours very truly,



John B. Kenward  
Executive Director

JBK:j

PLANNING GRANT APPLICATION  
COMPREHENSIVE CITY DEMONSTRATION PROGRAM  
CITY OF PORTLAND, OREGON

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PLANNING GRANT APPLICATION  
COMPREHENSIVE CITY DEMONSTRATION PROGRAM  
CITY OF PORTLAND, OREGON  
LIST OF EXHIBITS

<u>PART NO.</u>	<u>EXHIBIT NO.</u>	<u>IDENTIFICATION</u>	<u>NO. OF PAGES</u>
APPLI- CATION	A	Portland Development Commission Resolution	—
I	A	Administrative Organization Chart and Summary	3
II	No Number	Map of Study Area	1
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III	A	Portland Development Commission Relocation Program	1
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PLANNING GRANT APPLICATION  
COMPREHENSIVE CITY DEMONSTRATION PROGRAM  
CITY OF PORTLAND, OREGON  
LIST OF ATTACHMENTS

<u>PART NO.</u>	<u>ATTACHMENT NUMBER</u>	<u>IDENTIFICATION</u>
II (B)	1	<u>Portland's Residential Areas</u> , a Community Renewal Program Report
III (A)	2	<u>District #4, Albina-Woodlawn</u> , a Community Renewal Program Report
III (F)	3	<u>Race and Equal Educational Opportunities in Portland's Public Schools</u> , a Report to the Board of Education, Multnomah School District No. 1
III (G)	4	<u>1965 Annual Report</u> , Bureau of Police, Record Division, Data Processing Section
III (J)	5	<u>The Manpower Resource of the Portland Metropolitan Area</u> , Metropolitan Area Manpower Council
IV	6	Model Cities Information Packet
IV	7	Reponses to <u>Model Cities Planning Application Questionnaire</u> and <u>Letters of Endorsement</u>

APPLICATION TO THE  
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
FOR A GRANT TO PLAN A  
COMPREHENSIVE CITY DEMONSTRATION PROGRAM

A. Identification of Applicant.

1. Legal corporate name of jurisdiction.

CITY OF PORTLAND, a municipal corporation of the State of Oregon,  
acting by and through the Portland Development Commission.

2. Mailing Address.

Portland Development Commission  
2000 S. W. First Avenue  
Portland, Oregon 97201

3. Name, title and phone number of official to be contacted regarding  
this application.

John B. Kenward, Executive Director  
Portland Development Commission  
226-4036 (Area Code 503)

B. Date of Application.

April 28, 1967

C. Planning Grant Applied For.

1. Amount of grant applied for.

\$311,882

2. Length of proposed planning period.

One year from date of planning grant.

D. Certification by Applicant.

Resolution of the Portland Development Commission approving the Application  
and containing other required certifications, is attached hereto as Exhi-  
bit A.

PORTLAND DEVELOPMENT COMMISSION  
Portland, Oregon

RESOLUTION NO. 676

RESOLUTION APPROVING REQUEST FOR FINANCIAL  
ASSISTANCE TO PLAN AND DEVELOP A COMPREHENSIVE  
CITY DEMONSTRATION PROGRAM

WHEREAS, the City of Portland desires to undertake a comprehensive program to rebuild, revitalize, and improve living conditions for the people of the City of Portland who live in that portion of the City of Portland which is between the Banfield Freeway and Columbia Boulevard, and between the Minnesota Freeway and 33d Avenue, and

WHEREAS, the Secretary of the Department of Housing and Urban Development is authorized to make grants to, and contract with, City Demonstration Agencies to pay 80% of the cost of planning and developing such city demonstration programs, and

WHEREAS, various public and private agencies have assured the City of their support, said agencies including the Portland Development Commission, Multnomah County School District No. 1, and certain United Good Neighbors agencies, and

WHEREAS such a City Demonstration Program would materially contribute to the sound development of the City of Portland, and

WHEREAS, the Council of the City of Portland has requested the Portland Development Commission to submit to the Secretary of the Department of Housing and Urban Development a request for financial assistance for the planning and development of a comprehensive City Demonstration Program on behalf of the City of Portland and has authorized the Development Commission to furnish the information and documentation concerning the preparation and content of such program as may be required by the Department of Housing and Urban Development; now, therefore, be it

RESOLVED, that the Portland Development Commission, a department of the City of Portland, does hereby authorize the Executive Director as follows:

1. To submit a request for financial assistance for the planning and development of a comprehensive City Demonstration Program; and
2. To provide information or documentation concerning the preparation and content of such program as may be required by the Department of Housing and Urban Development; and, be it

FURTHER RESOLVED, that John B. Kenward, Executive Director of the Portland Development Commission, is hereby designated as the authorized representative empowered to act in behalf of the Portland Development Commission



and the City of Portland in connection with all matters pertaining to the request for financial assistance; and, be it

FURTHER RESOLVED, that the Executive Director is hereby authorized to represent that the City of Portland with the assistance of the agencies above described will have available when needed, adequate resources to defray, with the requested financial assistance grant, the cost of the preparation of the comprehensive City Demonstration Program; and, be it

FURTHER RESOLVED, that this resolution shall become effective immediately upon its adoption.

Adopted by the Commission this 11th day of May, 1967.

/s/ IRA C. KELLER  
Chairman

/s/ A. V. FONDER  
Secretary

Portland, Oregon  
APPLICATION  
Exhibit A

PART I. PROPOSAL HIGHLIGHTS

A. Summarize the description of the city.

Portland is a city of 383,500 people situated in a metropolitan area of some 890,000. It is the cultural, economic, financial and distribution center for a region encompassing the state of Oregon and the Southern counties of Washington. It is a regionally oriented manufacturing and transportation center. The economic base is broadly diversified reflecting this regional outlook.

Bank clearings, building permit volumes, and total employment figures all continue to rise as indicators of Portland's economic health.

Portland was incorporated as a city in 1851 and has grown up with the single family, detached, wood frame house as its characteristic dwelling type. Apartment houses as a significant portion of the housing stock is a fairly recent phenomenon. Only 21.8% of the housing units were in structures containing 5 or more units in 1960. Fourteen and four-tenths per cent of the total housing was classified as deteriorating or dilapidated.

The Portland Metropolitan Area has experienced a steady, if unspectacular growth. The in-city population remained almost static between 1950 and 1960. Since 1960 some growth has been experienced due largely to annexation of additional territory.

B. Summarize the description of the designated area.

The study area contains approximately five square miles and has a population of some 41,000 people. Within the area, that portion referred to as the problem core contains the greatest single concentrations of substandard housing and social problems in the city. Here is the high incidence of welfare assistance cases, the lowest income people, the lowest educational achievement, the greatest school problem, the high crime rate and all of the attendant problems associated with such an area.

Beyond the core, problems lessen in magnitude until a city-wide norm is attained. The total study area is very large and was deliberately chosen in order to fully encompass the entire problem area. The intent is for a strong focus of attention on the core with lessening attention outward throughout the study area.

All of the study area is predominately residential with constituent commercial areas and strips. Some major shopping, industrial and public service facilities are found at the extreme southern end of the overall area.

The core area is today the object of much of Portland's social conscience. Many special programs are now underway in response to the needs of area residents.

C. Summarize the problems of the area.

The study area encompasses the entire spectrum of physical and social conditions to be found in the City of Portland -- from the very worst to among the best. The very worst conditions occur in the Albina district which in 1960 contained 78% of Portland's Negro population. Here, 48% of the housing was substandard in 1960, 21% of the adult residents had not finished elementary school (compared to 12.1% of the general Portland population), family income showed 26.1% of the Albina families earning less than \$3,000 a year (15.1% Portland), and the highest incidence of crime and of disease and poverty-related health problems were found. Beyond this core to the north exists several square miles of housing having 20% of greater substandardness with varying conditions of education, employment, and health relating directly to the substandardness of the housing. To the east in the Irvington district the spread of blight has extended and is extending into districts with physical and social conditions which compare favorably with the best to be found in Portland.

The substandard environmental conditions which exist in the study area have been the major target for both public and private agencies concerned with social and physical environment. The rehabilitation project, the model school program, and the poverty program presently being undertaken in the study area are the major efforts being undertaken in Portland to solve conditions of poor housing, lack of education, low income, and ill health. These programs have been accompanied by many others such as the Community Action Program of the Portland Council of Churches, the Youth Activities Center of the Salvation Army, and the assistance programs of the Multnomah County Welfare Commission. (It is estimated that there are in excess of 50 public and private agencies directly concerned with the social and physical conditions of the study area.) The conditions continue to exist, however, not for lack of interest, but because no major comprehensive program has been undertaken. The need, therefore, has been one of coordinating and supplementing existing efforts and of providing greater resources to deal with the problems in a comprehensive manner. This will require leadership, cooperation, and more complete and thoughtful look at the problems and their solutions, the full participation of the residents in the decision-making process, and adequate financing to carry out the job.

D. Summarize the goals of the program.

The goals of the program are:

1. To transform strategic portions of the study area into highly desirable residential neighborhoods with individual identities and physical amenities at least equal to those of stable Portland neighborhoods; to eliminate the highly blighted core and provide in its place a community service facility to provide an educational-cultural-recreational complex with programs tailored to the needs of the study area; and to provide all residents with decent housing of their own choice and within their means.

2. To prepare area residents of all ages by proper education for full and active citizenship in the social and economic life of the city, and to allow them to acquire the necessary skills, training, knowledge, and motivation for employability at the various levels available to residents of Portland, and to enjoy the fruits of their labor.
3. To provide employment for all employable persons in the study area; to train and counsel the individual for the level of employment for which he is best suited; to find work commensurate with the abilities of each individual in order that such individual may have both personal and financial satisfaction and rewards from his work; and to raise the family income to such a level that each family may provide itself with adequate housing, a proper education and the material and cultural advantages necessary to permit each individual to achieve full citizenship and realize his particular human qualities.
4. To make existing and future health services immediately available to all residents through community information efforts, a centrally-located facility, and adequate transportation.
5. To reduce the incidence of crime to a level comparable to that found in the more stable areas of the city with the ultimate objective of making the area a completely safe and desirable place to live.
6. To provide adequate recreational and cultural facilities, leadership and program to meet the needs of the residents, and to encourage their participation in the activities and programs.
7. To permit each individual to achieve for himself a full sense of participation in the community by making available to him the means for reaching that end -- not by doing for him, but by allowing him to do for himself.

E. Describe priorities established among program goals and state reasons for the priorities set.

To establish priorities among goals at this time would be to prejudge the relative importance of particular elements of the program described to meet those goals without sufficient facts and without adequate consultation with those most directly involved, the residents of the study area and the agencies proposing them. It would be misleading, therefore, to indicate that priorities have been established with respect to housing, education, employment, and health. All are important and the Model Neighborhood Program appears to have been designed to deal with all of them simultaneously in a massive and comprehensive way. This does not mean that particular programs designed to meet those goals are not considered more promising than others, but merely that no priority can properly be established among the goals at this time.

F. Summarize in general terms overall program strategy and program approaches to be taken in meeting the goals.

The strategy used to meet the goals will be to establish a closely related network of public and private agencies designed to meet the broad goals outlined above and the more specific goals established during the planning stage, and to provide the overall program with effective leadership. This will require the opening of communication lines between and among all participating agencies and the residents of the study area. The administrative machinery is designed to accomplish this.

The improvement of housing and physical facilities will be carried out primarily through the process of urban renewal, rehabilitation and code enforcement. The existing programs in the area of rehabilitation have shown the strength and weaknesses of the program. From this experience it has become clear that new methods of financing rehabilitation must be found to supplement Section 312 loans and Section 115 grants if the work is to be accomplished on the scale proposed. Private financing will be utilized where possible and means suggested to streamline or change existing public loan or grant programs.

The Model School Program presently operating in the area establishes a strong foundation for an effective educational program for all ages. A community college suggested for the study area as an "open door" or "people's college" could serve as the center for study, recreation and work training. It would be open at all times and would design its program to serve the needs of the neighborhood as well as being immediately available to them. It would, therefore, provide not only an educational purpose, but one related to employment and recreation.

A medical center complex proposed by Emanuel Hospital could provide the direct medical and health services much needed in the study area. The survey and planning application for this project under Section 112 of the Housing Act is being submitted to the Federal Government. The city, county, and state health agencies have indicated their desire to participate in such a cooperative venture to provide these services through such a facility.

Employment is dependent upon vocational training which would be done primarily through the schools. Private industry and labor unions would be asked to participate in the program through on-the-job training with the utilization of subsidies where necessary to place the program on a sound economic basis.

Area representatives would be engaged from the study area to convey and receive information on the program and proposals. In this manner all of the residents would have a voice in the decision-making process.

G. Summarize the innovative characteristics of the proposal.

The innovative characteristics of this proposal are designed to find sound and realistic approaches to meeting the needs of the study area, not merely to be novel.

The organizational structure is innovative in that, while placing the policy making responsibility on the City Council, it invites the participation of all agencies and the residents in the decision-making process.

A further innovation is the use of key elements to provide a catalytic action to the entire process. The key elements are:

1. The community college to serve as a neighborhood center for education, work training and recreation.
2. The medical complex to serve as a health center for the study area.
3. An expansion of the techniques utilized in the present rehabilitation project for financing private construction and providing better public facilities and service.

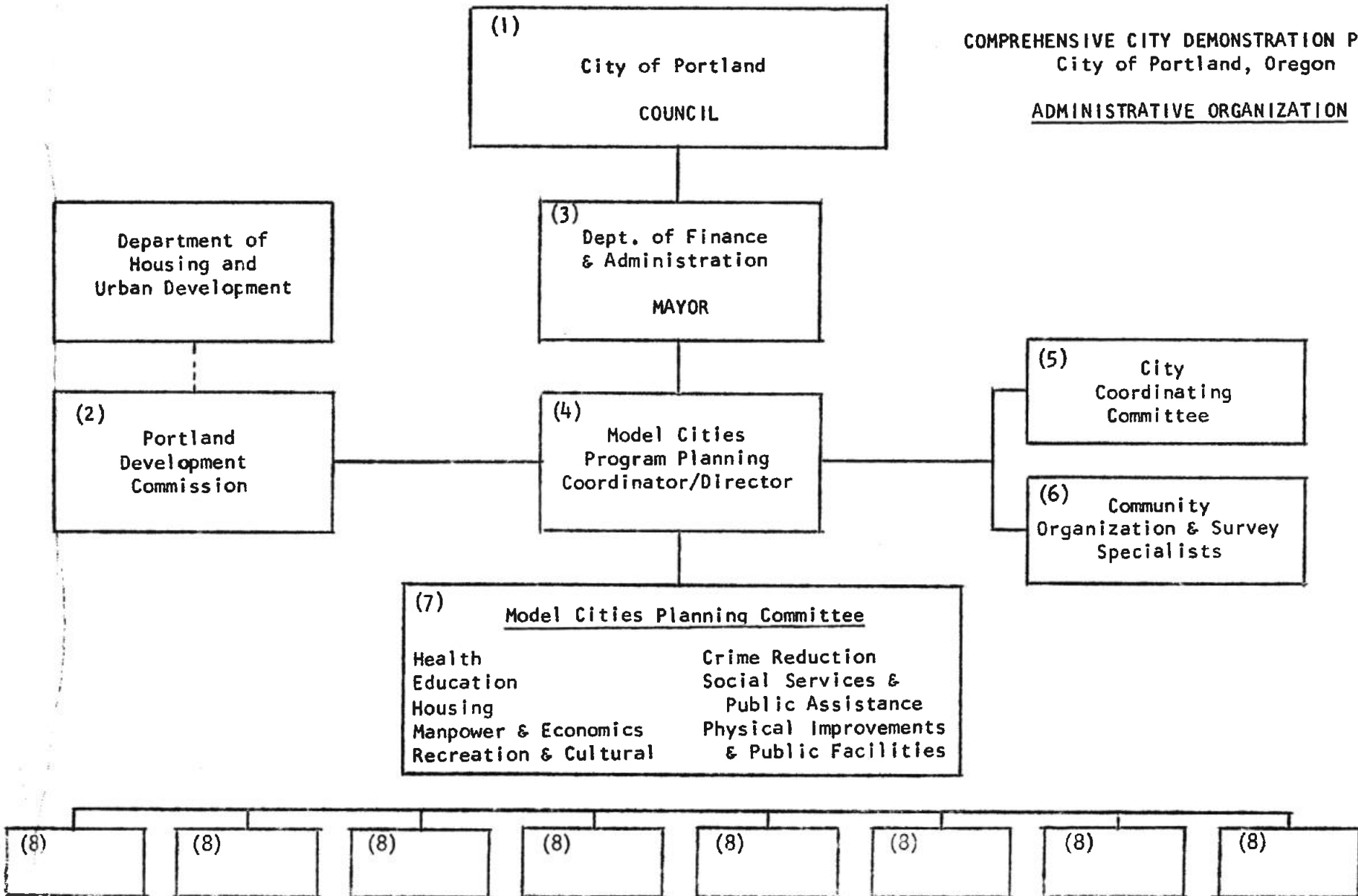
The first two elements described are of themselves innovative in nature, and the third, while not innovative, is founded upon substantial practical experience.

H. Summarize administrative machinery to be employed.

A summary of the administrative machinery, containing an organizational chart and description of the chart, is attached hereto as Exhibit A.

COMPREHENSIVE CITY DEMONSTRATION PROGRAM  
City of Portland, Oregon

ADMINISTRATIVE ORGANIZATION



Explanation of ADMINISTRATIVE ORGANIZATION CHART - COMPREHENSIVE CITY  
DEMONSTRATION PROGRAM

- (1) PORTLAND CITY COUNCIL, the governing body of the city, to have direct responsibility for the entire one year planning program. Basic responsibility for coordinating City Council's interest in the Model Cities Program falls under the Mayor.
- (2) PORTLAND DEVELOPMENT COMMISSION to serve as contract agent for the City in connection with all dealings with the Department of Housing and Urban Development relative to Model Cities Program.
- (3) The MAYOR, as head of the Department of Finance and Administration and presiding officer of the City Council, to be granted authority by reason of amendment to the Administrative Code of the City to obtain coordination and cooperation from all City departments and bureaus in the preparation of the Model Cities Program plan. To obtain this coordination, the Mayor would appoint a Model Cities Program Planning Coordinator/Director.
- (4) MODEL CITIES PROGRAM PLANNING COORDINATOR/DIRECTOR to be the key person in the Plan preparation stage for the Model Cities Program. He would be given full authority to direct and coordinate all efforts in the one year planning period. As indicated on the Administrative Organization chart, he would be directly responsible to the Mayor and City Council for overall policy matters. He would be directly responsible to the Portland Development Commission in connection with fiscal matters. He would be directly responsible for servicing the Model Cities Planning Committee and its subcommittees.

To accomplish his mission, he would have a manpower resource pool of Community Organization & Survey Specialists and a City Coordinating Committee, as well as an Assistant Director, eight qualified technicians in the specialized fields comprising the Model Cities Planning Committee, and five clerk/stenographers and a project accountant, and consultant services as listed in PART VIII of this application.

- (5) CITY COORDINATING COMMITTEE made up of key people of City Departments and bureaus needed to communicate ideas and obtain commitments relative to planning matters involving the city government of Portland:

City Engineer  
Planning Director  
Traffic Engineer  
Transportation Director  
Highway Coordinator  
Health Officer  
Fire Marshal  
Police Chief  
Building Inspections Director  
Superintendent of Parks  
Recreation Director



(5) CITY COORDINATING COMMITTEE, Cont'd

Adm. Asst. to Comm. of Public Utilities  
City Attorney  
Director, Development Commission  
Representatives of Finance and  
Purchasing, as needed  
Other

- (6) COMMUNITY ORGANIZATION & SURVEY SPECIALISTS to be 120 residents from the study area that would be carefully selected to assist in neighborhood organization, in establishing two-way communications between the residents of the area and various public and private organizations concerned with improving the area, organizing volunteer block leaders and other elements of citizen participation, and special surveys relative to the interests and needs of the people in the area in regard to housing, relocation, employment, education, etc.; to serve the special needs of the Model Cities Planning Committee and sub-committees.
- (7) MODEL CITIES PLANNING COMMITTEE to be the key coordinating and overall planning group responsible for pulling together all elements of the Model Cities Plan proposal, and putting together same under the direction of the Model Cities Program Planning Director. Model Cities Planning Committee would be responsible for resolving policy differences and establishing a statement of objectives and priorities relative to all Model Cities Plan elements and combinations of elements, as well as the use of supplemental grants. Final policy relative to Plan and final Plan adoption always remaining with the Portland City Council. Model Cities Planning Committee to be made up of one, two or three key representatives from public and private organizations representing the broadest interests in the various fields of health, education, housing, manpower and economics, recreation/cultural, crime reduction, social services and public assistance, and physical improvements and public facilities.
- (8) SUB-COMMITTEES OF THE MODEL CITIES PLANNING COMMITTEE not limited in number or size, made up primarily of public and private organization representatives interested in and in a position to contribute ideas for Model Cities Program Plan elements to the Model Cities Planning Committee.

## PART II. PROBLEM DEFINITION AND ANALYSIS

### A. COMMUNITY DESCRIPTION

The City of Portland is situated in northwestern Oregon on the Willamette River near its confluence with the Columbia River. It lies upon alluvial plains formed by the two Rivers some forty miles southwest of Bonneville Dam and eighty miles from the Pacific Ocean. Extending westward are a series of hills, rolling terrain and the Coast Range. To the east, the area rises into the foothills and the mountains of the Cascade Range.

The broad Willamette Valley, goal of the Oregon Trail pioneers, stretches southward 140 miles along the winding river from Portland. It is among the most productive and diversified agricultural regions in the world. Occupying a pivotal position within the Valley, the Portland metropolitan area both contributes to and is stimulated by its total growth.

Portland has achieved eminence as the trade and distribution center for a large growing region comprising approximately one million population and is attracting new economic activity ranging from manufacturing through retail trade, conventions and tourist business.

Incorporated in 1851, Portland now operates under a commission form of government with six elective officials--the mayor, four commissioners and auditor. It is the county seat of Multnomah County, the largest city in Oregon and fifth largest on the Pacific Coast.

The City encompasses 84.3 square miles and Multnomah County 470 square miles.

### POPULATION

The Portland area has experienced rapid growth in population in recent years. New industry and expansion of existing enterprises have created an influx of inhabitants which has had a favorable economic impact on the city and surrounding region.

The summary below reveals that the substantial increase over the ten-year period from 1950 to 1960 occurred in outlying communities while Portland's population remained relatively constant, reflecting the popular trend toward suburban living.

	U. S. Bureau of the Census			
	1940	1950	1960	1966(Est.)
City of Portland	305,394	373,628	372,676	383,485
Multnomah County	355,099	471,537	522,813	528,000
Urbanized Area	-----	512,643	651,685	669,586
Portland SMSA	-----	704,829	821,897	889,000

## CULTURE AND EDUCATION

Portland serves as a regional center for social, cultural and entertainment activities. Among principal facilities are the Portland Art Museum, Civic Theatre, Blue Room Theatre, Oregon Museum of Science and Industry, Portland Public Library (and twenty branch libraries), and Multnomah Law Library. The Portland Symphony Orchestra presents a full season of concerts, and the Junior Symphony Orchestra has received national recognition.

There are more than one hundred parks and playgrounds in the City. Outstanding attractions include Washington Park and International Rose Test Gardens, Portland Zoological Gardens, American Rhododendron Test Gardens and Hoyt Arboretum.

Portland's public school system has attained a high national standing, ranking among the leaders in adapting its scholastic program to meet the needs of an expanding population and a space-age quest for knowledge. The school district is comprised of 93 elementary and 13 high schools employing a professional staff of approximately 3,000.

Schools of higher learning, located in Portland include Portland State College; Portland Extension Center under auspices of the State Board of Education; University of Oregon Medical School and University of Oregon Dental School, affiliated with the University of Oregon which is located in Eugene; and numerous privately supported institutions, including Cascade College, Lewis and Clark College, Multnomah School of the Bible, Reed College, University of Portland and Warner Pacific College, all four-year schools.

Oregon is one of the top seven states in research and graduate study among state universities, and its research program continues to grow in importance to the local economy.

The Oregon Regional Primate Center, the first of its kind in the nation, was established near Portland in 1962. This new research facility offers graduate degrees in the biological sciences fundamental to medicine through affiliation with other academic institutions.

## RECREATION AND TOURISM

Residents of the Portland area share in the abundant recreational opportunities afforded by the beautiful State of Oregon. The diversity of scenic attractions--the mighty Columbia River to the immediate north and the famed Willamette Valley, the forested Cascade Mountain Range and snow-capped peaks, and the magnificent beaches on the 400-mile long Oregon Coast on the Pacific Ocean--are among the natural assets which provide the basis for the important and growing tourist industry. Excellent recreational facilities and a temperate climate compliment these advantages. The countless lakes, rivers and streams afford excellent fishing, boating, and camping for residents and tourists alike, and numerous ski resorts, including the internationally famous Timberline Lodge, beckon skiing and winter sport enthusiasts.

Portland, with its new Memorial Coliseum and outstanding hotel and motel facilities, has become a nationally recognized convention city. Tourism ranks third among Oregon's industries in revenue production, and Portland has contributed much in recent years to the development of this industry in the State as a whole. The Portland Rose Festival of national renown is held annually in June. Highlighted by the spectacular Grand Floral Parade, the Festival draws participants from the entire Pacific Coast and spectators from many parts of the world.

### ECONOMY

The economy of the Portland area is based on a composite of manufacturing, transportation, construction, wholesale and retail distribution, and service industries, sustained by the basic resources of lumbering, agriculture and mining.

Portland shares in the benefits of the nation's greatest hydro-electric system which, coupled with the region's low-cost abundant water supply, creates a favorable atmosphere for attracting new enterprises. These advantages, plus the availability of open and improved industrial lands, assure Portland's position as a contender for diversified industry in the Pacific Northwest.

Over 250 major manufacturing concerns maintain regional headquarters within the Portland Metropolitan Area. According to U.S. Department of Commerce Census of Business data, wholesale trade grew from \$2,469,702,000 in 1959 to \$3,464,537,000 in 1963, an increase of 40.3 per cent in five years. The greatest single concentration of employment is in wholesale and retail trade, which in 1965 represented approximately 20 per cent of the total average employment of 377,400.

The Portland Metropolitan Area is rapidly attaining an extensive and highly diversified industrial status not dominated by an particular company or by any industrial category. A wide range of conventional and growth industries have established operations in the area supplementing the basic and import wood products manufacturing and food processing activities originating from forestry and agriculture in the region. The 1963 U. S. Census of Manufactures lists 1,832 separate manufacturing establishments employing an average of 66,002 workers in the Metropolitan Area. The annual average employment in 1965 was 72,700 as estimated by the Oregon Department of Employment.

Industrial expansion has continued at an accelerated rate, with capital plant investment in 1965 estimated at \$60 million in the Metropolitan Area.

Metalworking is presently the leading manufacturing industry in Metropolitan Portland and the third in Oregon State after wood products and food processing. Its growth has been keyed to the industrial needs of the State with firms producing woodworking, agricultural, construction, papermaking, and transportation equipment and accessories. Leading manufacturers and employers in the metalworking field, distributing products

nationally and internationally, include: Freightliner Corporation (subsidiary of Consolidated Freightways, Inc.)--heavy duty trucks; ESCO Corporation--alloy steel foundry; OMARK Industries, Inc.--saw chains, power tools and fastening and welding equipment; Hyster Company--lift trucks, lumber carriers, winches and caterpillar accessory equipment; Willamette Iron and Steel Company--structural steel fabrication, machine shop, shipbuilding; Gunderson Bros. Engineering Corporation--structural steel fabrication; Electronic Specialty Company--structural and hydro mechanical components for aerospace industry; Albina Engine & Machine Works, Inc.--metal and steel fabrication, powered scaffolds and marine equipment.

The manufacture of lumber, paper and other wood products continues to be a strong economic factor. The five paper mills in the Portland area produce some 4.4 million pounds of paper daily. Converted paper products such as bags, boxes and cartons, and an important printing and publishing business, round out Portland's industry based on the use of paper. The Oregon forest products industry is based upon the nation's largest timber supply, which is being harvested on a sustained-yield basis. The importance of Portland as a corporate or sales headquarters for forest industry firms has been emphasized in recent years by the establishment here of executive offices of Georgia-Pacific Corp. and the transfer of Evans Products Company home office from Plymouth, Michigan to Portland.

Portland is an important food-processing center with a large production of flour and cereals, dairy products, canned and frozen fruits and berries. It is also a leading center of meat packing and poultry processing. Agriculture is second only to forestry in Oregon's basic industries. Oregon is one of the leading states of the nation in diversity of agriculture production. Its farms cover in excess of 21 million acres (approximately 35 per cent of the total land area of the State), 1.5 million of which are under irrigation.

Another important facet of the diverse economy of Portland is the clothing and woolen textile industry. Three of the nation's largest sports apparel companies are headquartered in metropolitan Portland--Jantzen, Inc., Pendleton Woolen Mills, and White Stag Manufacturing Company, which has recently merged with Warner Brothers Company. These long-established firms, along with other newcomers in this field, contribute significantly to employment in the area.

Two major aluminum reduction plants are located in the Metropolitan Area--Aluminum Co. of America, Vancouver, Washington, and Reynolds Metals Co., Troutdale, Oregon.

The chemical industry has become firmly oriented through the demand of the agricultural, wood products and manufacturing complex of industries. The availability in the area of all basic requirements of chemical production assures its potential growth.

The growth in production of electronic and other scientific instruments continued in 1965, with the addition of several new plants and expansion of existing facilities. Over 25 firms are engaged in the manufacture of a wide variety of such products.

The list of light manufacturing companies is extensive covering a wide variety of products such as glass manufactured by Owens-Illinois Glass Company, plastic products by the Pam Company, rubber products by Griffith Rubber Mills and Huntington Rubber Mills, and construction materials by numerous firms.

#### TRANSPORTATION AND COMMERCE

A strategic geographical location has made Portland a leading shipping and distribution center for a vast region. Extensive harbor and airport facilities operated by the Port of Portland combine with railroads, superior freeways and highways to form a major transportation network enabling the City to serve the Pacific Northwest, the nation and the world competitively.

Portland is benefiting increasingly from the installation of navigation locks at dams on the lower Columbia River System providing, navigation from the ocean to the interior of Oregon and Washington and ultimately up the lower Snake River to Idaho.

The Port of Portland ranks eleventh in the United States in the number of vessels served, accommodating 1,700 ocean-going ships annually which transport in excess of 10 million tons of cargo to and from almost every major port in the world. It is the second leading Port on the Pacific Coast in the total annual tonnage of dry exports and imports, which totaled 5.6 million tons in 1965. The Port has a multimillion dollar modernization and expansion program currently in progress and has announced a long-range harbor development program involving \$120 million in new facilities by the year 2000.

The Portland International Airport, of ultra-modern design, is served by ten scheduled commercial airlines. United Air Lines, Northwest Orient Airlines, Pan American Airways, West Coast Airlines, Western Airlines, Pacific Air Lines, Continental Airlines, Braniff International, Eastern Airlines, and Flying Tiger Lines provide passenger and freight service to nearly all parts of the world. In 1965 an all-time record 1.5 million passengers passed through the airport gates.

Portland is one of the Pacific Coast's major railway centers. Service is provided by Southern Pacific, Union Pacific, Northern Pacific, Great Northern and Spokane, Portland & Seattle railroads. Union Pacific's Albina freight yard, recently modernized at a cost of \$10 million, is a big distribution center with a 3,280-car capacity.

Over 150 truck lines, including 30 interstate common carriers, provide service from Portland to Pacific Northwest, West Coast and nationwide destinations. Truck lines serving the area, with the advantages of

the Columbia River natural water grade route, offer preferential rate service to Oregon, southern Washington, southern Idaho, western Wyoming and northern California, which together with parity rates to certain other points, have been beneficial in developing a large trade area.

Interstate and intra-state bus service is provided by Greyhound Lines, Trailways Bus System and 25 local and feeder lines.

The City of Portland's water system, municipally owned and operated, provides water for 750,000 people and various industries. Presently required to operate at only one-fifth of its capacity, it is geared to sustain an increased population and the industrial growth in the area from its virtually unlimited source of supply.

Hydroelectric power production in the region is utilized effectively through the Northwest Power Pool, an integrated system composed of Bonneville Power Administration and facilities of all major agencies, public and private. The aggregate installed generating capacity is approximately 15 million kilowatts with energy available at rates that are among the lowest in the nation.

Electric power is distributed by Pacific Power & Light Company and Portland General Electric Company.

Natural gas is distributed by Northwest Natural Gas Company to industrial, commercial and domestic users.

Telephone service is provided by Pacific Northwest Bell Telephone Company and West Coast Telephone Company.

Commercial banking facilities in Portland are furnished by the Bank of California, N.A., Bank of Tokyo Ltd., Canadian Imperial Bank of Commerce, Citizens Bank of Oregon, The Community Bank, First National Bank of Oregon, Great Western National Bank, Multnomah Bank, The Oregon Bank, Security Bank of Oregon and United States National Bank of Oregon.

#### NEW CONSTRUCTION

The construction industry remains a major economic factor in the area. Significant industrial and commercial development has been accompanied by substantial expenditures for private residential, apartment house, hotel and motel, office building, shopping center and public works construction. Utilities and agencies of Federal and municipal governments continue to expend large sums to provide adequate electric power, natural gas, water and telephone service facilities. Historical building permit valuations are presented in the following summary of growth data.

PORTLAND AREA - ECONOMIC INDICES

The escalating trend of the region's business volume is evidenced in the following varied economic barometers:

Year	City of Portland			Multnomah County	
	Building Permit Valuations	Postal Receipts	Bank Debits (Million)	*Building Permit Valuations	Bank Deposits (Million)
1957	\$43,685,965	\$12,073,372	\$11,857	\$25,344,225	\$ 886.2
1958	83,826,290	13,264,836	12,093	33,359,069	993.6
1959	55,222,905	14,751,094	13,862	37,812,086	965.7
1960	69,928,105	15,700,596	14,661	27,873,053	998.6
1961	48,723,595	16,106,035	13,416	37,939,083	1,070.5
1962	52,642,650	17,151,418	14,565	34,718,749	1,127.3
1963	52,485,390	19,875,128	16,402	34,873,969	1,181.6
1964	79,538,650	21,166,920	17,339	30,979,435	1,293.2
1965	64,731,230	21,981,969	19,214	32,715,766	1,414.8

\* Unincorporated area

Building permit valuations in the four-county metropolitan area totaled \$210 million in 1964 and \$195 million in 1965.

Year	Portland and Suburban Areas			
	Electric Customers	Sales of Electric Energy (Million Kilowatt-Hours)	Water Meters	Telephone Customers
1957	170,675	4,194	165,816	186,737
1958	172,174	4,293	167,586	189,919
1959	175,021	4,389	170,378	194,908
1960	176,077	4,407	174,486	198,389
1961	177,466	4,367	179,904	202,170
1962	177,550	4,346	183,232	203,933
1963	180,112	3,971	185,304	207,022
1964	181,088	4,796	188,885	211,858
1965	184,421	5,402	191,033	216,957

The total retail sales in the City of Portland for 1965 is estimated by Sales Management, Inc. at \$842,924,000. The effective buying power is estimated at \$1,139,552,000, or \$2,976 on a per capita basis or \$8,014 per household. The Multnomah County per capita and per household averages are estimated at \$2,796 and \$8,002, respectively. The State of Oregon averages are \$2,369 and \$7,436, and the United States averages \$2,367 and \$7,989.



EMPLOYMENT - PORTLAND METROPOLITAN AREA

The employed civilian labor force in the four-county metropolitan area for the past five years is summarized by the Oregon Department of Employment as follows:

Year	Wage and Salary Workers		Non-Wage- Salary Workers	Agricultural Employment	Total Employment
	Manufacturing	Non-Manufacturing			
	(Thousands)				
1961	63.6	200.9	42.5	14.9	321.9
1962	65.7	208.4	47.4	14.4	335.9
1963	66.7	217.2	49.9	12.8	346.6
1964	68.9	226.5	51.3	12.1	358.8
1965	72.7	241.6	51.9	11.2	377.4

B. THE MODEL NEIGHBORHOOD AREA OR AREAS

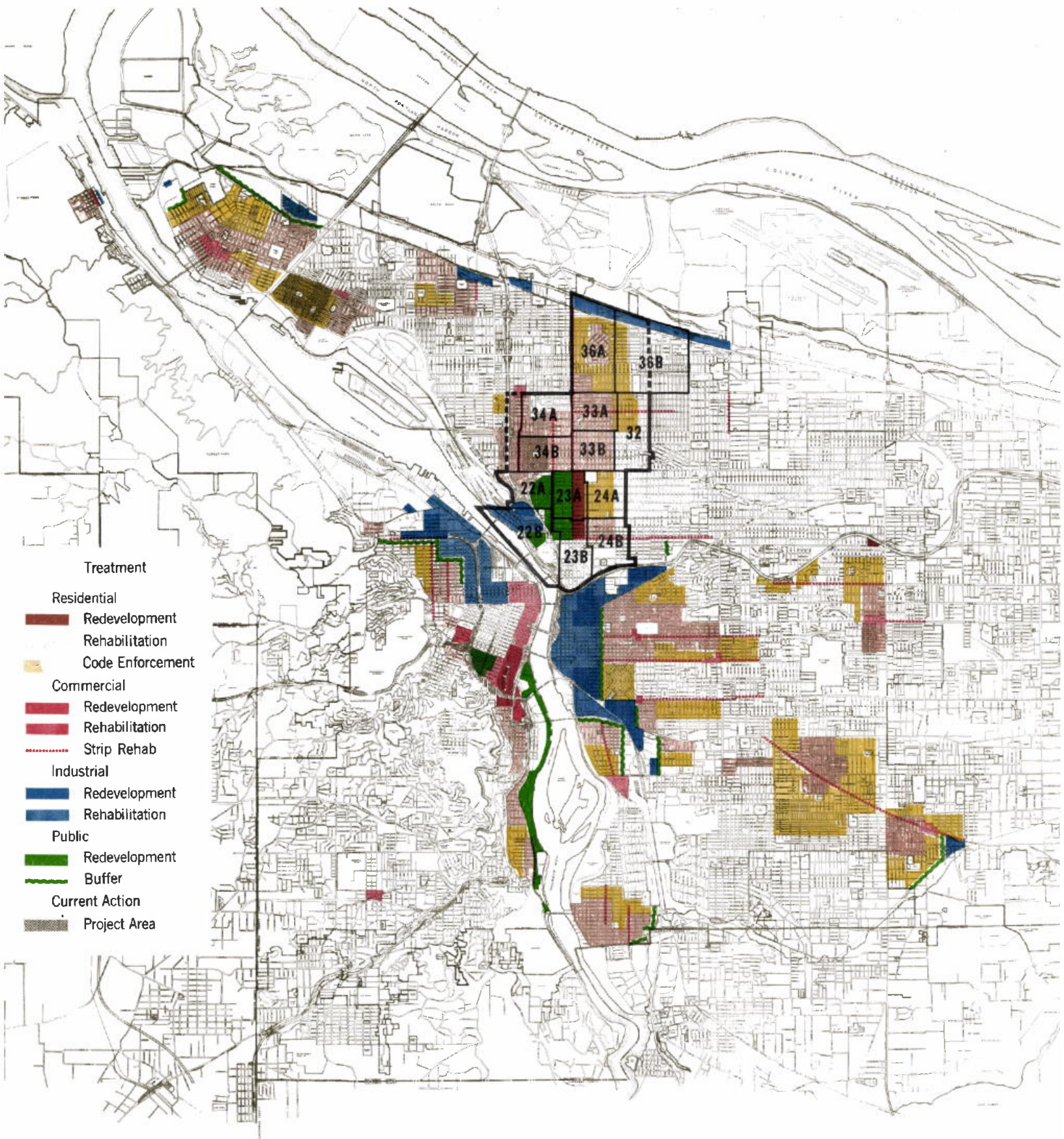
1. Model Neighborhood Area Description.

a. The attached map indicates the extent of the proposed demonstration study area. As can be seen from the map, the area is very large (some 5 square miles and 41,000 people) and was deliberately chosen so in order to fully encompass Portland's worst residential problem concentration. For the purposes of the planning application, the area boundaries have been drawn to coincide with census tract boundaries. Two exceptions to these census tract boundaries occur: Immediately west of tracts 34A and 34B the area boundary chosen is the Minnesota Freeway because it now forms an actual western terminus to the problem area. In the extreme northeastern portion of the area only the western one-half of census tract 36B is included due to the size and configuration of the tract. All statistical data include the area between tracts 34A and 34B and the Freeway.

The map displays these census tracts overlaid on the renewal treatment proposals developed by our CRP and describes better than words the reasons for the chosen area boundaries.

b. In general terms, the area runs the full range of characteristics from the worst to among the best in Portland for almost every problem indicator that could be chosen. The problem core, generally the area within census tracts 22A, 22B, 23A and 23B, contains the greatest single concentration of substandard housing in Portland and most of the social and economic characteristics associated with such housing. Rather than attempt a point by point narrative discussion of area characteristics that run such a very broad range it is suggested that a copy of Portland's Residential Areas be consulted. A copy of this report is included in this Application as Attachment No. 1, and has had the proposed study area marked on each of the maps for convenient reference.

c. On the following pages is a range of tabulated information about the makeup of the city, the study area, and the problem core area. By the definitions used in the preceding paragraphs the Model Neighborhood (or Study) area consists of Census Tracts 22A, 22B, 23A, 23B, 24A, 24B, 32, 33A, 33B, 34A, 34B, 36A, and one-third of 36B. The Core Area is Census Tracts 22A, 22B, 23A and 23B.



Item	City Total	Model Neigh- borhood Area	Core Area
• Population Density Housing Units per Acre (Gross Land Area) (1960)	3.32	4.96	4.20 <sup>1</sup>
Per cent Units Overcrowded (More than One Person per Room) (1960)	4.0%	5.6%	7.2%
• Family Income Total Number of Families (1960)	97,652	10,967	2,116
Total Number of Families with Income Less than \$3,000 (1960)	14,721	2,373	722
Families with Income Less than \$3,000 as Per cent of total (1960)	15.1%	21.6%	34.1%
Families with Income Less than \$1,000 (1960)	2,787	433	135
Families with Income Less than \$1,000 as Per cent of Total (1960)	2.9%	3.9%	6.4%
• Unemployment Males 14 and over in Civilian Labor Force (1960)	98,307	14,135	3,160
Per cent of such Males who are Unemployed (1960)	5.9%	5.4%	6.5%
Females 14 and Over in Civilian Labor Force (1960)	60,628	16,687	3,449
Per cent of such Females who are Unemployed (1960)	4.3%	2.5%	2.7%
• Welfare Persons under 18 (1960)	111,771	13,480	2,847
Per cent of Persons Under 18 Receiving A.F.D.C. Payments (1964)	6.2%	18.5%	21.3%

1. Gross density computed from gross area of the census tract. Tracts 22B, 23B and 24B contain a great deal (1/3 or more) of non-residential land.



Item	City Total	Model Neigh- borhood Area	Core Area
Persons Aged 65 & Over (1960)	52,976	5,769	1,166
Per Cent of Persons 65 & Over Receiving Old-Age Assistance (1964)	4.9%	6.3%	10.7%
• Crime & Juvenile Delinquency Total Number of Persons Under 18 Years Old (1960)	111,771	13,480	2,847
Total Number of Juvenile <sup>2</sup> Arrests (1962)	2,912	628	192
Juvenile Arrests as a Per Cent <sup>3</sup> of Persons Under 18 Years Old	2.6%	4.7%	6.7%
Total Number of Persons 18 Years Old and Over (1960)	260,900	28,514	6,243
Total Number of Criminal <sup>4</sup> Arrests Per Year (Excluding Minor Misdemeanors) (1962)	453	137	71
Criminal Arrests as a Per Cent <sup>4</sup> of Persons 18 Years Old and Over	0.2%	0.5%	1.1%
• Housing All Housing Units (1960)	143,049	15,753	3,835
Number of Housing Units Which Are Substandard (1960)	27,233	3,506	1,851
Per Cent of all Housing Units which are Substandard (1960)	19.0%	22.3%	48.2%
Number of Housing Units which are Dilapidated (1960)	3,984	568	462
Per Cent of all Housing Units which are Dilapidated	2.8%	3.6%	12.0%
• Education Total Number of Persons 5 to 34 Years Old (1960)	135,881	16,725	3,612

Item	City Total	Model Neigh- borhood Area	Core Area
Per Cent of Persons 5 to 34 Years Old Enrolled in School (1960)	62.4%	57.5%	56.3%
Total Number of Persons 25 Years Old and Over (1960)	232,428	25,068	5,405
Per Cent of Persons 25 and over with Less than 8 Years of Education (1960)	10.8%	16.2%	27.8%
• Health			
Infant Deaths as Per Cent of Births per Year (1965)	3.3%	3.6%	4.0%
Incidence of Tuberculosis per Thousand Population (1965)	.44	.55	.77

2. Based on a 25% sample of all Juvenile arrests for the year.
3. Juvenile arrests by Census Tract of residence rather than where the offense occurred.
4. Criminal Arrests by Census Tract of residence rather than where the offense occurred.

## PART III. PROGRAM COMPONENTS

### A. PHYSICAL IMPROVEMENTS

#### 1. Need.

Within the described study area, the condition of dwelling structures runs the full range from the greatest concentration of substandard housing existing in Portland to that at the periphery of the demonstration area which is very good. The core area (tabulated separately in PART II) when defined as all of Census Tracts 22A, 22B, 23A, and 23B contains more than 48% substandard housing; the intense concentrations within those four tracts run far higher.

Beyond this core, particularly to the north, lie several square miles of housing, predominately single-family, having 20% or greater substandardness. At the eastern and northwestern fringe of the study area housing is basically sound with only scattered evidence of substandardness. In these fringe areas there are no strong physical features to define the study area, and the boundaries have been deliberately extended into districts of sound housing to enable the problem area to be fully encompassed.

Primary environmental needs other than housing, also run a very broad range. Within the core, environmental defects are mostly those associated with traffic congestion, and inadequate land use control rather than public facilities. Outward from the core, traffic is often a serious problem due to the grid street system that dominates rather than to the concentration of arterials that plagues the core. Some need for basic public facilities exists in isolated instances throughout the study area beyond the core. At least two new or expanded schools are needed now with several more projected for the long term future. Three or more parks are needed to adequately complete the park system serving the demonstration area.

A number of strip commercial streets in serious economic decay run through the area providing a blighting influence of considerable significance.

#### 2. Present Effort.

Portland's pilot rehabilitation urban renewal project, the Albina Neighborhood Improvement Project, lies within the study area and adjacent to its core. It has been under execution since July 30, 1965, and planning since December 28, 1961. Excellent success was experienced, during and even before the approval of the survey and planning stage, in developing a citizens' organization and achieving response from both public and private sources in meeting some of the needs voiced by this organization. A street tree planting program was carried out. Overhead utilities were

consolidated and made less objectionable. Alleys were cleaned up. In all, a general spirit of objective and accomplishment was achieved, and a positive relationship between public and private interests developed well before any project expenditures were made.

A "section 112" urban renewal project is under study for a portion of the study areacore. This project would remove a substantial number of the most severely substandard housing units in Portland.

A code enforcement project for the Irvington neighborhood is under study and nearing application. Irvington is proposed as one of the two pilot neighborhoods for this demonstration project. In Irvington, a strong, vocal neighborhood organization, the Irvington Community Association, formed and actively sought public help in neighborhood improvement. Park and recreation programs have been increased, school programs expanded, street lighting improvements accelerated to meet the requests voiced by the Improvement Association. The Association is now spearheading the development of a detailed plan for physical improvement of the neighborhood by the Planning Commission and application for a Code Enforcement Project by the Development Commission.

Portland's CRP, now nearly completed, is expected to recommend a series of eleven coordinated urban renewal projects within the study area plus additional city financed code enforcement over the next ten years. (See Attachment No. 2 included in this Application.) The Portland Park Bureau has prepared documentation for a capital levy request which if approved, would provide financing for a number of park improvements affecting the study area, including two swimming pools and one community center having all or part of their service areas within the study area.

### 3. Goals.

a. To transform strategic portions of the study area into highly desirable residential neighborhoods having recognizable individual identity and physical amenities at least equal to those of stable Portland neighborhoods. Two of the neighborhoods identified on Portland's Comprehensive Plan, Boise and Irvington, will be subject to this level of attack:

(1) Improving housing -- eliminating substandard housing through rehabilitation where economically feasible, demolition where unavoidable, and the stimulation of maintenance in that which is basically sound all through the media of urban renewal and the enforcement of City Codes. Within the five-year program period, the removal or upgrading of 90% of the substandard housing in these neighborhoods will be the target.



(2) Easing traffic impact -- reduce or eliminate through traffic on residential streets through the use of arterial interruption as appropriate to the individual residential neighborhoods. The primary objective will be the creation of residential neighborhoods entirely free from extra-neighborhood traffic.

(3) Clarification of land use groupings -- eliminate conflicts between land use types by consolidating areas of use, single-family housing, apartment housing, shopping and industry. Remove non-conforming uses. Eliminate non-functioning commercial strips, expand commercial centers where needed.

(4) Service Facilities -- Develop or expand service facilities such as schools, parks, libraries, and community centers to provide these neighborhoods with services fully up to the standards set as the desirable goals for all Portland neighborhoods. The level of services for these neighborhoods will vary from these standards only as needs peculiar to the neighborhood vary from the norm.

(5) Appearance -- As a means of achieving the sense of individual identity deemed necessary to the successful re-creation of these neighborhoods some identifiable design continuity is necessary. It is proposed to prepare and execute a plan for such neighborhood identity features as street trees, street furniture, neighborhood entrance features, and lighting. Complete removal of overhead wiring will be considered.

b. To transform a portion of the highly blighted study area core from its present housing function to a community service use. An educational-cultural-recreational complex with facilities and programs tailored specifically to the needs of the study area will be considered for the northern portion of the core area. This facility would house a community college, vocational and manpower training facilities, library, public health clinic, employment office, etc. in one community-oriented campus adjacent to Emanuel Hospital and at the hub of the arterial street system serving the study area and remainder of Portland.

c. To check the decline of housing quality and general appearance in the remainder of the study area within the 5-year period. To initiate selected environmental improvements such as seriously needed public facilities and beautification programs. These goals are on a lower level of intensity and are intended as a check to the present deteriorating trend until the degree of treatment proposed for the two initial neighborhoods can be initiated.

#### 4. Program Approach.

To a large degree, the approach to solution of the physical problems of the study area has been described in discussing goals. In general, it is intended to provide a vigorous, comprehensive, re-structuring of two selected neighborhoods, in and near the problem core, a transformation of use for a portion of the core itself and the initiation of maintenance and rehabilitation in the peripheral portions of the total study area.

Urban renewal and code enforcement are the primary vehicles for achieving the proposed physical changes (along with the capital programs of the involved agencies).

The urban renewal program recommendations of the CRP are expected to be followed but at an accelerated pace and with revised emphasis as discussed under "Goals" above. (See Attachment No. 2 previously introduced for CRP Program recommendations).

The development of physical improvement plans for the two target neighborhoods is expected to continue the same approach utilized in these neighborhoods thus far. In Irvington, a close relationship between the professional planners and the Planning Committee of the Irvington Community Association has been an effective medium for two-way communication. The Community Association has, in turn, maintained a continuing effort to keep its full membership informed. Membership in the Association is open to all residents of the neighborhood and an effort is continually made to reach all residents, whether or not they are members, with notices of general meetings and other items of neighborhood concern.

In the Boise Neighborhood, the planning approach is expected to utilize an expansion of the neighborhood organization first developed during the survey and planning phase of the Albina Neighborhood Improvement Project as the means for two-way communication between the planner and the neighborhood.

#### 5. Work Program.

Detailed development plans for the two pilot neighborhoods will be developed, addressed to the goals stated above. In addition to these detailed development plans, Portland's Comprehensive Development Plan will be reviewed and refined as needed to assure a workable interrelationship between the pilot neighborhoods, the entire study area, and the remainder of the city.

The area-wide structure of physical features such as arterial streets, schools, parks, shopping concentrations and housing densities will be reviewed and where necessary restated as programmed actions required during execution of the plan.

The City Planning Commission will be the agency responsible for the development of both area and neighborhood plans. Constant communication for advice and consultation during the planning will be maintained with all appropriate agencies such as the Development Commission, the School District, the Housing Authority as well as with city bureaus such as Traffic Engineering, Park Bureau, City Engineer, etc.

Neighborhood residents will be represented through existing organizations within the two pilot neighborhoods and throughout the entire study area wherever possible, as noted under Paragraph #4. above and as discussed more completely under Section N. Citizen Participation, which follows.

B. HOUSING SUPPLY

1. Need.

As indicated in PART II of this Application, the study area and particularly the core area, contain a high proportion of low-income families and a high proportion of sub-standard housing. Nearly 50% of all housing in the four Census Tracts defined as the core are substandard. The various map attachments (Attachment previously introduced) indicate clearly that the study area contains the great concentration of low-income families, a concentration of overcrowded housing, low value housing, as well as the aforementioned high degree of substandardness. The obvious conclusion must be that there is a considerable need for an increased supply of standard housing in the low and moderate cost range. This need has not been fully quantified for the purpose of this application. As an indication, however, the core area portion of the total study area contained 1,851 substandard housing units in 1960. 72% of all city substandard housing was occupied by households earning less than \$3,000 per year. There is every reason to believe that more than 72% of the substandard housing in the core area was occupied by low-income families since this area also contained the highest city-wide proportion of such families.

2. Present effort.

The Albina Neighborhood Improvement Project has as a primary objective the upgrading of substandard housing into fully standard units for a 102 acre area adjacent to the core. This project is well into execution and appears to be proceeding satisfactorily. A pilot 221(d)(3) (rent supplement) housing development of exceptional quality is nearing construction in a portion of the Albina Neighborhood Improvement Project area.

Five of Portland's eight existing public housing projects are located within the study area. These projects contain a total of 232 units and comprise about 1/3 of Portland's total public housing in projects. In addition, 200 of an authorized 1,000 housing units are now under lease. Approximately 40% of these 200 lease-housing units are located within the study area. In a great many instances, these units had to be improved to allow them to qualify as standard units before becoming eligible for a lease.

3. Goals.

The primary goals for the five-year period of program execution will be to remove or upgrade at least 90% of the substandard housing in the two target neighborhoods. To increase the total stock of low and middle income housing in the study area, in quantity at least equivalent to that proposed for demolition, and to remove or upgrade at least 30% of the substandard housing in all portions of the study area beyond the pilot neighborhoods. In every instance the goal will be to create new housing in a price range geared to rehouse those persons displaced by the removal of substandard housing.

4. Program Approach.

A primary approach will be the full utilization and coordination of the various FHA programs such as Sec. 220, 221(d)(3) (rent supplement) programs with urban renewal action where appropriate to make developable land available at such a size and at such a price as to permit functional housing developments. With the sole exception of the redevelopment portion of the core area, a primary approach will be selective spot clearance of dilapidated and highly deteriorated buildings within neighborhoods to allow full advantage to be taken of the various FHA programs in the construction of new housing. For additional comment on this phase of the program approach see the application questionnaire submitted by Oscar Peterson, director of the FHA Regional Office, included in PART IV of this Application.

A second approach of considerable importance will be an effort to enlist the interest of the Oregon Mortgage Bankers Association and individual lending institutions in the objectives of the program with the intent of assuring the availability of construction and improvement loan funds.

A third program approach will be primarily educational, with the objective of designing a public information, and education program to communicate the purposes of the program. The objective will be to stimulate concern on the part of individual property owners about the debilitating effects of allowing the property to deteriorate. The possibility of home improvement classes to instruct individual owners in methods, materials and standards, to stimulate "do it yourself" home improvement efforts of quality workmanship will be explored.

A fourth approach will be an effort to stimulate creative design of additions to the housing stock through the creation of land parcels adequate for comprehensive development, examples such as the pilot 221(d)(3) (rent supplement) project referred to above, and the educated influence of the local AIA chapter in a program designed to stimulate a design-consciousness on the part of residents and investors will be considered as will the possibility of retaining staff architectural advisors to provide direct consultation for residents.

5. Work Program.

A staged plan of construction site acquisition and preparation will be developed.

A detailed work program has not been developed; however, the general administrative structure for this component is described in PART V of this Application.

C. HOUSING CHOICE

1. Need.

The total study area contains the one significant concentration of Negro residents in Portland. Approximately 83% of Portland's Negro population lived within the area in 1960. It is impossible to quantify to what degree this concentration is due to social pressures limiting the free choice of housing as opposed to what degree it is due to personal choice, economic considerations, or housing type characteristics. Nevertheless, the presence of such a concentration implies a degree of limitation on the freedom of the individual to freely select a place of residence of his choice. This same restriction on freedom of housing choice does not appear to apply in any other section of Portland or to any other racial, religious, or ethnic group.

2. Present Effort.

Oregon has had for a number of years a strong and well-administered Fair Housing Statute. The current State Legislature now in session has seen the introduction of a bill designed to further strengthen the provisions of this statute by providing \$500 damages to the injured party in a housing discrimination case where an injustice has been established.

Ongoing educational programs by organizations such as the Urban League, NAACP, and several religious groups have as their primary intent the creation of attitudes of acceptance towards Negro residents in other portions of the city, and attitudes among the Negroes themselves toward the possibility of obtaining housing in other sections of the city.

The Greater Portland Fair Housing Council was formed some three years ago to coordinate activities and exchange information among participating organizations. The basic premise of the Fair Housing Council is that separate facilities, and housing facilities in particular, cannot be equal. They attempt to stimulate development of open housing in existing neighborhoods, seek to have dispersal of public housing projects, and they lobby on state and national levels for necessary housing legislation.

The Human Relations Commission was established in 1950 by the City Council to promote tolerance and understanding among all groups in the city where differences might develop on account of race, color, religion, or national origin. This Commission has recently been provided with a paid staff member to assist it in carrying out its function.

3. Goals.

The primary goal in the field of housing choice must obviously be to achieve the state in which personal choice and ability to pay are the determining factors in any individual's selection of a place of residence.

Since it has not been possible to quantify the extent of the existing problem, it seems equally impossible to quantify any intermediate objectives in the pursuit of this goal. In lieu of that, Portland will undertake to develop an affirmative program directed toward the end of allowing and encouraging the free choice of appropriate housing for all persons in the study area who may be displaced by demonstration project activities or who may be motivated to seek better housing.

4. Program Approach.

The primary approach will be twofold. One, to design an educational program directed towards persons beyond the study area in an effort to increase the degree of acceptance of Negroes in other neighborhoods and to enlist the assistance of the local real estate professionals and apartment house owner's organizations in contributing a more vigorous effort towards assisting Negro families in finding adequate housing in other portions of the city. The second approach will be directed towards the stimulation of an increasing supply of low and moderate cost housing in all areas of the city.

Toward both of these ends, the suggestions proposed by the Greater Portland Area Fair Housing Council will be the basic approach followed. The full text of their recommendations are included in PART IV of this Application.

5. Work Program.

PART V, Section A of this Application discusses in detail the administrative structure responsible for the preparation of the plan. A detailed program of plan development has not been prepared at this time.

D. PUBLIC FACILITIES

1. Need.

A primary need in the study area is believed to be the creation of a central area-oriented recreational, health, cultural, educational, campus facility, as discussed under Sections "A. PHYSICAL IMPROVEMENTS", "F. EDUCATIONAL SERVICES", and "E. HEALTH FACILITIES" of this PART III.

Portland's Comprehensive Development Plan indicates a number of additional needs in the study area. These include a major addition to the arterial street system in the extension of Grand Avenue to help lessen the impact of filter traffic on abutting residential neighborhoods and the creation of a number of new parks and schools. The CRP appraisal of residential environment indicated that much of the study area was well below city-wide standards for safe accessibility to neighborhood parks. A new elementary school between Irvington and Highland Schools is needed to ease the overcrowded conditions at these two and other surrounding schools. Irvington School needs an increased site area and, in the long term future, a number of other schools should be relocated. Two additional swimming pools and a community center are needed to bring service by such facilities up to standards equal to that of the remainder of the city.

Although public mass transportation in the study area is equal to or better than the city-wide norm, direct transportation links between the area and the major employment centers could be highly beneficial. A comprehensive Public Health Building has been noted by each of the respondents in the field of health as a major need for the study area. It should include both office and laboratory space for the Oregon State Board of Health, an area-oriented public health clinic, dental clinic, mental health clinic, planned parenthood clinic, and operational center for all other Public Health services operating in the area.

A Boys' Club facility or facilities would be highly beneficial.

2. Present Effort.

The School District within the past year has installed a number of preschools both on existing elementary school sites and on separate sites scattered throughout the area. Existing school plants have been expanded to accommodate growing needs and one new school was built in 1959 and enlarged in 1962.

The Portland Park Bureau is preparing a capital levy request to be presented to the voters which would allow for the installation of a number of the needed capital improvements. The Albina Neighborhood Improvement Project has created one badly needed park.



3. Goals.

The proposed emphasis on the revitalization of two key neighborhoods within the study area will necessitate expansion of the Irvington School site or the creation of an adjoining park to provide a school-park complex, the extension of Grand Avenue as an arterial street between NE Broadway and NE Fremont Streets or some possible alternate solution to the arterial needs is necessary to reduce neighborhood filter traffic.

A second goal will be creation of the Community College site and the construction of nucleus buildings.

The third goal will be the organization and development of the proposed area health center.

The fourth goal will be the development of a community center and two swimming pools.

4. Program Approach.

The approaches will be twofold. One, within the two target neighborhood areas, the approach will be the development of neighborhood plans in detail, with full participation of neighborhood residents, to provide for control of infiltration traffic and to determine appropriate locations and layouts for neighborhood park and school facilities.

The second approach will be one of coordinating a joint facility or a facility complex for area-wide health, cultural, and advanced and specialized educational needs. Each of the various respondents to the questionnaire on health facilities, recreational facilities, and educational and cultural facilities, have either expressed or alluded to the need for such a center, or have expressed needs that could probably be met through the development of such a center. (See PART IV of this Application)

5. Work Program.

Actual work programs have not been detailed beyond the degree discussed in PART V, Section A, of this Application and Section A above which discusses physical improvements.

E. HEALTH SERVICES

1. Need.

The range of health problems peculiar to the area has not been fully quantified by any means. Two indicators, however, may be noted from PART II of this Application where infant deaths and the incidence of tuberculosis have been tabulated. In each case the incidence is higher in the study area and particularly in the core area than the city norm. For the core area, infant deaths as a percent of births per year is 20% above the City average. The tuberculosis incidence per 1,000 population in the core is 75% above the City-wide figures.

To add strength to these two indicators, questionnaire responses from several agencies, particularly the City of Portland Health Bureau, the Visiting Nurse Association and the Planned Parenthood Association, indicated an acute awareness of special area-related health problems (see PART IV of this Application). In general these problems are poverty oriented and relate directly to lack of general medical care either because of insufficient income or inadequate knowledge or both.

Specifically, a low rate of immunizations, high incidence of communicable disease, an abnormal amount of dental caries, lack of contraceptive information, poor nutrition and low levels of household sanitary practices have been noted as problems prevalent to an abnormal degree in the study area.

Also noted by a number of agencies has been the lack of clinical facilities for the medically indigent in the study area and lack of special transportation facilities from the area to available clinical services in other portions of the City.

2. Present Effort.

Numerous services provided by the City Health Bureau and other agencies have special relevance to the study area because of the concentration of poverty level residents, although the services are available equally to other Portland residents. Such services include:

- a. The City of Portland Bureau of Health presently conducts within the study area efforts in environmental sanitation by providing inspection on a complaint basis which is directed toward control of rodents, garbage and substandard housing. Ambulance services are provided by the City in the instance where an ambulance is dispatched through emergency police services and the recipient of the service is indigent. This indigent will be transported to the Multnomah County Hospital where the City and County share the cost of hospitalization. In the event that the problem requires psychiatric treatment, the patient is transferred to the Morningside State Hospital at the joint expense of the City of Portland and Multnomah County.

- b. The City conducts maternal and infant care on a referral basis through contacts made by visiting nurses and numerous other agencies in the study area. These services include immunization, a preliminary physical examination and counselling services. This effort is supported by a grant through the State Board of Health from the Department of Health, Education and Welfare.
- c. Each school in the Portland area is assigned by the Bureau of Health a public health nurse who is responsible for eye examinations, first aid and related activities. She may refer students to the Bureau of Health for such services as are provided to all citizens.
- d. The Bureau of Health conducts a communicable disease control clinic and provides free of charge to all citizens investigation and treatment for tuberculosis, venereal disease, hepatitis, and other common communicable diseases.
- e. The Bureau of Health conducts the Buckman Dental Clinic which provides three dentists for the treatment of dental problems to needy within the five poverty areas of Portland. This program is supported through a 90% grant from the Office of Economic Opportunity.
- f. The Emanuel Hospital conducts a research demonstration project in prenatal and infant child care which is available to a limited number of persons within the general study area.
- g. The University of Oregon Medical School provides medical services for needy persons who present themselves at the clinic, and it must be assumed that some portion of the residents of the study area take advantage of this service.
- h. Emanuel Hospital (located within the study area) has entered into the survey and planning stage of a Section 112 renewal project which will permit them to greatly expand medical facilities available to area residents.

### 3. Goals.

It is not considered to be realistically possible for the purposes of this Application to quantify goals such as a specific reduction in the infant mortality rate or the incidence of tuberculosis. On the other hand, increases in the range and availability of both services and facilities can be noted as objectives toward the end of raising the general level of health of the study area residents. In this context, several agencies have noted a need for facilities or programs that can be proposed as goals of the health component.

Several agencies noted the need for a new, centrally located facility to house numerous clinical facilities, immunization, well baby clinic, maternal and infant care, mental health, dental, eye, ear, throat, and first stage emergency treatment. It is believed that the need for such a facility and central services could well be met through the broadening and coordination of the functions of the previously proposed Community College and the expanding Emanuel Hospital. It seems reasonable to project a composite facility which not only provides the needed clinical services, but also community educational services such as classes in homemaking to develop good attitudes on sanitation and preventive medicine approaches in daily life, and skills or vocational training in health fields.

Other programs such as subsidized garbage and refuse pick up and subsidized transportation from the area to existing medical facilities for low income families in order to increase general levels of community sanitation and individual health will be tested.

Increased public educational programs by all constituent health agencies will be a goal as will increased home attention to public health cases requiring in-home care or advice.

#### 4. Program Approach.

The recurring theme in the submissions received from each respondent agency was the need for a comprehensive, total health center facility as discussed above. Each agency indicated a strong desire for participation; the unvoiced need was obviously for leadership. The approach, therefore, will be to develop that comprehensive leadership in order to provide a coordinated center and programs within which each participating agency can most effectively perform its function in propinquity with others so that a complete service can be brought to the study area residents rather than expanding the present system of requiring the resident to come to the service.

#### 5. Work Program.

No detailed work program other than that discussed above and in PART V, Section A, of this Application has been developed.

F. EDUCATION SERVICES

1. NEED.

Since the study area proposed is so large and was deliberately chosen to encompass fully the basic problem center, educational needs cover a very broad spectrum.

Median years of school completed by residents can be used as one indicator of educational needs for the area. These census tract medians range from the lowest in the city (8.6 years) to well above the city median of 12.0. The problem core area (census tracts 22A, 22B, 23A, and 23B and the two tracts immediately adjacent to this core on the north (33B, 34B) contain the five lowest tracts in the city. This low level of educational achievement in and adjacent to the problem core is indicative of an under educated, under trained adult work force that obviously represents one facet of a complex educational problem.

The report Race and Equal Educational Opportunity in Portland's Public Schools prepared by the Committee on Race and Education for School District No. 1 in 1964 commented upon the educational needs of the child population of Albina. (For the purposes of that report, Albina was defined as the attendance district of six elementary schools having heavy concentration of Negro pupils. These six schools all lie within the study area.) The report noted the large number of "disadvantaged" children in this area:

"Environmental conditions as we have described - those of crudity, violence, hostility, low value on education and negative community reactions where color is involved, contribute substantial numbers of children who are ill-prepared for education in Portland's public schools. These children we call disadvantaged; their disadvantage may be primarily economic or cultural or a combination."

The report goes on to describe the educational needs of "disadvantaged" children as follows:

". . . the fault lies in the fact that the school did provide equal programs and educational effort to all students in the system . . . but the schools have not taken sufficiently into account whether what was taught the general run of youngsters and the way it was taught was really appropriate to the background and ability of the learners in all schools."

A copy of the report Race and Equal Educational Opportunity in Portland's Public Schools is included as Attachment No. 3 to this Application.

It can be seen from the above that the educational needs for the study area are many and varied. Within the core, however, the need is clearly for intensive total educational programs and facilities; programs designed to increase the level of educational achievement for both children and adults; programs tailored to a generally "disadvantaged" population rather than to a population which has already achieved middle class

F. EDUCATION SERVICES, Cont'd

status. Within such a context the term education must be used in its broadest sense and include training in skills and cultural achievement, social attitudes, hygiene, homemaking, as well as traditional academic areas.

2. PRESENT EFFORT.

Normal educational facilities and programs from kindergarten through high school are provided by School District No. 1. There are, in addition, four parochial elementary schools within the study area. School District No. 1 also operates five early-children education centers of two rooms each serving some 400 poverty level pre-kindergarten children in the area. Eight of the eleven public elementary schools providing service to the total study area have been designated as 'model schools' by School District No. 1. In such model schools a greatly increased level of attention to individual students is the goal. Pupil/teacher ratios are being decreased, extensive use of teacher aides is being applied, and specialized curricula are being implemented. Numerous special supplementary activities are conducted in addition to the regular school program. The overall aim is a compensatory education for the disadvantaged child.

In addition to the programs carried on by School District No. 1 and the elementary education provided by the parochial school system, a number of other educational activities and programs are being implemented in the study area. For example, the Archdiocese of Portland in Oregon provides a day nursery for the children of working mothers in the core area, and has applied for federal financial assistance to implement a headstart program.

There are a number of other programs in operation such as "Upward Bound" and a student volunteer tutoring program conducted by Reed College which are community-wide in nature but, because of the exceptional needs of the study area, have special relevance to the area.

3. GOALS.

Perhaps the best overall statement of goals is that included as a response from School District No. 1 to the questionnaire on model neighborhood area needs (see Part IV of this Application).

"Through extensive adult education, more intensive children's education, improved housing and a better community the people of the area should become upwardly mobile and enter into the social and economic life of the city."

In other words, the objective of educational programs in the study area must be to prepare area residents of all ages for full and active citizenship, to allow them to acquire the necessary skills, training, knowledge

F. EDUCATION SERVICES, Cont'd

and motivation for employability at the various levels available to residents of Portland and to enjoy the fruits of their labors. To attempt to quantify any intermediate objective is considered to be impossible for the purposes of this application.

4. PROGRAM APPROACH.

The underlying approach to education in the study area will be to continue seeking an understanding of the unique needs of the area and the design of specific programs to meet those needs. Needs and programs already identified include:

- a. A school center for diagnostic demonstration and innovative research to find ways of helping disadvantaged, emotionally disturbed and under-achieving children.
- b. An "open door" community college campus in the area to provide a broad range of adult basic education, family-life education, vocational education, cultural education. Such an area-oriented campus can also be expected to include a comprehensive range of other facilities and services such as health and social services so as to become the educational-cultural heart of the community.
- c. Two new public elementary schools should be constructed to replace two existing schools which have been outmoded and locationally obsolete.
- d. Small group residential homes for children having totally inadequate homes. Such centers would be designed to accommodate 8-12 children with high level, professional foster parents.
- e. Extended school and recreational programs to keep school facilities open and under supervision through the evening hours year around.
- f. A small school unit for pregnant girls from throughout the city. Currently most unmarried girls are out of school during this critical time; they need education, counseling and help. A five room facility would probably be adequate to provide home-making and general education and guidance for such girls from throughout the city.

The specific programs identified above represent educational activities that could be undertaken by the public school system at its various levels - elementary, high school and community college. Further identification of need and appropriate programs that can best be met by the parochial school

system or other private agencies will be sought out and coordinated into a total educational program during the planning period.

5. WORK PROGRAM.

An overall work program has not been developed other than that described above and in Part V, Section A, of this Application.



## G. CRIME REDUCTION ACTIVITIES

### 1. Need.

For the purposes of crime reduction as the other components, the study area will require varying degrees of effort. The specific degree of effort to be applied in any one section of the study area cannot be determined in the time allowed for this preliminary inquiry. However, some information is now available because of steps previously taken by the city to identify problem areas.

The community renewal program of the City of Portland (previously introduced in PART II of this Application as Attachment No. 1), at pp. 18 and 19 includes maps which graphically indicate the residence location of persons who have committed crimes. These maps show that six census tracts within the study area have an unusually high concentration of such persons. These census tracts, which also make up the heart of the study area are 35A, 33A, 33B, 34B, 22A and 23A. As the map referred to does not reflect the location of the crime, but only the home address of the arrested person, a further inquiry is necessary to determine whether or not the study area requires crime reduction activities.

The Bureau of Police, Records Division, Data Processing Section, compiles on an annual basis the number of Class I and Class II crimes committed within the particular census tracts. The 1965 edition of this report is included as Attachment No. 4 to this Application. The figures shown on page 21 of this report demonstrate that while the census tracts heretofore mentioned contain only 2.73% of the population, they account for 9.12% of the Class I crimes and 6.16% of the Class II crimes reported. Class I crimes include homicide, manslaughter, rape, robbery, aggravated assault, burglary, larceny, and auto theft. Class II crimes include arson, forgery, fraud, embezzlement, stolen property, vandalism, weapons, prostitution, sex offenses, narcotic drugs, gambling, disorderly conduct, drunkenness, and major traffic violations. An estimate of number of crimes committed in the study area which are not reported to the Record Division is not now available.

The City believes that it is essential that each citizen have confidence in his personal security within his home, neighborhood, and city. It is of equal importance that the character of the neighborhood demonstrate to its citizens the obligation of the individual to keep his home and neighborhood free from the deteriorating influence of crime.

The limited tools of the Police Department can generally have only two objectives: First, discouraging criminal behavior by imposing an omnipresence of the police upon the area, and secondly, by discouraging individual activity through the prompt prosecution of criminal acts. Neither of these activities reach to the heart of the problem. The Metropolitan Youth Commission in recommending ideas to the City of Portland aptly points out that the need is for early diagnosis and appropriate treatment where anti-social behavior may be anticipated, and that the present policy of

idolizing counseling as a means of helping youth should be re-evaluated. The Bureau of Police in their recommendation for this proposal have indicated a similar need and suggest that police personnel work through the schools to create respect for law by way of personal contact with the children and their parents. The Bureau of Police indicate that this need has equal importance with the need for increased patrols. (See PART IV for full responses to questionnaire received from the Metropolitan Youth Commission and Bureau of Police.)

The police manhour is very costly, and an appraisal is needed to assure that each is best used. The Bureau of Police now assigns one two-man patrol car to each of the patrol districts within the study area for each of the three shifts in a 24-hour period. Although on a per capita basis this patrol is three times greater than that in other parts of the city, the individual officer is prevented by the demand for his services from doing more than meeting constant emergency situations. A good deal of the officer's time is used in aiding citizens with problems which do not ordinarily fall within police work, including family disputes, unwanted persons, neighborhood disputes of a civil character and aiding persons who are physically or mentally distressed. Each of these problems may have serious far-reaching consequences to the neighborhood and the individual involved but cannot be properly accomodated by an officer who, by the nature of his job, can only bring momentary relief.

Crime reduction activities, if they are to have a substantial impact, must go far beyond the need for police protection and include basic substantial preventive measures. The paramount need may be for a comprehensive program to attack the basic problems at their source and before life in an impoverished neighborhood can remove the chances of rehabilitation.

## 2. Present Efforts.

The census tracts heretofore described as having an unusually high instance of crime and persons committing crimes are now the subject of the most concentrated police effort within the City of Portland. As a result of a 1964 analysis of the problems, the Chief of Police of Portland instituted a policy in the subject areas of concentrated patrols and enforcement. It must be noted that a good deal of the time of the individual officer within the subject area is used to aid citizens with problems which do not ordinarily fall within police work. These problems include family disputes, unwanted persons, neighborhood disputes of a civil character and aid to persons who are physically or mentally distressed.

The present effort in the study area includes five patrol districts, with each district requiring a two-man car for each district for each of the three shifts during the day. The total requirement for this area for each day is 30 officers plus supervisors and supporting staff. Because of the high demand for police service, and in spite of this concentrated effort the individual officers, it is reported, have only time to meet the immediate problems, and cannot engage themselves in ordinary preventive police work.

Additional efforts: The Detective Division of the Portland Police Department provides to the extent possible their services in solving crimes committed. The Traffic Safety Division of the Police Department provides officers who contact grade schools to establish safety patrols for the safe travel of youngsters to and from schools. Speakers from the Bureau of Police are furnished to interested civic organizations within the subject area. Chaplain Stell, who is attached to the Bureau of Police, represents the Chief of Police as a board member of the Social Concerns Committee and in that capacity works closely with the Church Community Action Program.

The Police Department estimates its annual expenditures within the study area for patrolmen assigned to patrol districts within that area at approximately \$500,000.

### 3. Goals.

The goal of the Bureau of Police in the study area has always been and will continue to be to make this neighborhood a safe and desirable place to live. The Bureau of Police advises that a doubling of the present police effort can be expected to result in a marked reduction in the high incident of crime in the subject area. An ultimate goal for any such area must be to bring the incidence of crime to a level comparable to that level found in the more stable areas of the city.

Police patrol, however, is concerned with public safety and emergency services which include health, civil disputes, destitute persons, and public unrest. Police patrol, except to a very limited extent, does not include services which tend to draw a person away from anti-social activities. For this reason, police work cannot be expected to materially reduce the incidence of crime unless appropriate social programs are shaped to meet the real and basic problems of the neighborhood.

### 4. Program Approach.

Prime concern in a Model Neighborhood Program within the study area must be directed toward individual and community attitude toward policemen and their work. Programs to accomplish this end should be designed so as to allow individual police personnel adequate time to contact residents of the study area in a role that will demonstrate to them the value of confidence in the communication with police agencies.

It has also been suggested by the Bureau of Police that police services could be more efficiently provided within the study area through a centrally located police facility.

The Bureau of Police also suggests the placement of two additional officers in the Traffic Safety Education Unit in schools located within the study area. Their primary responsibilities would be to create respect for law through personal contact with the children and their parents. Although the police report that they now find citizens ready and willing to cooperate with them at the time a crime is fresh, it is reported that a major

problem of the police is gaining support and cooperation for the follow-up activities of the police. These activities include providing additional information, appearing in court, and signing formal complaints against persons accused of crime. The police report that, in many instances of this nature, the citizen may, because of intimidation, be justified in fearing for his personal safety. Only through a total comprehensive revival of the community spirit and attitude toward law enforcement can difficulties such as these be overcome.

A total approach to crime reduction activities is the only type of effort which can be expected to achieve marked success. The recommendations of the Metropolitan Youth Commission demonstrate its comprehensive understanding of the problems involved and the need for total coordination. The recommendations point out that "historically the services we give to people with problems have all too often been too little and too late, and it is doubtful if we can ever adequately staff the agencies to cope with social problems in the future if more is not done in the area of prevention."

The program approach, therefore, demands three avenues. First, a thorough analysis of the study area to determine the extent to which police personnel and facilities may be utilized to aid community development and assure safety to persons and property. Secondly, program approach must include a thorough analysis of the preventive steps now taken by church leaders, social workers, police officials, the courts, juvenile probation departments, and others who are expert in this field. Thirdly, those deeply involved in the endeavor of crime reduction activities must be brought together so that the individual young citizen, when he demonstrates anti-social tendencies, can be afforded an opportunity to benefit from the total expertise and energies now available.

#### 5. Work Program.

A detailed work program has not been developed; however, the general administrative structure for this component is described in PART V of this Application.

## H. RECREATIONAL AND CULTURAL SERVICES

### 1. Need.

Recreation and culture, like education, is a process, not a commodity. It is impossible, therefore, to measure how much recreation and culture is being provided because, unlike formal education, it comes from many sources and involves a variety of activities. Furthermore, no one can state precisely what actually constitutes recreation and culture or how much recreation and culture is necessary or desirable for an individual. Yet no one would deny that recreation and culture are necessary ingredients to the making of the whole man. They are directed at bringing out his human qualities.

When the term "culturally deprived" is used, therefore, it must be understood to mean that the individual or group is not adequately involved in the recreation and culture process, and that this factor has resulted in a failure to produce a whole man. The term "culturally deprived" has been applied to portions of the study area, but a good case could be made for its application to a major portion of the nation. The term as applied, therefore, is relative and suggests that insufficient consideration has been given to the entire issue of recreational and cultural services.

The sudden availability of leisure time for everyone has raised the question of the proper use of that time. The old concept that recreation-culture is for the wealthy is no longer applicable, but its effects continue. It is difficult to convince those in the lower socio-economic environment that the symphony, or even the recreational programs of the Bureau of Parks, are for them.

The emphasis upon material comforts, too, has led to a diversion of public and private funds in that direction resulting in inadequate resources for recreational and cultural services.

The recreational and cultural programs conducted in the study area are no less extensive and intensive than those conducted in the Metropolitan Area as a whole. They are, however, inadequate for the reasons outlined above: (1) the inadequacy of the recreational and cultural programs generally, and (2) the greater need for a concentrated effort in the lower socio-economic portions of the community.

### 2. Present Effort.

The recreational and cultural services presently provided in the study area include the following:

- a. City of Portland - Bureau of Parks, which provides a general activities program conducted at two community centers, two school-park centers, eight schools and seven playgrounds, and includes sports, drama, dance, conditioning, crafts, boxing center, weightlifting, gymnastics, wrestling, special games and instruction, and

a summer program consisting of instruction in sports, drama, music, arts and crafts, games, for all age levels - pre-school to adult; competition in all sports as well as special features - festival days, community days, etc.

b. Salvation Army - Red Shield Center, which provides a basically recreational-oriented program having as its main area of operation with boys and girls. There are approximately 300 boys and 75 girls in the present program. An evening program in 7 different schools in the area under study has been conducted on a one-night-per-week basis in each school. Basketball teams have been organized to play in the various city leagues. A rifle club has been formed which uses the rifle range at the military installation at Vancouver, Washington. Transportation is provided for members of the Red Shield Youth Center to go swimming at the Buckman and Peninsula Park pools, as well as activities at the club itself. Included among the club's programs are the radio club, a woodworking shop, game rooms for table games, ping pong, table shuffle board, a study room, lounge area with television and a craft room and an area for trampoline, boxing, wrestling, etc.

c. Boys' Club of Portland, which provides social, recreational, educational and vocational benefits to boys particularly in areas of greatest need.

d. YMCA, which provides a general physical and recreational program at the North Branch YMCA.

e. Boy Scouts, Girl Scouts and Camp Fire Girls, which provide concentrated programs within the study area.

f. Library Association.

These groups, however, acknowledge the shortcomings of existing services and cite as the reasons for such shortcomings a lack of funds to provide: (1) adequate facilities, (2) trained personnel and leadership, and (3) program development.

### 3. Goals.

The goals established for improving recreational and cultural services must necessarily be generalized since, as pointed out above, recreation and culture are a process, not a commodity, and must be adapted to the individual as well as to the group. Nevertheless, any program undertaken would be directed at:

a. Providing adequate facilities, leadership, and program to meet the needs of all in the study area.

- b. Encouraging the participation of residents in the activities and programs.
- c. Establishing a coordinated approach by the public and private organizations providing these services.

#### 4. Program Approach.

The general program for recreational-cultural services to the study area would be:

- a. Interpretation. Stress the significance of recreation and culture; define their potentials; correlate their services.
- b. Planning. Establish a sub-committee under the Model Cities Planning Committee proposed for the Program planning period (See PART V) made up of representatives from all recreational and cultural opportunities located within the study area or available to its residents. The purpose of such study would be to identify the unequal areas of recreation and culture in the study area, if any; areas of waste and misuse; and how to obtain maximum results from all efforts. The reports evolving from such studies would assist the Planning Committee to look ahead immediately and on a long-range basis in meeting the recreational and cultural requirements of the study area, and make recommendations on how to apply the expert knowledge of staff and professionals available through the many organizations which would be represented on the sub-committee, as well as take advantage of natural resources in culture and recreation.
- c. Research. Make surveys, studies, appraisals, inventions, making use of foundations, grants; develop programs that correlate or cooperate with national or local research projects.
- d. Training. Formulate training techniques; build curricula; institute workshops, conferences and clinics; promote in-service programs on a continuous basis.
- e. Enrich Program Opportunity. Promote a balanced recreational and cultural program for all ages, both sexes, all social and economic strata; develop a program including a wide variety of activities; a year-round program, progressive activities, with unique and stimulating practices and everlasting stress of interest things to do for individuals and groups. Advance specialties -- gear programs of recreation and culture into specialization such as the opera, music center, industrial field, the handicapped, recreation for the aging, programs in institutions; develop a strong army of technically-trained persons to administer the program for maximum results; utilize radio, TV and motion pictures in program enrichment.

f. **Build Resources - Areas and Facilities.** Increase the working space for the programs that have outgrown their physical plants or have had no location and forced by change to become orphan programs; make maximum use of city-owned facilities and school facilities.

5. Work Program.

At this time there appears to be a sufficient number of organizations involved in the study area to undertake and carry out a comprehensive program for providing recreational-cultural services, and they have already indicated their desire to do so. (See responses to questionnaires included in PART IV of this Application.) As previously stressed, the need in this component is for adequate funds to provide facilities and programs. Insufficient time has been available to weigh the various proposals and to determine validity and priority. The following list, however, are some of the suggestions received:

a. **Performing Arts Training Center.** The program offered in the community centers, school-park centers, and school buildings provides for fundamental experience in the fields of music, dance, drama and related arts. Each of these requires performance space beyond that provided in the school auditorium, the high school and community centers.

To satisfy the growing taste and skill abilities of high school students, young adults, senior citizens, a theater with rehearsal space and training area is needed. It is essential for the arts to be correlated, allowing individuals to work together in a unified production. Backstage skills are required, set construction, lighting, design and all parts of the program related. The training program would also provide for promotion, box office, administration, and house management.

b. **Repair Hobby Shop.** Need within district facility where boys and girls could repair their own bikes, cars, motors, furniture, and other items. Atmosphere informal. Suggest retired mechanic to be in charge.

c. **Junk Yard Playground.** Spot under the bridge of super-highway, fenced, to allow children to pack-rat in, bringing material or use discarded equipment for creating own apparatus. Creative director, able to lead and bring order from explorations.

d. **Sports Complex.** Sports, pool, playground complex, City-owned, centrally-located, to serve the Model Neighborhood area, school program, and City-wide interest in sports. The complex needs enclosed tennis courts, indoor swimming pool, handball courts, small-child playground, and picnic area to supplement major track and ball fields and outdoor tennis courts.



e. Tutoring Programs for Young People. Implementing a Head-Start program for pre-school age children in area. For women - craft classes, physical conditioning and discussion groups on problems of youth, suggestions for parents handling discipline problems at home, and homemaking.

f. Community Center Program for Entire Family. This would mean the construction of a new community center, which would have a full-sized gymnasium, classrooms and all-purpose areas for group work activities.

I. SOCIAL SERVICES AND WELFARE ASSISTANCE

1. Need.

The corrosive effect of poverty, cultural deprivation and lack of equal opportunities, coupled with strains of urbanization and automation, create a multiplicity of social and economic problems. Prolonged material and emotional deprivation produces strained family relationships. Marital strife, separation and destructive parent-child relationships frequently accompany poverty, and by reducing hope may frustrate rehabilitative efforts. The study area has been the major target in the community for social services and welfare assistance programs directed at these conditions because it is apparent that they are most needed here.

The results of a recent study pointed out that many of the social service organizations serving the community and attempting to deal with these problems tended to (a) view the community in a fragmented or specialized manner and were "service oriented" rather than "problem solving oriented"; (b) work "for" the residents rather than "with" them; and, (c) operate separately and independently, and within a traditional pattern of operation.

2. Present Effort.

The many social service and welfare organizations presently active in the study area provide a variety of assistance. The principal agencies and their activities are:

- a. Multnomah County Welfare Commission, which administers a number of assistance programs under the direction of a County Welfare Commission and a State Welfare Commission. These programs include: general assistance to elderly indigents not eligible for federally-assisted relief; old-age assistance to elderly indigents under a direct federal program; aid to indigent families with dependent children either because of broken homes and abandonment or parent unemployment; aid to the disabled; aid to the blind; medical aid to the aged; a variety of child casework services; and assistance to children who for one reason or another must be placed in foster homes.
- b. Family Counseling Service, a United Good Neighbors agency which offers assistance to the economically disadvantaged population whose motivations and social functioning are hindered by personal or family troubles.
- c. Albina Citizens' War on Poverty Committee, which is an OEO project providing a variety of social services through a Neighborhood Service Center.

- d. C-CAP, a Community Action Program of the Portland Council of Churches, which attempts to deal with all of the human needs which they find in the area.
- e. Salvation Army, whose program in the area is primarily youth-oriented.
- f. St. Vincent de Paul, which conducts a day nursery for disadvantaged families.

From this list it is apparent that a solid effort is presently being made to provide the services and assistance required. The need, therefore, is not for a greater number of agencies or greater variety of services, but, as pointed out above, a coordinated program directed at problem solving and the involvement of the residents in the process.

### 3. Goals.

The goals established for the social services and welfare assistance program are:

- a. To create the necessary organizational service to bridge the specialty gap and avoid referrals.
- b. Direct the programs at causes rather than symptoms in order to find permanent solutions to the problems of each individual.

### 4. Program Approach.

The program of social services and welfare assistance will be dependent upon the cooperation of a large number of public and private groups. An effort will be made to provide communication between groups through an organizational structure which would be established during the planning phase. All of the groups contacted for this application have indicated support of the Model Neighborhood Project in this area. (See responses to questionnaires included in PART IV of this Application.) Contact with and the determination of need from the residents would come through the citizen participation element of the program.

A few of the many suggestions made for improving or expanding this component are:

- a. Provide support services for those in pre-vocational and other training.
- b. Utilize adult and senior VISTA workers to visit and provide necessary services to disabled and elderly persons -- coordinate with Family Counseling Homemaker program.

- c. Provide jitney bus transportation to those who need it in connection with carrying out various programs.
- d. Expand family counseling services and community aide program to assist family to get needed services. Housekeeper service to care for family in emergencies -- illness, returning home from hospital, etc. Twenty-four hour emergency service for goods as well as social services to handle quasi-legal problems, family fights, juvenile curfew, etc.; as well as emergency transportation to hospitals.
- e. Expand child care services, including family day care and group day care.
- f. Expand opportunity for area residents to participate in discussion groups on family life education, child rearing practices, etc., and better linkage of adult education programs with school system programs.
- g. Utilize proposed Community College as center for locating and coordinating the various social services and welfare assistance programs described.

Whatever approach is utilized, several items would be essential -- namely, staff service to assist the committee with organization, minutes, etc., as well as "technical staff" to assist in explaining and working out specific details around specific programs. Some consideration should also be given to establishing some neighborhood-based information center(s) to keep the area residents up-to-day on plans and progress. Such centers could serve as a major link between the area and the city demonstration agency.

##### 5. Work Program.

The comments and recommendations contained in this section have all come from organizations and persons involved with the problems in the study area. The needs, goals and programs described reflect their attitudes. It is, therefore, anticipated that the work program would be carried out primarily through these existing organizations. The particular means of implementing the program would be determined after additional consultation with them. The success of a coordinated effort in this area is dependent, as indicated, upon mutual cooperation.

J. EMPLOYMENT

1. Need.

Employment is the economic element of social mobility. Without work opportunities, the individual is economically trapped and is unable to realize his own abilities or to contribute to the economic health of the community. Work opportunities, in turn, depend upon (1) the motivation and training of the individual, and (2) the availability of employment suitable to his training. Furthermore, there must be an effective means for bringing the individual and the job together.

While no meaningful figures are available to indicate the present employment problems in the study area, there are numerous current studies which identify the needs in the Portland Metropolitan Area. The problems identified in the city as a whole are strongly accentuated in the study area. This is indicated by (1) the low family income in the area as compared to the city total (see PART II), (2) the expressions of concern by those involved with employment in the study area. (See questionnaire reply of Portland Metropolitan Steering Committee - EOA, Inc. contained in PART IV of this Application.)

One current study shows 13,500 unemployed wage and salary workers in the Portland Metropolitan Area at the same time there were 3,550 unfilled jobs in the study area. (See Manpower Resources and Needs of the Portland Metropolitan Area - Oregon Dept. of Employment submitted as Attachment No. 5 to this Application) The unemployment was largely confined to the service, semi-skilled and unskilled occupations while the job openings were primarily in the skilled, clerical, sales and professional. Forecasts for 1969 indicate a shortage of 9,700 workers for the types of work that will be available and a surplus of 25,000 workers who will lack the proper training and skills to perform these jobs. Furthermore, almost half of the high school graduates entering the labor market in the next few years will not have marketable skills.

These figures suggest the problems of employment in the study area as well as in the Metropolitan Area, that is, the need for: (1) more jobs, (2) better training, (3) better vocational guidance, counseling and placement for young people. It may also be assumed that the low income level of those in the study area presently employed could be raised by means of a vocational guidance and training program which would provide them with greater skills and more pay.

2. Present Effort.

The following organizations are presently engaged in efforts to deal with the problems of employment in the study area: (1) Oregon Department of Employment; (2) Portland School District No. 1; (3) Albina Citizens' War on Poverty Committee; (4) City of Portland - Neighborhood Youth Corps; and, (5) Portland Council of Churches - Community Action Program. Other

organizations, such as Multnomah County Welfare Commission, are concerned with employment as a collateral issue to their main responsibility. The programs of these various organizations are generally aimed at: (1) providing job information (Dept. of Employment), (2) vocational training and counseling for youth (School District), (3) employment for school drop-outs (Neighborhood Youth Corps), and (4) general job counseling (Albina Citizens' War on Poverty Committee, Portland Council of Churches - CAP). While some of these organizations have conducted concentrated programs in the study area, others have a general program.

Absent here is a cohesive and coordinated program to deal in a comprehensive way with the employment needs of the community. This has not been due to lack of desire or unwillingness of any of these groups to recognize or deal with the problem, but with the fact that the authority and resources of each of them is limited. An attempt should be made to pull these efforts together in the study area. Also apparently lacking is any real involvement at this time by private industry and labor unions in the program. Again this is not due to a failure on the part of industry and labor to recognize the needs, but the inability to find an effective tool for implementing a total program.

### 3. Goals.

Employment is dependent upon many factors which are not within the strict control of government, industry, or labor. For that reason, the establishment of goals must be tempered by a realization that their full achievement is dependent upon the economic health of the nation and the community and the motivation of the individual. The most that can be expected in dealing with employment in the study area, therefore, is to establish the framework within which the goals may be realized. Nevertheless, this does not mean that the sights should be lowered; it merely means that they should be approached honestly and intelligently and with a recognition of the fact that few nations or communities, if any, have fully achieved a complete or permanent solution to the problems of employment. With this reservation, but with a strong desire to deal with the problem in a more effective manner than it has heretofore been dealt with, the following major goals are established:

- (a) Provide employment for all employable persons in the study area.
- (b) Train and counsel the individual for the level of employment for which he is best suited.
- (c) Find work commensurate with the abilities of each individual in order that such individual may have both personal and financial satisfaction and rewards from his work.
- (d) Raise the family income to such a level that each family may provide itself with adequate housing, a proper education and the material and cultural advantages necessary to permit each individual to achieve full citizenship and realize his particular human qualities.

4. Program Approach.

a. The program used within the study area to meet the goals must be designed to involve government, industry and labor, and to meet the needs of all age levels, with special emphasis on those just entering the labor market. The development of a program, therefore, suggests:

- (1) That industry, labor and government cooperate in the improvement and accelerated use of apprenticeship and on-the-job training programs.
- (2) That the line of communications between the business community and school authorities be strengthened with a view to development of new curriculum requirements as dictated by technological change.
- (3) That the adult education program be expanded with a view to both upgrading worker skills for those occupations where shortages are expected, and retraining those workers who have skills in the diminishing occupations.
- (4) That more effective programs for vocational guidance be developed, and that counseling and placement programs be improved.
- (5) That neighborhood job referral and testing centers be established to assist the individual in determining the work capacities of the individual, work available, and how to seek a job.
- (6) That physical and social barriers to finding suitable employment be removed, including enforcement of fair employment practices legislation and provision for adequate transportation at rates within the means of the worker.

As pointed out above, a substantial effort is being made by existing agencies to improve the employment situation in the Metropolitan Area, and others have attempted to deal with portions of the study area. The proposed program would strengthen the existing effort, however, by (1) coordinating the present efforts; (2) involving to a much greater extent labor and industry directly through apprenticeship programs including direct subsidies for such programs; (3) strengthening vocational training through the schools and community colleges.

Specific programs to be undertaken might include:

- (1) Expanded job training programs and utilization of the residents in all redevelopment or construction projects carried out in the study area. Expanded job information programs, out-reach programs (especially for young adults), and neighborhood-based employment services, including testing, training, job placement and follow-up services.

(2) Special employment programs designed for re-entry (or initial entry) for women who, as their children grow older, are likely to enter or return to the labor market.

(3) Development of a "career" program which provides for levels of training, education and experience (i.e., teacher aide, to teacher assistant, to associate teacher, to fully-qualified teacher). "Career lines" could be developed in education, law enforcement, health occupations, social services occupations and government services -- all of which have current and projected shortages of personnel.

b. The program will result in enlarged opportunities for work training by the very fact that job centers will be made readily available for such purposes. Furthermore, a conscious effort will be made to seek out the unemployed and give to them direct assistance in finding employment suitable to their abilities. For example, residents of the study area continually stressed the point that organizations that provide training (a) either advertise in such a manner so as to ineffectually reach residents of the target area, or (b) require various tests or regulations on which residents are uninformed. Residents find a maze of forms and regulations on which they need some assistance in understanding and completing. This is the type of problem that can be readily overcome by educating the applicant and consulting with the employer.

c. The utilization of study area residents to provide them with maximum employment opportunities in all phases of the program is considered necessary and desirable. Many organizations now operating in the study area have been contacted to determine how this has been and should be accomplished. The exact manner by which this can be achieved has not been determined. Certainly priority will be given to study area residents and an active effort made to recruit and train qualified residents for positions in the program.

##### 5. Work Program.

The particular manner in which the program will be undertaken cannot be described in this application. Every effort has been made to contact groups and organizations representative of government, industry and labor prior to filing this application to determine what efforts they felt are necessary to achieve the goals, and their willingness to participate in the program. The response is reflected in the program outlined and the willingness to participate indicated by all of them. It is assumed that the work will be done primarily through existing organizations which may provide services through employment centers, schools or on-the-job training. Study area residents will participate in this part of the program in the same manner as in other components as described above.



K. RELOCATION

1. Need.

The occupants of structures to be demolished or vacated for rehabilitation will need to be relocated. Those who live in these structures are there primarily because they can afford no better housing. There will, therefore, be the problem of finding safe, sanitary and decent housing for those to be displaced in a location to their liking and at a price they can afford. The lower the income of the displacees, the more acute the problems will be. Business displacees will need new business locations, in some cases in existing structures, in other cases on site where they can construct new facilities. Locations should be available both in the model neighborhood area and elsewhere in the community.

2. Present Effort.

More than 95% of those being displaced by public action in Portland are being displaced by the Highway Department and the Portland Development Commission (the urban renewal agency for Portland). Both of these agencies have staff members experienced in aiding those displaced to find new locations. They have funds available to pay moving costs of those displaced as well as other compensations for losses caused by the displacement. These moving costs and other compensations are given to all who qualify in the maximum amounts permitted under Federal, State and local laws and regulations as they apply.

Some of the services rendered are as follows:

- a. Use all means possible to find adequate, standard locations.
- b. Advise those displaced of the procedures to help them qualify for all compensation possible.
- c. Give any help needed to arrange for the moves. (Contact movers, obtain bids, direct the move, etc.)
- d. Render any service possible to assist relocatees in getting settled in new locations.
- e. Help relocatees make claims for any compensations for which they may qualify and process the claims.
- f. Counsel with the displacees and help them in any way possible regarding the following:

- (1) Public housing
- (2) Small Business Administration
- (3) Federal Housing Administration
- (4) Public welfare or other social agencies
- (5) Self-improvement (training, education, employment applications, etc.)

(Additional information on the Portland Development Commission Relocation Program is attached hereto as Exhibit A.)

A Mayor's Relocation Coordinating Committee meets periodically to review present and projected displacements caused by any type of governmental action. This committee seeks cooperation and coordination of all public agencies that are causing or may cause displacement, and encourages those agencies not having relocation services to contract with the Portland Development Commission for such services. A list of agencies making up this coordinating committee is attached hereto as Exhibit B.

### 3. Goals.

The goal of the relocation program will be to broaden the program to include the following:

- a. A broad information and communications program which will allow all individuals and families displaced by the Model Neighborhood Program to know that they have full opportunity to occupy structures that are decent, sanitary and safe within their financial means and at any location within the community that would satisfy their needs.
- b. A relocation policy which includes assistance to all individuals, families or businesses desiring to move into or out of the study area for any reason.
- c. Participation in the relocation process, on a day-to-day working basis, by the Board of Realtors, Bureau of Labor, Apartment House Association, Association of Mortgage Lenders, and other similar agencies and organizations.
- d. The possibility of establishing an organized program for certifying structures for occupancy as meeting housing, safety and health codes of the City, complying with zoning ordinances, etc.
- e. Greatest possible opportunity to individual effort to upgrade position in life through supplemental services referrals to displacees.

4. Program Approach.

a. Create a Housing Supply and Coordination Committee to promote housing programs which will be of benefit to low-income individuals and families displaced by Model Neighborhood Program activities, with a sub-committee to deal specifically with business relocation needs. Three important functions of the Housing Supply and Coordination Committee would be as follows:

(1) Require that the Model Cities Program assign a staff person whose primary purpose would be to insure that desegregation and breaking up of the ghetto be kept foremost in the minds of those working in the demonstration project. This staff person would necessarily spend a great deal of his time working outside of the demonstration area on private citizen education and activities such as 221(d)(3) housing. He might also help to stimulate cooperation between local commissions, committees, and State and Federal agencies.

(2) Stimulate non-profit organizations to utilize existing Federal programs, such as rent subsidies, long-term Federal loans for the development of low-cost housing under sponsorship of non-profit organizations, and the development of low-cost housing utilizing private financing outside of existing Federal programs. This might well take the form of private citizens incorporating to stimulate and coordinate non-profit organization activity in this area.

(3) Work towards a City-wide housing program which would provide low-cost housing throughout all city neighborhoods.

The Housing Supply and Coordination Committee would be serviced by a staff doing research and analysis of housing resources and potentials and supplying and coordinating information to other groups concerned with relocation activities as well as providing direct relocation services to those displaced within the study area and referral services to those desiring to move into the study area from elsewhere in the community.

b. Conduct a special census and diagnostic survey to determine implications of displacement that may be forecast in the planning stage. Where appropriate, a special survey of persons in known sub-standard housing will also be conducted.

c. Work with all social agencies interested and in a position to contribute in order to follow the recommendations of the diagnostic survey. A list of such agencies is attached hereto as Exhibit C.

- d. Obtain information on all housing available and compile this information in a useable form. This file will be kept current.
- e. Request the Mayor's Relocation Coordinating Committee, described in Paragraph 2. above, to extend its advisory and coordinating responsibilities to include the relocation program in the study area.
- f. Select a relocation advisory committee from the study area to help guide the relocation activities.
- g. Maintain careful communication with FHA, Housing Authority of Portland, non-profit and limited dividend corporations wanting to provide or upgrade housing, and all persons involved in the Model Neighborhood Program in order to keep abreast of the development of new or improved housing inside and outside of the project, develop programs for using such housing on a priority basis for those displaced by the project. The Portland Development Commission will also encourage the development of housing to have it ready early enough to accommodate those to be displaced.

5. Work Program.

- a. A special census and diagnostic survey is to be made. This is to be supervised by a professional firm experienced in this type of work utilizing Community Organization and Survey Specialists from the study area.
- b. Relocation planning services relative to those that may be displaced in the study area will be provided either by established relocation programs such as urban renewal and State Highway Dept. or by special relocation staff of the Portland Development Commission provided by contractual agreement to serve the relocation planning needs of the Housing Supply and Coordinating Committee of the study area.
- c. Supplement the regular relocation services provided to displacees with a special referral service to public and private agencies that may be in a position to assist displacees in upgrading their position in life. Under this particular component, special effort would be made to relate relocation services to job opportunities, improved education opportunities and health and welfare needs.

L. DESIGN

1. Need.

Usual shabbiness and rundown characteristics common to all slum and old declining areas. Many sections of shoestring commercial development. Much of commercial marginal in character. Many building exteriors badly in need of painting or other treatment. In certain sections yards and street areas poorly kept. Excessive amounts of overhead utility lines and poles. Excessive amounts of signs in commercial sections. Inadequate street plantings in certain sections. Many structures condemned but not removed. Many structures need condemning and removal.

2. Present Effort.

At the present time there is no overall statement of design objectives or design guide for proposed model neighborhood area. Isolated efforts have been carried out to beautify and improve the design of certain public areas within the proposed study area: such things as tree plantings and ground cover between curbs and sidewalks; special plantings in parks, traffic islands and median strips. A limited effort to obtain good building and landscape design through buffer zone regulations has been effective in certain areas between residential and commercial sections. In the Albina Neighborhood Improvement area where rehabilitation through the urban renewal program is being carried out there is a comprehensive design plan relating to street improvements, tree planting, diverter systems, park design, design review of private improvements, and an extensive program of removal of overhead utilities and poles.

3. Goals.

Achieve better designed street areas including planting, overhead utilities where necessary, more comprehensive sign controls of public and private signs, establish design standards for various types of street furniture and establish a design consulting board whose services would be made available to private developers.

4. Program Approach.

Achieve wherever possible better street design and circulation systems through the use of diverters. Work for an extension of the single service power system already accomplished in Albina Neighborhood Improvement Project area. Establish a study area design committee for review of all public improvements proposed for the area. Design committee to be made up of residents of study area and served by competent technicians in the field of art, architecture, landscape architecture and commercial design. Wherever possible establish additional design standards dealing with signs, overhead utilities, street planting. Provide design consultant service to private developers when requested.

5. Work Program.

A design guide will be prepared for consideration of residents and business owners of study area providing for design standards for public properties and a statement of design objectives for private developments. Ordinance to be drafted in planning stage and adopted in execution stage if found acceptable to this community. An overall program will be sought through cooperation of the utility companies and city to consolidate where possible overhead power lines into a single service system. A program will be explored with the utility companies to see what steps can be taken to start placing utilities underground in conservation and rehabilitation areas as well as redevelopment areas. The design committee will be made up primarily of residents in the area knowledgeable in the fields of art, architecture, landscape architecture and other fields related to physical design. The design committee will be provided technical assistance as required. Design consultants will be retained during the planning stage to assist the design committee in evolving a program for continuing design review and advising services during the execution stage.

M. PRESERVATION

1. EXISTING CONDITIONS.

An inventory of historic buildings conducted by the Oregon Historical Society for Portland's CRP has identified some 68 buildings throughout Portland which are considered to be of historical or architectural interest to a degree worthy of preservation effort. Only one of these buildings, a residence, is located within the study area.

2. PRESENT EFFORT

An Historic Preservation ordinance is under consideration by the City Attorney's office at the present time. If adopted, this ordinance would add to the design zone provisions of Portland's Zoning Code providing for design committee review of proposed alterations to named historic buildings or buildings within identified historic areas, and would further provide a moratorium period on demolition plans for any subject building.

3. GOALS

No public action is contemplated that will endanger identified historic buildings in the study area. Within the two target neighborhoods, an initial premise in all planning to date has been that existing neighborhood distinctiveness must be identified and its enhancement becomes one of the planning objectives. This same attitude towards distinctive neighborhood characteristics will be one of the goals of the demonstration project.

4. PROGRAM APPROACH.

Through the administrative structure discussed in Section A of this Part III and in Section B of PART V of the Application, every effort will be made to obtain neighborhood attitudes concerning the relative values of identifiable neighborhood characteristics. These identified and valued characteristics will become primary criteria for neighborhood plans.

5. WORK PROGRAM.

The City Planning Commission has the responsibility for developing the physical plans for the study area as discussed in Paragraph 4, PROGRAM APPROACH, above.

N. CITIZEN PARTICIPATION

1. Need.

Problems of citizen participation in the proposed study area are as follows:

- a. No collective or organized citizen participation groups in several sections of the study area.
- b. Interest in organizing citizen participation in certain sub-neighborhoods of study area, but little or no continuing technical and coordinated support from any governmental or private entity.
- c. General lack of understanding of problems which should command the attention of citizens of the study area followed by planning and implementing programs to deal with such problems.
- d. Established citizen organizations such as churches, school PTA's, private and commercial social organizations either not showing an interest in comprehensive community improvement programs or not knowing how to show an interest.
- e. Lack of communication ties between existing private and public organizations having specific interests in community improvement.
- f. Organizations carrying out or talking about community improvement activities not actually having sufficient citizen involvement.
- g. Need for reevaluation of all present areas of involvement and establishing many new areas - special need for establishing network of citizen participation organizations so that there would be a constant and free exchange of ideas relative to community improvement projects and programs.
- h. Diverting citizen interest to community improvement thinking and programs by clearly and forcefully showing enjoyment and value of citizen participation.

2. Present Effort.

- a. Community Council comprised of 113 health, welfare and recreation agencies in the tri-county area surrounding and including Portland who meet regularly to discuss problems and methods of improving citizen participation and individual involvement in public and volunteer programs designed to serve the study area.
- b. Irvington Community Association established to promote general welfare of all citizens of the Irvington Community; to cooperate with City and County agencies in securing needed community services; to encourage and support educational and cultural opportunities for children and adults; to encourage and support voluntary organizations for children



2. Present Effort (Cont'd)

and youth; to advocate home beautification; and, to achieve an ideal community in which to live. An active group determined to develop plans for enhancing living environment in the Irvington District.

c. Albina Neighborhood Improvement Program with involvement as follows:

(1) Albina Neighborhood Committee comprised of Executive Committee, General Committee, 48 Block Leaders, and all people residing within the area. Constant line of communications between Portland Development Commission staff serving the area in rehabilitation program efforts and all residents of the area. See EXHIBIT D attached hereto for further detail.

d. Albina Citizens' War on Poverty Committee (EOA) comprised mainly of residents of the area elected at public meeting to which all residents of the area were invited.

e. Neighborhood Service Center sponsored by Albina Citizens' War on Poverty Committee, serving an area of approximately 30,000 residents. Public and private programs relating to improving physical, social and economic conditions of area and its residents.

f. Community Action Program located in the study area is known as C-CAP and is sponsored by the Council of Churches.

g. Other groups would include teacher organizations, PTA groups, church groups, League of Women Voters, Ministerial Association, individual social and service clubs, and public agencies.

3. Goals.

The general goal is to develop organizations which will strive to bring about the following:

a. Understanding of the nature of the problems.

b. Maximum expression in regard to Model Neighborhood Plan elements desired.

c. Maximum exposure to ideas contained in proposed overall plan and opportunities for all individuals to express feelings about same.

d. Maximum participation in Model Neighborhood Program implementation.

e. Concise, understandable three-way communications between public, private agencies serving study area and the residents of the area.

4. Program Approaches.

Establish a citizens' participation coordinating committee comprised of representatives from all established citizen participation organizations within the study area. Work with established organizations both those recently organized and those of long standing in the community. Create a network of such organizations so that broader perspectives of citizen interest can be understood and expressed. Through efforts to strengthen the effectiveness of established citizen participation organizations and tying together organizations with common interests, a strong working citizen participation program can be established. There is not the time nor the need to try to organize new citizen participation groups.

5. Work Program.

- a. Organize a citizen participation coordinating committee comprised of representatives from most or all of the established citizen participation groups in the study area.
- b. Staff servicing the citizen participation committee would organize a continuing and comprehensive program of communications relative to all significant aspects of the program planning stage.
- c. Model Neighborhood citizen participation committee would recommend a plan to the Model Cities Planning Committee (see PARTS I and IV of this Application for description of this Committee, part of the administrative structure for this program.) for block organizations throughout the entire study area and use of community organization specialists servicing the citizen participation committee. Staff voluntarily assigned from established citizen participation organizations within the area together with those on Model Cities planning staff would organize a network of block leaders or "block planning workers" who would be in touch from time to time with all citizens within the study area relative to planning problems, planning opportunities and the needs and desires of the people.
- d. Citizen participation committee would organize a continuing series of meetings throughout the study area where basic problems and proposals could be discussed with all those from the study area interested in attending, listening, and expressing their views.

0. NEW TECHNOLOGY

The major factors which inhibit utilization of new and improved technology and design are (1) code provisions which do not take into consideration newly developed techniques, and (2) custom and practice in particular trades which have not given consideration to new techniques. Such factors occur not by design, but because of lack of communication between the governing body, businesses engaged in construction, and material suppliers providing new products and architects and engineers. A need, therefore, exists for more direct communications between these various groups in order to eliminate such inhibiting factors.

In carrying out the existing rehabilitation project within the study area, contact has been made with such suppliers as U. S. Gypsum, and discussions have been conducted with Western Wood Products, an industry association dealing with the development of new techniques. In planning the Model Neighborhood Program, more direct lines of communication will be created in order to overcome these inhibiting factors, and a request will be made of the building industry to propose methods and means for code modifications. Special consideration will be given to providing means of construction of low-cost housing of good quality and design.

P. CONSISTENCY OF LAWS

The Charter of the City of Portland was enacted by the State Legislature in 1851. It provides the City with broad home rule powers which have been used by the City to enact codes for the orderly progress of the community.

The codes include regulations which impose high standards in the areas of public works, planning and zoning, building, housing, heating and ventilation, plumbing, water, electrical apparatus, air quality control, fire prevention regulations, signing, law enforcement, health and sanitation, and traffic enforcement. Other areas regulated by the codes which do not so closely touch the model city problems include license and business regulations, elevator regulations, finance, administration, legislation and elections and general provisions. The substantive laws of the City of Portland, its regulations and requirements under the law are consistent with the objectives of the model cities program. Without exception these codes provide standards which are superior yet do not impose undue hardship upon the individual citizen.

The State of Oregon, through its 1949 Legislature, enacted civil rights legislation in employment and this section was amended in 1957 to include prohibition against discrimination in selling, renting or leasing real property and discrimination in places of public accomodation. These laws are comprehensive and backed by clear, concise and effective methods of enforcement. The City Council of the City of Portland has assured the applicant that should the planning or execution of the Model Cities Program bring to its attention a need to amend the present code, the Council will give thorough and comprehensive consideration to these needs.

Although the substantive laws of the City of Portland, its regulations and requirements under those laws are consistent with the objectives of the Model Cities Program, this is not to imply that consideration should not be given to coordination in the execution of the laws so that the objectives of the Program may be carried out through court action. The present system of law enforcement in Portland is similar to that in other cities in that the violation of codes is described as a crime and a criminal procedure is used by the court to enforce compliance.

Although this procedure is probably the most efficient and affords the citizen involved maximum assurance that his personal rights will be protected, consideration should be given to the possibility of using an administrative procedure to effect the aims of the Program. Such a procedure would eliminate the possibility of confining a person for failing to comply with the City codes. However, authority might be available to order compliance and a minimum fine in a particular case. If the individual then did not comply with the specific order of the court, the City could be authorized to take steps necessary to bring about compliance and place a lien against the property for the cost thereof. Other possibilities might be to require an individual in lieu of paying a fine to attend orientation sessions whereby problems inherent in his particular violation might be brought to his attention.

The planning stage of the Model Cities Program might also investigate the possibility of establishing a communication line between the neighborhood servicing agency and the courts so that if an offender were found guilty of a crime, the sentencing judge would have available a direct line of communication which would afford him an adequate opportunity to discover the potential of the neighborhood for dealing with the individual problem involved. In many instances where the violation is minor and indicates a possibility of future trouble, the judge would be placed in a position where he would have the facilities to experiment and to discover the extent to which the energies of the neighborhood and servicing agencies might benefit the individual.

Q. PRIVATE INITIATIVE AND ENTERPRISE

The success of a total program such as the one proposed depends upon the full utilization of all resources both public and private.

In undertaking this program it becomes obvious that major elements are dependent upon the economic basis provided by private initiative and enterprise. Problems of employment cannot be solved in a vacuum; housing needs cannot and should not be satisfied solely by government action. In preparing this application, participation was invited from the Chamber of Commerce, the Mortgage Bankers Assn., the Realty Board, the Homebuilders Assn., and other organizations which are representative of major sectors of the economy. (See PART IV of this Application.) While it cannot be known precisely how each organization will fit into the total program, its full participation will be requested in the organizational structure during the planning process. It is anticipated that this, in turn, will lead to a determination of the means of utilizing particular units of the private sector of the economy in specific programs of employment, housing, financing, construction of facilities, and similar activities which are necessarily a part of the total program. The program itself and the public and private expenditures will serve further to strengthen private enterprise by generating new activities. The organizations' representatives of the private sector have indicated their willingness to assist in this undertaking and their services will be fully utilized in both the planning and execution of the program.

The variety of activities now being conducted by voluntary health, welfare, and religious organizations have been described in other components. The full support for the program and the willingness of these various groups to participate has come through the endorsement of the program by the U.G.N. Executive Committee and the Community Council, the most representative bodies of the individual organizations. (See PART IV of this Application.) Provision has been made to bring all such groups into the decision-making process in planning with the assumption that such action would in turn result in their direct participation in the program execution.

R. CONSISTENCY WITH COMPREHENSIVE PLANNING.

Portland's Comprehensive Development Plan has been the basis for most of the physical needs and goals iterated under Sections A, B, D, and M of this PART III. As noted under Section A, the Planning Commission is the agency responsible for the development of necessary physical improvement plans for the study area.

As discussed under PART V, Section A of this Application, the City Planning Commission is a first party participant in all planning activities relating to the physical development of the study area.

Before any plans for the study area are adopted, the Planning Commission and the City Council will certify that they are consistent with the Comprehensive Plan for Portland.

S. COST-BENEFIT ANALYSIS AND PROGRAM BUDGETING

A full accounting of the benefits from the Model Neighborhood Program may not be possible for a generation since human renewal is so much involved. However, during the planning period, the intention is to expand the data bank, started by the late Metropolitan Planning Commission, to include social and economic as well as physical information on the study area. Also, the Urban Studies Center at Portland State College will be engaged to explore techniques for measuring benefits and costs of the various proposals for action programs.



T. SOUND DEVELOPMENT OF THE ENTIRE CITY

A main objective of a Model Neighborhood Program in the City of Portland is to rid the city of a significant proportion of its obsolete parts. Of the 15.12 square miles in the city requiring some type of renewal treatment now, as determined by the CRP, 3.05 square miles are included in the study area.

This area, with its physical, social, and economic deficiencies, is a burden on the whole city. If it could be turned toward the ultimate goal of "self support", the resources of the city, both public and private, could go farther toward improvement of other areas needing attention.

As measured against modest standards, this area falls short. This is where the schools are the most overcrowded and on the smallest sites, where land for recreation and openness is least, where housing the poorest, and even where business structures are the most obsolete. In short, this area is becoming non-competitive. It is infectious, and its improvement should strengthen all of Portland's urban fabric.

Another main and important contribution toward the city's sound development is the example the program will provide. A few blocks of urban renewal is almost meaningless in the face of the vast and lengthy accumulation of urban deterioration. An attack of sufficient magnitude to demonstrate widespread and convincing improvement is so needed, if popular support and determination to secure sound urban environment is ever to be forthcoming.

PORTLAND DEVELOPMENT COMMISSION RELOCATION PROGRAM

The Portland Development Commission, the urban renewal agency of the City of Portland, has conducted a successful relocation operation since 1959. Since this time the South Auditorium Project (ORE. R-1) has displaced and relocated 323 families, 744 individuals and 250 businesses and non-profit organizations.

The Albina Neighborhood Improvement Project (ORE. R-8) has displaced and relocated 30 families and 9 individuals, all in standard housing. Also, 5 businesses were displaced and 2 were relocated. Three have discontinued operation (two of these on a temporary basis) and expect to reopen at the proper time.

The following cases are indicative of the work done by the Portland Development Commission staff:

Mrs. H. operated a beauty salon on a part-time basis within the Albina Project. With the aid of the relocation worker she found a site to relocate about one-half mile away. She was paid for moving costs, loss of property, and given a Small Business Displacement Payment. She used the Small Business Displacement Payment to redecorate her new shop. Many of her former customers came to her new shop and this, combined with new customers and the customers of a partner she has taken in since her move, now makes the beauty salon a full-time operation. During her Open House, the customers, friends and relatives of the beauticians were present. The phone rang continually with congratulations. Mrs. H. was jubilant. She said that at first she was made at Portland Development Commission, but now she was very pleased at the way her move had worked out. She had wanted to make the best possible move and show what could be done in relocating a beauty shop. She is satisfied with her move and justly proud of her new shop.

Mrs. C., a single woman who does not qualify for welfare, public housing or relocation adjustment payments, first moved from the Albina Project into a substandard unit. After having more than 80 rental units referred to her over a period of several weeks, she selected the lower apartment of an up and down duplex. This unit is comfortable and adequate for her needs. She likes her new neighbors and lives near some of her former neighbors whom she sees occasionally. Mrs. C. regrets having to move from the N. Commercial Avenue home in the Albina Project which she feels was one of the better homes in the neighborhood. She does think that urban renewal is a good idea with the emphasis on rehabilitating the homes in Albina. According to Mrs. C., "The park is good for the community. People need a park so the kids don't have to play in the street."

Experiences in relocation in the South Auditorium Project have been compiled in booklet form which is on file in the offices of the Portland Development Commission.

MEMBERS OF MAYOR'S RELOCATION COORDINATING COMMITTEE

Mr. James J. McAllister, Director  
Division of Food & Sanitation  
Bureau of Health  
104 S. W. 5th Avenue

Captain Robert W. Buscho  
Fire Marshal's Office  
Fire Bureau  
55 S. W. Ash Street

Mr. C. N. Christiansen, Director  
Bureau of Buildings  
Room 403, City Hall

Mr. George M. Baldwin, Manager  
Port of Portland  
P. O. Box 3529

Mr. J. Malcolm McMinn  
Director of Facilities, Planning & Operations  
Portland State College  
136 S. Park Hall

Mr. Warren C. Powell, District Relocation Supervisor  
Oregon State Highway Department  
5821 N. E. Glisan Street

Mr. Gene Rossman, Executive Director  
Housing Authority of Portland  
8920 N. Woolsey

Dr. Wm. O. Oliver, Assistant Superintendent  
Portland School District No. 1  
631 N. E. Clackamas Street

Mr. J. H. Fruechtel, Buildings Manager  
General Services Administration  
Room 201, U. S. Court House  
620 S. W. Main Street

Mr. Harry B. Buckley, Superintendent  
City Park Bureau  
1107 S. W. Fourth Avenue

Miss Mary E. Phillips, Librarian  
Multnomah County Library  
801 S. W. 10th Street

MEMBERS OF MAYOR'S RELOCATION COORDINATING COMMITTEE, Cont'd

Mr. Thomas P. Guerin, General Manager  
Commission of Public Docks  
3070 N. W. Front Avenue

Mr. Robert S. Baldwin, Planning Director  
Multnomah County Planning Commission  
Multnomah County Court House

Mr. Oscar Pederson, Director  
Federal Housing Administration  
520 S. W. 6th Avenue

LIST OF SOCIAL AGENCIES

Catholic Family Services  
S. Joseph Calistro, Carework Supervisor  
400 Dekum Building

Community Council  
Carl V. Sandoz, Executive Director  
718 W. Burnside Street

Division of Food & Sanitation  
Portland Bureau of Health  
James McAllister  
104 S. W. Fifth Avenue

Family Counseling Service  
Miss Katherine Clark, Executive Director  
59 N. E. Stanton Street

Housing Authority of Portland  
Gene Rossman, Executive Director  
8920 N. Woolsey Avenue

HUB - CAP  
Mr. Shoemaker, Attorney  
Community Service Building  
718 W. Burnside Street

Jewish Family & Child Service  
Mrs. Jane Flaxman, Acting Director  
519 S. W. Third Avenue

Legal Aid Committee  
Ronal I. Gevurtz, Supervising Attorney  
826 Multnomah County Court House

Multnomah County Welfare Commission  
John Burch, Asst. to Administrator  
1300 S. W. 6th Avenue

Portland State College  
Dr. Jarvis Finley, Social Sciences Division  
Urban Study Center

Probation and Parole  
Robert C. Van Vactor, Director  
104 S. W. 5th Avenue

Portland Metropolitan Steering Committee (Anti Poverty)  
Gerald A. Frey, Interim Executive Director  
718 W. Burnside Street

COMMUNITY SERVICES ACTIVITIES  
ALBINA NEIGHBORHOOD IMPROVEMENT PROJECT

GENERAL

There are two neighborhood advisors who make up The Community Services Section which is primarily concerned with the social betterment of all residents in the project area. Recognizing the difficulty in reaching the hard to reach, the residents have been organized by the block leader approach. The project area has a block leader for each half block. These block leaders make up the general neighborhood committee. This general neighborhood committee then elects two co-chairmen annually and members as necessary who make up the Executive Board. All residents of the project area are encouraged to participate. Participation can be to what ever degree the resident wishes and a choice is provided. Those residents who wish may participate only in his own block by attending block meetings in the home of his block leader. The resident who wishes greater participation may become a block leader and thus a member of the general neighborhood committee concerned with the entire project area; or he may serve on a sub-committee; and also he may be elected to the Executive Board.

EXECUTIVE BOARD

The Executive Board meets monthly and carries out the wishes of the general neighborhood committee.

GENERAL NEIGHBORHOOD COMMITTEE

This committee, as stated above, is made up of all the block leaders in the project area, and is the governing body for the residents in the area. They meet to discuss problem areas and to plan programs to improve the total project area. They are assisted by the neighborhood advisors who see that notices are sent to all the committee members, locate a meeting place and get resource people as speakers on subjects of interest.

The Block leaders have proven invaluable in reaching the residents at the same time they are developing leadership.

(EXAMPLE - A neighborhood advisor called upon a resident to deliver his merit certificate for improving his home. The resident was discourteous and uncooperative. Later he attended a block meeting and apologized profusely to the neighborhood advisor who had forgotten the incident. He and his wife are now co-block leaders of their half block.)

The block leader program gets the neighbors together to decide what should be done in the block. It enables the residents to do things together that no one resident could do alone. Also, it creates a feeling of friendliness in the neighborhood.

The block leader has certain obligations he assumes upon consenting to accept block leadership. Some of these are:

1. Discuss with residents the problems within the block and serve as their representative to the general neighborhood committee as well as the Information Center.
2. Advise residents of services available.
3. Stimulate interest among residents of their block to improve and maintain their property.
4. Advise residents as to source of aid such as police, legal aid, medicare, fire department, and other services needed - or refer them to the neighborhood advisor.
5. Lead the block in competition with other blocks in the area in lawn beautification, home rehabilitation and maintenance.
6. Welcome new neighbors moving into the block and advise them of the Improvement Project's Program.
7. Attend block leaders' meetings.
8. Meet periodically with the residents in the block.

#### BLOCK MEETINGS

The block leader invites neighbors to his home to discuss block improvement. Programs are planned for block participation such as clean-up and block beautification. The neighborhood advisors attend these meetings and obtain consent for inspections of those homes that require inspection. At the same time, the neighborhood advisor is able to identify needs and interest of the residents. The neighborhood advisor then:

1. Locates the proper agencies or organizations to provide services for these needs, such as Family Counseling, Legal Aid, Welfare, Employment Services and Planned Parenthood.
2. Locates agency, organization or individuals to program workshops, clinics, or discussion groups, such as Adult Education providing sewing classes and upholstery.

To the resident, the block meetings are very nearly a social occasion. The block leader provides coffee and fancy desserts. The conversational exchange is very good and the people seem reluctant to break up the meeting.

There have been situations where it has been impossible to converse with residents until such block meetings. However, following block meetings, we have been able to establish communication in nearly every case.

(EXAMPLE - We had been attempting to get an inspection in a home for many months with no success. In fact, a rehabilitation advisor had been asked off of the porch. Following the meeting, we were able to get an inspection. The residence is now in the process of being rehabilitated. We referred the family to Medicare and Food Stamps where they received service. This couple now is anxiously awaiting the completion of their home so that they can have an open-house and invite all of their neighbors.)

#### OTHER ORGANIZATIONS

We have enlisted the support of other organizations, agencies and business firms to assist in solving problems as a result of some residents lack of financial ability to participate in the Project. Some of these have been the Junior Chamber of Commerce, American Friends Service Committee, the Church Community Action Program, the Albina Art Center, Portland General Electric, the Park Bureau, and the Neighborhood Youth Corp.

#### NEIGHBORHOOD ADVISORS

In addition to assisting the block leaders, the neighborhood advisors also visit individual residents. Many residents discuss hopes, plans and problems with the neighborhood advisors with follow-up by the neighborhood advisor until service is received. They are referred to proper agencies for assistance. In some instances this assistance is in the nature of counseling and other times it is for an immediate need such as emergency food, clothing, or employment. There is also a monthly news bulletin put out by the Community Services Section advising the residents of activities in the Project Area and programs and services available.

The neighborhood advisor must also resolve complaints of the residents, such as dogs running loose in the neighborhood, rats, abandoned automobiles on the streets and debris in the alley. The neighborhood advisor must resolve these complaints with the assistance of the proper agency.

The Community Services Section participates in meetings such as the Albina Neighborhood Council and Portland Council of Churches, Housing Authority Joint Committee and Fair Housing Committee in order to be informed.

We have been serving on a committee to make it possible for low income people in this area to participate in the Kaiser Plan under the Office of Economic Opportunity. This plan has been approved by the local Steering Committee. We are now looking forward to its being effected.

(EXAMPLES - (1) A disabled widow with a daughter who is a senior in high school and a grandson who is a sophomore. She had an income of \$80.00 per month from Social Security. There was no food in the house. The grandson was out of school because he had no shoes. Arrangements were made to get emergency food that day. The grandson was taken to the Sunshine Division, fitted with shoes and delivered to school. The lady was referred to Welfare where she was given an emergency check and is now receiving a monthly stipend to supplement her Social Security. The daughter was referred to Neighborhood Youth Corp and is now participating in that program. This family



was also referred to the Food Stamp Program and is now enjoying the benefits of this program.

(2) A family who has a 17 year old daughter at home with a small baby. She was referred to Planned Parenthood where she was counseled.

(3) A 65 year old disabled spinster resident with a very limited income who was unaware of the Real Estate Tax Exempt Program. The neighborhood advisor went to the County Court House with the necessary information and documents to obtain property tax exempt application. The resident was assisted in completing the application and qualified for exemption.

(4) A 64 year old widow, with an income of \$143.00 per month, who qualified for a \$1500 Grant to rehabilitate her home. However, she was unable to receive the Grant because the amount of money needed to bring her home up to our Urban Renewal Standards exceeded \$1500. The Junior Chamber of Commerce was enlisted to assist this resident. They are now preparing to do some of the necessary work after which it is expected that the Grant will be sufficient to remove the home from the workload.

(5) A 68 year old disabled resident on Social Security who complained of inability to pay medical bills. He had signed up for Medicare but for some reason failed to use it. It was brought to his attention that he was eligible for these benefits. This family was also referred to the Food Stamp Program and is enjoying the benefits of same.

(6) A family of four. The father has a broken back and drawing disability. There is a large willow tree in the yard that is dangerous. The Church Community Action Program was enlisted by the neighborhood advisors and is preparing to remove the tree. The wife is also being assisted in locating suitable employment to supplement the family income.

(7) A 32 year old divorced mother of two who had an emotional problem. This resident was referred to Mental Health and is now receiving treatment.

(8) Ten needy youngsters, ages 10 - 15 years, referred to Campships. These youngsters have never had the opportunity to enjoy a camping experience and are anxiously looking forward to going to camp.

(9) Ten girls, ages 12 - 15 years, from socio-economically deprived homes, involved in charm course.

(10) Five residents have been referred to upholstery class and ten to sewing class. They are now attending at a school under the Adult Education Program, on the border of the Project Area. It was necessary to increase the sewing class to two evenings per week to accommodate the people.

#### FUTURE PLANS

Presently we are working on getting a workshop set up on low cost interior decorating. It is hoped to have classes set up next spring on gardening and lawn care.

It is also hoped to set up a clinic on minor home repairs.

The neighborhood advisors are constantly seeking new approaches to assist the residents. It is also necessary to find resources with which to solve the problems of the residents. This is done by obtaining the services and assistances of other agencies, organizations, business firms and individuals. If the service is not immediately available, it then becomes necessary to interest one of the above in setting up a program to provide the needed service. There are many agencies designed to assist with problems, however, many of the residents are sometimes unaware of having a problem, where to seek the necessary assistance to solve the problems. It, therefore, becomes the responsibility of the neighborhood advisor to determine that there is a problem, the nature of the problem, and the means of solving the problem.

It must also be recognized that some project residents are not seeking services. There are those who have indicated a willingness to assist other residents by providing such things as knitting instructions, lawn and shrubbery care, house painting and transportation. It then becomes necessary to link these residents with residents who have indicated an interest in one or more of these areas.

#### AVAILABLE PROGRAMS

##### COUNSELING

- Family Counseling Service
- Neighborhood Service Center
- Oregon State Employment Service
- Youth Opportunity Service

##### EDUCATION

- Model School Program
- Reed Community Education Project

##### EMPLOYMENT

- Neighborhood Service Center
- Neighborhood Youth Corps - City of Portland
- Oregon State Employment Service
- Youth Opportunity Center

##### FAMILY SERVICES

- Family Counseling Service
- Neighborhood Service Center
- Planned Parenthood
- Specialized Service for Adults (Mult.County Welfare)

##### HEALTH

- Emanuel Maternal & Infant Care Project
- Medical Assistance for the Aged
- Planned Parenthood

##### HOUSING

- Neighborhood Service Center
- Specialized Service for Adults (Mult. County Welfare)

JOB PLACEMENT

Neighborhood Service Center  
Oregon State Employment Service  
Urban League On-The-Job Training  
Youth Opportunity Center

LEGAL SERVICES

Legal Aid Program

NUTRITION

Food Stamp Program (Mult. County)

SCOUTING

Boy Scouts of America  
Girl Scouts

TRAINING

Neighborhood Service  
Neighborhood Youth Corps - City of Portland  
Oregon State Employment Service  
Urban League On-The-Job Training  
Youth Opportunity Center

NEEDED PROGRAMS

In the event a program such as model cities demonstration project comes into being in addition to services available, a need is seen to extend or improve the following:

Job training designed for those with inferior educational background.

Improved counseling services in the high school.

Additional adult educational programs be made available within the area of the residents.

Additional supervised recreational facilities and activities such as arts, crafts and gymnastics. (The youth in the area express a desire for a more accessible swimming pool)

Community Services program using sufficient number of neighborhood advisors to motivate and refer residents to needed programs or agencies.

LIST OF SOCIAL AGENCIES, Cont'd

Public Health Department  
Mrs. Margaret Payton, Director of Nursing Services  
1222 S. W. Fourth Avenue

Salvation Army  
Brigadier Clinton Irby  
134 W. Burnside (Drop In Service)  
131 S. W. Ankeny (Mailing Address)

Small Business Administration  
Clyde Sanders, Chief Financial Assistance Director  
330 Pittock Block

Sunshine Division, Portland Police Department  
Commander L. S. "Bud" Lewis  
38 N. E. Russell

Veterans Administration  
Jerome M. Casey, Chief Social Worker  
Lincoln Building

Visiting Nurses' Association  
Mrs. Hope Runnels, Executive Director  
1008 S. W. 6th Avenue

Volunteers of America  
Lt. Col. Ray G. Ecklund, Executive Director  
538 S. E. Ash Street

Women's Protective Division, Portland Police Department  
Captain Elizabeth Mumford  
S. W. 2nd & Oak

PART IV. COMMITMENT TO CARRYING OUT THE PROGRAM

A wide variety of public and private agencies, groups and individuals in the fields of education, employment, health, housing, recreation/culture, transportation, and social welfare participated in the preparation of Portland's application for a Model Cities Planning Grant. A general meeting of such individuals and representatives of organizations and agencies was held in the City Council Chambers on February 10, 1967. A briefing on the content and purpose of the Model Cities Program and its potential for the City of Portland was given by the Mayor and members of his Model Cities Coordinating Committee charged with the preparation of an application for planning grant, and information packets containing the following information and material were distributed:

A summary of the Program Guide: Model Neighborhoods in Demonstration Cities (prepared by the Department of Housing and Urban Development and reprinted and distributed by NAHRO)

Report and Recommendations on Demonstration Cities Program for City of Portland (prepared jointly by staff members of City Attorney's Office, City Planning Commission and Portland Development Commission)

Planning Application Questionnaire (Explanation and Form)

A Model Cities Information Packet identical to those distributed on February 10, 1967, is included in this Application as Attachment No. 6.

Because of the time limitation imposed by HUD for the filing of Planning Grant Applications, it was not possible to meet with each agency and organization individually to gather information and program suggestions on which to base the application. Each person and organization or agency was, therefore, requested to submit answers to the Planning Questionnaire which would provide the Coordinating Committee with specific information on the nature of problems in the study area, the present level of effort on the part of each organization or agency, and new program proposals for meeting the problems in a concentrated and coordinated manner.

A list of all individuals, organizations and agencies which received a Model Cities Planning Questionnaire is attached hereto as Exhibit A. All of those which returned a completed questionnaire or submitted a letter indicating interest in and support of the Model Cities Program in Portland are marked with an asterisk (\*) on the attached list.

Copies of completed questionnaires and of letters received by the City indicating support of the program are included in this Application as Attachment No. 7.

ADDENDUM

PART IV. COMMITMENT TO CARRYING OUT THE PROGRAM

On April 27, 1967, the Columbia Region Association of Governments (CRAG) adopted a Resolution assuring the City of Portland of its support and cooperation in the City's endeavors to better urban living for the residents of the City, and forwarded such Resolution to Dr. Robert C. Weaver, Secretary of the Department of Housing and Urban Development.

A copy of CRAG's Resolution and letter of transmittal to Dr. Weaver is attached hereto for incorporation in PART IV of the City of Portland's Planning Grant Application as Exhibit B.

# MODEL CITIES PLANNING QUESTIONNAIRE DISTRIBUTION LIST

<u>INTEREST</u>	<u>ORGANIZATION</u>	<u>REPRESENTATIVE</u>
Education	* Catholic Archdiocese of Portland	The Rev. Martin Thielen, Director of Education
	Lewis & Clark College	Dr. John R. Howard, Pres. Franz Drinker, Trustee
	* Portland Community College	Dr. Amo DeBernardis, Asst. Supt. of Schools
	Portland Council, PTA	Mrs. Rocco Caputo, Pres.
	* Portland School District No. 1	John Beatty, Jr., Chairman of Board Mrs. Forrest Rieke, Board Member Dr. Harold A. Kleiner, Asst. Supt.
	* Portland State College	Dr. Frederick Waller, Assoc. Dean of Faculty
	* Reed College	Carleton Whitehead, Asst. to Pres. for Public Service
	* State Dept. of Education	Dr. Leo W. Myers, Asst. Supt., Educ. Development Department
	* State System of Higher Education	Chas. R. Holloway, Jr., Chairman
	* University of Portland	Rev. Paul E. Waldschmidt, CSC, Pres.
Employment	* Associated Oregon Industries, Inc.	Ivan Congleton, Director
	* Metropolitan Area Manpower Council	Chas. R. Holloway, Jr., Chairman

\* Completed questionnaire or letter returned.

Portland, Oregon  
PART IV, EXHIBIT A

MODEL CITIES PLANNING QUESTIONNAIRE DISTRIBUTION LIST, Cont'd

<u>INTEREST</u>	<u>ORGANIZATION</u>	<u>REPRESENTATIVE</u>
Employment, Cont'd	* Multnomah County Labor Council	Geo. Lightowler, Exec. Sec.
	* Oregon State Employment Service	Eldon Cone, Director
	* Portland Chamber of Commerce	Oliver Larson, Exec. Vice-Pres. Lloyd Anderson, Chairman, Metro. Planning Committee
Health	* Emanuel Hospital	Paul Hanson, Administrator
	* Oregon State Board of Health	Dr. Forrest Rieke, Member
	* Planned Parenthood Association of Oregon	Jessie Laird Brodie, M.D.
	* Portland Association for Retarded Children	Walter Fuhrer, Exec. Dir.
	* Portland City Health Bureau	Dr. Thomas L. Meador, Supt.
	* Portland Orthopedic Clinic	Paul Campbell, M.D.
	* University of Oregon Medical School	J. J. Adams, Asst. Dean
Housing	* Visiting Nurse Association of Portland	Hope Runnels, R. N.
	Associated General Contractors	Herb McMurtry, Office Mgr.
	* Federal Housing Administration	Oscar Pederson, Director John Carter, Chief Underwriter
	* Housing Authority of Portland	John D. McLeod, Chairman Gene Rossman, Exec. Director

\* Completed questionnaire or letter returned.



MODEL CITIES PLANNING QUESTIONNAIRE DISTRIBUTION LIST, Cont'd

<u>INTEREST</u>	<u>ORGANIZATION</u>	<u>REPRESENTATIVE</u>
Housing, Cont'd	* Oregon Mortgage Bankers Association	Ward Cook, Pres. Tom Wrightson, Sec.-Treas.
	* Portland Board of Realtors	Ralph Cone, Pres. Ken Evans, Past Pres.
	* Portland City Bureau of Buildings	C. N. Christiansen, Director
	* Portland Fair Housing Council	Rev. Ira Blalock, Chairman
	Portland Home Builders Association	Bill Lamb, Pres. David E. Taylor, Exec. Sec.
Recreation/Cultural	Albina Art Center, Inc.	Rufus Butler, Director
	* Boys Clubs of Portland and the Tri-County Area, Inc.	Roy J. Ciappini, Exec. Dir.
	* Boy Scouts of America	Guy Miller, Scout Exec.
	* Columbia River Girl Scout Council	Miss Margaret Dadey, Exec. Dir.
	* Exposition-Recreation Commission	Don Jewell, Mgr., Memorial Coliseum
	* Library Association of Portland	Miss Mary Phillips, Sec.
	* Portland Beautification Association	Arnold Cogan, Pres.
	* Portland City Bureau of Parks & Public Recreation	Dorothea Lensch, Dir. of Rec.
	* Young Men's Christian Association	Geo. P. Griffis, Pres. Sanford Reece, Gen. Sec.

\* Completed questionnaire or letter returned.

MODEL CITIES PLANNING QUESTIONNAIRE DISTRIBUTION LIST, Cont'd

<u>INTEREST</u>	<u>ORGANIZATION</u>	<u>REPRESENTATIVE</u>
Recreation/Cultural, Cont'd	Young Women's Christian Association	Mrs. Francis T. Moon, Pres.
Transportation	* Oregon State Highway Department	Al Johnson, Metro. Engineer
	* Portland City Transportation Director	Carl Wendt
General	* Albina Citizens' War on Poverty Committee (Albina Neighborhood Service Center)	Rev. Geo. Carter, Pres. Mayfield K. Webb, Director
	Alpha Kappa Alpha Sorority	Mrs. C. D. Vann
	* Commission on Homeless Men	H. J. LaBorde, Chairman
	Delta Sigma Theta	Mrs. Bernadette Plummer
	* Irvington Community Association	John Whitesides, Chairman
	* League of Women Voters	Mrs. Thos. E. Robinson, Pres.
	* Lloyd Corp.	Franz Driner, Mgr.
	* Metropolitan Study Commission	Robert G. Simpson, Chairman
	* Metropolitan Youth Commission	Michael M. Brand, Chairman
	* Multnomah Bar Association - Legal Aid Committee	Clarence R. Wicks
	* Multnomah County Public Welfare Commission	Gordon Gilbertson, Adm.
	* Multnomah County Dept. of Judicial Administ.	Albert B. Green, Director
	* The Salvation Army	Lt. Col. Daniel G. Rody, Divisional Commander

\* Completed questionnaire or letter returned.

MODEL CITIES PLANNING QUESTIONNAIRE DISTRIBUTION LIST, Cont'd

<u>INTEREST</u>	<u>ORGANIZATION</u>	<u>REPRESENTATIVE</u>
General, Cont'd	* N.A.A.C.P.	Thos. R. Vickers, Pres. Hazel Hays, Vice Pres.
	N. E. Portland Community Association	Rev. Morton Spence
	Oregon Bureau of Labor	Norman O. Nilsen, Commissioner
	Portland City Human Relations Commission	Fred Rosenbaum, Chairman
	* Portland City Police Department	Donald I. McNamara, Chief
	* Portland Community Council	Carl V. Sandoz, Exec. Dir. Gerald Frey, Consultant
	* Portland Council of Churches - Community Action Program	Rev. Paul Schultze, Dir., C-CAP
	* Portland Metropolitan Steering Committee - EOA, Inc.	Rev. Paul E. Waldschmidt, Chairman
	* Port of Portland	Geo. Baldwin, Gen. Mgr. A. K. Amundson, Planner
	* Stella Maris House	Mary C. Rowland
	* St. Vincent de Paul Society	Charles E. Royer, Exec. Sec.
	* The Links, Inc.	Mrs. Jessie Mae Johnson
	* United Good Neighbors	Chas. Devine, Exec. Sec.
	* Urban League of Portland	E. Shelton Hill, Exec. Dir. John Holley

\* Completed questionnaire or letter returned.

Portland, Oregon  
PART IV  
Exhibit B

COLUMBIA REGION ASSOCIATION OF GOVERNMENTS  
P. O. Box 751, Portland, Oregon 97207 - (503) 226-7271, Extension 1491

May 1, 1967

Dr. Robert C. Weaver  
Secretary  
Department of Housing  
and Urban Development  
Washington, D. C. 20410

Dear Dr. Weaver:

Attached is a resolution adopted by the Columbia Region Association of Governments (CRAG) at a regular meeting April 27, 1967, in support of the City of Portland's request for the development of a Comprehensive City Demonstration Program in the area described in the said resolution.

Sincerely yours,

/s/ E. G. Kyle

E. G. Kyle  
Chairman, CRAG  
Mayor, City of Tigard

Att.

cc: Robert B. Pitts  
Regional Administrator

Terry D. Schrunk  
Mayor, City of Portland

COLUMBIA REGION ASSOCIATION OF GOVERNMENTS  
P. O. Box 751, Portland, Oregon 97207 - (503) 226-7271, Extension 1491

May 1, 1967

# RESOLUTION

WHEREAS the Columbia Region Association of Governments (CRAG) has been formed for the purpose of coordinating area-wide planning for the Portland-Vancouver Metropolitan area, and

WHEREAS the City of Portland, a member unit of government, has indicated its intent to submit a request to the Department of Housing and Urban Development for a planning grant under Title I, Comprehensive City Demonstration Program, for planning in that portion of the City of Portland which extends north from the Lloyd Center to the Columbia River, and east from the Minnesota Freeway to 33rd Avenue, and

WHEREAS the Executive Body of the Columbia Region Association of Governments is cognizant of the development plans of the member agencies,

NOW, THEREFORE BE IT RESOLVED:

That the development of a Comprehensive City Demonstration Program in the stated area of the City of Portland would materially benefit the residents of this area as well as complementing the regional development of the entire metropolitan area.

That the area so chosen has a predominantly residential character and lies within the central part of Portland. Any steps taken in this area by the City of Portland to improve the physical or social aspects of community life will be entirely consistent with the overall plans for the metropolitan area.

That the Columbia Region Association of Governments Executive Body assures the City of Portland of its support and cooperation in the City's endeavors to better urban living for the residents of the stated community.

Approved by the Executive Committee  
April 27, 1967

/s/ E. G. Kyle  
E. G. Kyle, Chairman

PART V. CAPACITY FOR CARRYING OUT THE PROGRAM

A. ADMINISTRATIVE MACHINERY FOR PLANNING PROGRAM

1. The City Demonstration Agency will be the Portland Development Commission established by City Charter as the Department of Development and Civic Promotion for the City of Portland. It also serves as the urban renewal agency for the City. The Development Commission is comprised of five commissioners appointed by the Mayor with the approval of the City Council, with authorities and responsibilities as set forth in City Charter, Chapter XV, copy of which is attached hereto as Exhibit A.

The Development Commission has a broad range of experience with community improvement programs in the fields of redevelopment, rehabilitation, industrial development, and has contracted with the Department of Housing and Urban Development and worked with same in pre-planning, planning and execution stages. Its authority to contract and carry out urban renewal activities, development and civic promotion activities is clearly established by City Charter, State and Federal laws, and by Supreme Court rulings.

The Development Commission functions as a semi-autonomous agency in the administration of its responsibilities with the exception that all applications for planning funds and project plans must be approved by the governing body of the community.

2. Agencies performing planning activities related to the comprehensive city demonstration program would include all those public and private agencies which have to date indicated support of the Model Cities idea and a willingness to cooperate and participate in the planning stage. Other agencies which have not yet become involved may well also participate in planning activities if a planning grant is approved. See PART IV of this Application for list of agencies.

3. Administrative machinery for coordinating planning activities is set forth on the Administrative Organization chart previously introduced in PART I, Section H, of this Application. Cooperation of public and private agencies in the planning stage is evidenced in Attachment to PART IV of this Application. Budget, staff and other commitments to be contributed to the planning of the program are not detailed at this time. It is anticipated, however, that the participating public and private agencies will provide the necessary local share of planning costs, but the City Council and the Portland Development Commission jointly agree to guarantee that the local share will be made available, either through cash or non-cash contributions, if the Planning Grant is received.

**B. ADMINISTRATIVE MACHINERY TO CARRY OUT THE PROGRAM**

1. Community organization for administering programs similar to those proposed as a part of the Demonstration Program is as follows:

a. Local Government

(1) School District No. 1: Special school program (see PART III for description of program); Community College program.

(2) Planning Commission: Comprehensive planning, zoning, land use and density controls, circulation, community renewal program, design zones and public facilities planning, etc., all part of City Planning Commission program. Close coordination exists between Planning Commission, Development Commission, School District, and other public bodies in connection with communications and being guided by comprehensive plan objectives.

(3) Portland Development Commission: Responsible for urban renewal program. Experienced in planning and executing large-scale redevelopment projects involving housing, commercial development and other uses. Experienced in working with educational and medical institutions in connection with planning special renewal projects under Section 112 of Federal law. Extensive experience in neighborhood rehabilitation involving citizen organization and participation, a broad range of public improvements and improved municipal housekeeping services, and a comprehensive program designed to bring about a total upgrading of housing conditions through rehabilitation and new construction.

(4) Public Housing Authority: Well organized to plan and implement special public housing projects now possible under latest Federal laws.

(5) Health Agencies: Regular and special State and City health agencies and programs covered in some detail in PART III of this Application. County health programs relative to mental health not mentioned in this submittal.

A broad range of municipal services is being provided to the study area through the following five City Departments: Dept. of Public Safety, Dept. of Public Utilities, Dept. of Finance and Administration, Dept. of Public Affairs, and Dept. of Public Works. See Portland City Government administrative organization chart attached hereto as Exhibit B.

b. State agencies involved in local program activities important to the demonstration program are as follows: State Department of Health; State Department of Employment; State Board of Higher Education; State Board of Education; State Department of Welfare; and State Department of Labor. Other State agencies may be involved, although due to time limitations are not confirmed at this time.

c. Non-public agencies involved in providing social services, housing assistance and similar programs who have submitted component parts and statements of support for the Model Cities Program are described in PART III and statements of support included in PART IV of this Application. Number of agencies involved not necessarily limited to those that participated in the limited time available for preparing planning proposal.

d. Existing neighborhood organizations in the study area are as follows:

- (1) Irvington Community Association covering area with approximately 6,000 residents.
- (2) Albina Neighborhood Service Center covering area of approximately 30,000 residents.
- (3) Albina Neighborhood Improvement Committee covering area of approximately 3,000 residents.
- (4) Northeast Portland Community Association covering large section of study area not covered by other organizations listed above.

The study area also includes many church, school and special club organizations as well as commercial booster clubs and a Portland Council of Churches- sponsored Community Action Program.

e. Social and physical community improvement programs undertaken in the study area are covered in some detail in PART III of this Application.

2. The Administrative machinery which is proposed for carrying out the demonstration program is to be developed as early as possible in planning stage.



RESOLUTION NO. 27526

BE IT RESOLVED by the Council of the City of Portland, Oregon,  
that an act entitled:

"An Act to amend an Act of the Legislative Assembly of the State of Oregon entitled: 'An Act to incorporate the City of Portland, Multnomah County, State of Oregon, and to provide a charter therefor, and to repeal all acts or parts of acts in conflict therewith,' approved by the governor and filed in the office of the secretary of state January 23, 1903, as subsequently amended by said Legislative Assembly and by the people of the City of Portland from time to time, and as recodified, revised, arranged and annotated, pursuant to Ordinance No. 76832, by adding thereto a new chapter to be numbered Chapter XV providing for the creation of a Department of Development and Civic Promotion, creating a Portland Development Commission, providing for appointment and organization, setting forth general powers, fixing administrative powers and procedures, providing for reports and budget estimates, authorizing revenue bonds or other evidence of indebtedness payable solely from revenues or special sources within the limit prescribed to be outstanding, and authorizing under certain conditions a special tax levy of two-thirds of one mill on the assessed valuation of taxable property within the City, or \$400,000 per year, whichever is lesser, for each of five (5) years with possible carryover of such levy in the event of reduction or omission of levy in any one year for not exceeding an additional five (5) years, beginning with the 1958-1959 fiscal year, outside constitutional, charter or other limitations,"

be and the same hereby is submitted to the legal voters of the City of Portland, Oregon for their adoption or rejection at the ensuing non-partisan primary election to be held in the City of Portland, in Multnomah and Clackamas Counties, on the 16th day of May, 1958, and under the authority of Ordinance No. 77641, as amended, the provision of Section 2-611 of said Ordinance No. 77641, as amended, is waived as to the requirement that any proposed charter amendment shall be presented to the Council for study and consideration not later than 121 days prior to the next ensuing election. Each voter who votes upon said proposed act shall vote "yes" or "no" in the space indicated for such vote upon the city ballot at said election. Said amendment hereby submitted reads as follows:

## AN ACT

To amend an Act of the Legislative Assembly of the State of Oregon entitled:

"An Act to incorporate the City of Portland, Multnomah County, State of Oregon, and to provide a charter therefor, and to repeal all acts or parts of acts in conflict therewith," approved by the governor and filed in the office of the secretary of state January 23, 1903, as subsequently amended by said Legislative Assembly and by the people of the City of Portland from time to time, and as recodified, revised, arranged and annotated, pursuant to Ordinance No. 76832, by adding thereto a new chapter to be numbered Chapter XV providing for the creation of a Department of Development and Civic Promotion, creating a Portland Development Commission, providing for appointment and organization, setting forth general powers, fixing administrative powers and procedures, providing for reports and budget estimates, authorizing revenue bonds or other evidence of indebtedness payable solely from revenues or special sources within the limit prescribed to be outstanding and authorizing under certain conditions a special tax levy of two-thirds of one mill on the assessed valuation of taxable property within the City, or \$400,000 per year, whichever is lesser, for each of five (5) years with possible carryover of such levy in the event of reduction or omission of levy in any one year for not exceeding an additional five (5) years, beginning with the 1958-1959 fiscal year, outside constitutional, charter or other limitations.

BE IT ENACTED BY THE PEOPLE OF THE CITY OF PORTLAND, OREGON

Section 1. The Act of the Legislative Assembly of the State of Oregon entitled: "An Act to incorporate the City of Portland, Multnomah County, State of Oregon, and to provide a charter therefor, and to repeal all acts or parts of acts in conflict therewith," approved by the governor and filed in the office of the secretary of state January 23, 1903, as subsequently amended by said Legislative Assembly and by the people of the City of Portland from time to time and as recodified, revised, arranged and annotated pursuant to Ordinance No. 76832, hereby is amended by adding thereto a new Chapter to be numbered, and entitled to read as follows:

### CHAPTER XV

#### PORTLAND DEVELOPMENT COMMISSION

Article 1. Administration, Powers and Duties.

Section 15-101 CREATION OF DEPARTMENT. There hereby is created a department in the City of Portland known as the Department of Development and Civic Promotion.

Section 15-102 PORTLAND DEVELOPMENT COMMISSION. The Department of Development and Civic Promotion shall be administered by the Portland Development Commission consisting of five (5) members who shall be appointed by the Mayor, subject to approval by the Council. Within sixty (60) days after the adoption of this chapter, the Mayor shall appoint five (5) persons as members of said Portland

Development Commission. One of such members shall be appointed for a term of one (1) year, two for a term of two (2) years, and two for a term of three (3) years. Thereafter, regular appointments shall be made for a three (3) year term. A vacancy shall occur from the death, resignation or inability to serve of any member, or failure without cause to attend three (3) successive regular meetings. Resignation when made, shall be addressed to and accepted by the Mayor. Successors shall be appointed by the Mayor, subject to Council approval for the unexpired term of any such vacancy. Commission members shall serve without salary or compensation of any nature. Within ten (10) days after all members of the Commission initially appointed have accepted such appointment, the Commission shall meet under the direction of the Mayor and organize by the election of a chairman and secretary from their number. The Commission shall make provision for regular meetings at fixed times and may adopt by-laws, rules and regulations to govern its own procedure. The Commission may delegate to one or more of its members as a special board or boards, such duties and responsibilities as it may deem proper, subject to the administrative provisions contained in this chapter.

Section 15-103 GENERAL POWERS AND DUTIES. The Portland Development Commission shall be and serve as the urban renewal and redevelopment agency of the City of Portland, pursuant to ORS Chapter 457, as amended, and shall have all the powers and perform all the duties of the City's urban renewal agency under ORS Chapter 457, as amended, and shall serve as the local public agency and shall perform all the functions prescribed therefor in Title 42 U. S. Code, relating to slum clearance, urban renewal and urban development and redevelopment in, or within a five-mile radius from, the city boundaries. Said Commission shall automatically by its formation, assume all duties and obligations of the Housing Authority of Portland, Oregon relative to urban renewal and redevelopment, upon the relinquishment by the Housing Authority of Portland, Oregon of such duties and transfer of any funds obligated thereto. The Commission may make and continue preliminary studies; formulate urban renewal and redevelopment plans; and carry out such work or undertaking; acquire by purchase, condemnation or otherwise, real property or interests therein and personal property within an urban renewal area, or where the acquisition is necessary to carry out a redevelopment plan, for the purpose of removing, preventing or reducing blight or blighting factors or the causes of blight; prepare and develop the property; clear areas acquired, install, construct or reconstruct structures, facilities and site improvements found essential or appropriate to the preparation of sites for uses in accordance with the redevelopment plan; make disposition, including the sale or lease, of land for terms not exceeding 99 years, within an urban renewal area or otherwise, for uses in accordance with the redevelopment plan, without auction or advertising for bids; carry out any rehabilitation or conservation work in an urban renewal area; demolish, remove or rehabilitate buildings and improvements; assist in relocating persons living on property situated in the urban renewal area, and make relocation plans pursuant to the restrictions of federal law; dispose of personal property acquired without auction or advertising for bids; or any combination of such activities. The Commission shall also have authority to accept gifts, gratuities, federal grants-in-aid, advances or other moneys, and to negotiate loans and advances. The Commission shall also have authority to perform any other acts or carry out other function authorized or permitted by ORS Chapter 457, as now provided or hereafter amended. In connection therewith, the Commission shall have authority to enter into agreements with any other public body or other department or bureau of the City of Portland, and enter into any other contracts to carry out its urban renewal

and redevelopment functions. The Commission may impose conditions or restrictions by deed or lease upon the use of land or property within an urban renewal area. The work of carrying out an urban renewal plan and any such urban renewal or redevelopment plan shall be deemed a public project.

The Portland Development Commission shall, in addition, promote industrial expansion and location, and may acquire such property, real or personal, or interest therein, inside or outside the city, as the Commission and the Council may find appropriate or convenient in accordance with comprehensive zoning and development plans, if such plans are available, and in compliance with zoning laws and regulations, to carry out the purposes of Section 1-109 of this Charter for lease of property not presently needed for municipal purposes to new industries, and may make recommendations to the City Council thereon, and on the exchange of property for other property which is suitable for leasing, and may promote industrial growth and assist in securing additional business within or near the city, and other matters provided for in Section 2-137 of this Charter; and in relation thereto shall take over and perform the duties of the City Council set forth in Section 2-137, except for appropriations and expenditures from the General Fund for advertising the advantages of the City, which power shall be exercised only by the City Council. The Commission shall control and manage and may lease in the name of the City to the extent permitted by Oregon Revised Statutes, Chapter 271, all properties placed under its administration by the City Council for industrial purposes and may improve any property which it acquires or controls to make it available or suitable for industrial sites.

Section 15-104 ADMINISTRATIVE POWERS AND PROCEDURES. The Commission shall have power for and on behalf of said City of Portland to perform the following acts and the following administrative procedures shall be followed:

1. The Commission shall have authority to make orders, rules and regulations in the form of resolutions to carry out the authority granted the Commission in this Chapter, certified copies of which resolutions shall, forthwith upon their adoption, be transmitted to the auditor of the City of Portland, who shall cause the same to be transcribed at length in a record kept for that purpose or to be filed in a special record of such resolutions. Such record shall be public and the same and copies thereof shall be accessible to the public under like terms as ordinances and resolutions of the City of Portland. All such resolutions of the Commission (other than purely administrative regulations, or those of a temporary nature) shall be subject to amendment, repeal or alteration or enactment under the referendum or initiative to the same extent as ordinances of the City of Portland. All such resolutions shall require an affirmative vote of three (3) members of the Commission and shall take effect thirty (30) days after adoption by the Commission unless some other date be fixed in such resolution. If a date earlier than thirty (30) days from adoption be so fixed as the effective date, such resolution must receive the affirmative vote of at least four (4) members and all of the members present at the time of adoption. No Commissioner and no official or employe of the Commission shall take part in negotiations or proceedings, nor shall any commissioner vote upon any matter in which he is interested in his personal rather than official capacity, as a promoter, stockholder, shareholder or owner, or on any contract or order connected therewith.

2. The Commission shall have authority to appoint, employ and discharge such officers, employes and agents, including but not limited to clerical staff, experts, appraisers, accountants, and other technicians, and craftsmen and laborers, as the Commission finds necessary or convenient for the efficient and economical performance of its duties, and to fix and provide for their compensation. Permanent officers and employes of the Commission shall be subject to the Civil Service provisions of this Charter and shall be appointed or removed by the Commission or person designated by the Commission in accordance with such provisions with the following exceptions: The commissioners, a director, his secretary, an assistant director and all consulting or technical employes. All offices and positions in the permanent service of the Commission shall be provided for by resolution, a copy of which shall be sent to the Civil Service Board. Resolutions establishing positions within the Civil Service provisions of this Chapter shall be transmitted to the Civil Service Board for classification in like manner as other positions in the service of the city.

3. The Commission may obtain the advice, recommendation and assistance of any officer, board or commission of the city of Portland, and the City Attorney and his staff shall render legal assistance and advice as required by the Commission. Payment of such legal service or other service of departments, officers or employes of the City shall be made to the City by the Commission. This shall not prevent the employment of technical assistants nor the employment of special legal counsel. Purchases need not be made through the Purchasing Agent of the City, but otherwise the limitations and restrictions on purchases contained elsewhere in this Charter shall apply.

4. The Commission may establish offices in or outside the City Hall or other city buildings, as space may be available or convenient.

5. The Commission shall have authority to incur expenses for administration and such maintenance, construction, reconstruction, alteration, rehabilitation, replacement, repair or purchase or other mode of acquisition or rental of equipment, property or facilities as the Commission may find necessary or convenient. All property acquired shall be acquired in the name of the City of Portland. The Commission may purchase materials and supplies and make such other disbursements and incur such other expenses as the Commission finds necessary or appropriate to carry out the purposes set forth in this Chapter.

6. The Commission shall have power to borrow money, negotiate federal advances of funds and execute notes as evidence of obligations, and pledge property acquired or any part thereof, and the City Council may make loans to the Commission from any available city fund.

7. The Commission shall pay all moneys received in connection with an urban renewal plan or property acquired in connection therewith, to the Treasurer of the City of Portland who shall maintain a separate and distinct fund to be known as the Urban Redevelopment Fund, in which all such moneys shall be deposited in the name of the City of Portland for the use and expenditure of the Commission. The Commission shall pay all money received in connection with civic promotion to the City Treasurer and he shall keep the same in a separate fund to be known as the Civic Promotion Fund. The Commission shall also have authority to establish reserve funds, special funds or sinking funds for the payment of indebtedness, obligations or interest thereon as may be permitted by law. The Commission

may transfer money from its general fund to its special or reserve fund and may transfer surplus of money to its general fund, and may transfer to the general fund of the City. Disbursements shall be made by the City Treasurer on warrants signed by the chairman or designated member of the Commission and the secretary or acting secretary of the Commission, pursuant to powers granted in this Chapter, after designation of signatory authority by resolution of the Commission. However, the Commission may maintain a separate bank account not exceeding a balance of \$25,000 in addition to current payroll, for meeting salaries, wages and current miscellaneous expenses. Such account shall be designated as a revolving fund and may be drawn upon for such purposes by officials designated by the Commission. An accounting with reference to such account shall be filed monthly with the City Auditor.

8. Such officers and employees of the Commission as the City Council shall direct shall give bond in such amount and type with such security as may be approved by the City Council, which bond shall be filed with the City Auditor and premiums thereon paid from Commission funds.

9. The Commission shall be responsible for the design, installation and maintenance of an accounting system which will conform to the requirements of state laws and charter provisions regarding budgeting, expenditure, receipt and custody of public funds except as specifically modified in this Chapter.

10. The Commission shall provide for a comprehensive independent audit of all funds and accounts of the Commission by a qualified certified public accountant or firm of such accountants selected with the approval of the City Council. The cost of the audit shall be at the expense of the Commission. Copies of the audit report shall be furnished to the City Council and filed with the City Auditor, and a copy shall be sent to the Tax Supervising and Conservation Commission.

Section 15-105 REPORT AND BUDGET ESTIMATES. The Commission shall annually prepare a budget in accordance with the local budget law and submit it to the City Council at least fifty (50) days prior to the beginning of the ensuing fiscal year for inclusion as a part of the total city budget. As soon as possible after the close of each fiscal year, the Commission shall prepare a comprehensive annual report to the City Council for that year. Such report shall include a full report of receipts and expenditures for the year, including a comparison with budget estimates. Financial statements showing the financial condition of each fund, analysis, cash, surplus of each fund and a statement of indebtedness, if any, and such statistical information regarding finances and obligations as will clarify the financial condition and results of operation, shall be included in such report.

Section 15-106 ISSUANCE OF REVENUE BONDS. Upon the request of the Commission, the Council may from time to time issue revenue bonds, certificates or debentures, to be repaid, to the extent permitted or to be permitted by law, solely out of: revenues from an urban renewal and redevelopment or civic promotion project; or from the sales of property involved in an urban renewal and redevelopment or civic promotion project; or from tax revenues attributable to improvements existing or subsequently constructed on property in an urban renewal and redevelopment project; or tax revenues exceeding a specified level within such project, to the extent that such is permitted by law; or any combination of such methods of repayment; and to that end the Commission, with the concur-

rence of the Council, may, to the extent permitted or to be permitted by law, pledge such tax revenues or other revenues as hereinbefore mentioned; provided, however, that not more than five million dollars (\$5,000,000) face value of such revenue bonds or other evidence of indebtedness pursuant to this section shall be outstanding at any one time. Such bonds or other evidences of indebtedness shall be issued by the Council in accordance with the procedures established by law and as the Council may prescribe by ordinance, and shall bear the facsimile signatures of the Mayor and Auditor and be known as "Urban Renewal and Redevelopment Bonds, Series \_\_\_\_\_."

Section 15-107 CONTINUING SPECIAL TAX LEVY. In order to provide funds for the expenses of the Commission and the purposes set forth in this Chapter, the City hereby is authorized, subject to the condition hereinafter stated, to levy a tax of two-thirds of one mill on each dollar of assessed valuation on property not tax exempt within the City of Portland, or \$400,000, whichever is the lesser, for each of five (5) successive years beginning with the fiscal year 1958-1959, provided, however, that if in any year less than such amount is levied or no levy is made, the City may and hereby is authorized to make such levy or carried-over portion thereof in any year within ten (10) successive years beginning with the 1958-1959 fiscal year, but such levy shall not in any one year exceed two-thirds of one mill on each dollar of assessed valuation as hereinbefore mentioned, or \$400,000, which ever is the lesser, nor shall the total amount levied under this section exceed \$2,000,000. No special tax levy may be made in any year unless the City Council and the Commission both determine prior to such levy for such year that the expenditures budgeted by the Commission for the succeeding fiscal year or portion thereof, proposed to be financed by tax levy, cannot feasibly or adequately be financed by means of revenue bonds as authorized elsewhere in this Chapter. Such levy shall be in addition to and shall not be counted in the tax limitations prescribed in this Chapter or otherwise, or as provided by Article XI, Section 11 of the Constitution of Oregon.

Adopted by the Council February 6, 1958

Auditor of the City of Portland

Mayor Schrunk  
January 31, 1958  
February 6, 1958 retyped

MCR:pm

Portland, Oregon  
PART V  
Exhibit B

DEPT. OF PUBLIC UTILITIES  
Stanley W. ...  
Commissioner

Bureau of Fire  
Bureau of Building  
Bureau of Bldg.  
Bureau of Communication  
and Electronics  
Bureau of Nuisance  
Bureau of Shop  
Office of Probation  
and Parole

Boards of Examination  
Electrical Code  
Plumbing Code  
Concrete Supervision  
Board of Engineering  
and Ventilation  
Boards of Appeal  
Building Code  
Electrical Code  
Heating & Ventilation  
Housing Code  
and Appeal  
Plumbing Code  
Sign Code  
Fire Code



PART VI. ESTIMATE OF FEDERAL GRANT PROGRAMS IMPACTING ON PROPOSED  
MODEL NEIGHBORHOOD AREA

A. CONTINUING PROGRAMS AIDED BY FEDERAL GRANTS

<u>Federal Agency and Nature of Grant</u>	<u>Annual Amount</u>	<u>Non-Federal Share</u>
HEALTH, EDUCATION AND WELFARE		
School District No. 1	\$4,150,000	72%
Elementary Schools		
Portland State College		
Urban Studies Center	53,491	25%
" " "	94,303	25%
City of Portland Bureau of Health		
Tuberculosis Outpatient Clinic	49,245	10%
Well-Child Conferences	10,786	10%
Maternal & Child Health	7,586	10%
Emanuel Hospital		
Maternal & Infant Care	200,000 *	25%
Educational Programs	157,000 *	97%
Visiting Nurse Association		
Maternal & Infant Care	6,900	25%
Multnomah County Public Welfare Comm.		
Work-Experience Project		
Under Title 5	599,497	14%
Emergency Shelter Care		
for Children	42,702	10%
Foster Home Recruitment	6,000	10%
SOCIAL SECURITY		
City of Portland Bureau of Health		
Medicare	211,224	25%
Visiting Nurse Association		
Home Health Visits	48,100	25%
LABOR		
City of Portland		
Neighborhood Youth Corps	290,817	10%
Urban League of Portland		
On-the-job-training	126,000	10%

\* Item pertains to study area only. Items not marked with asterisk pertain to entire city.

A. Continuing Programs Aided by Federal Grants, Cont'd

<u>Federal Agency and Nature of Grant</u>	<u>Annual Amount</u>	<u>Non-Federal Share</u>
<b>JUSTICE</b>		
Portland State College Law Enforcement Assistant	\$ 105,098	25%
<b>HOUSING AUTHORITY</b>		
Housing Authority of Portland Public Housing		None
Royal Rose Court	257,098 *	
Royal Rose Annex	74,503 *	
Iris Court & Maple- Mallory Court	526,958 *	
Dekum Court	218,006 *	
Peaceful Villa	523,151 *	
Leasing Program	807,850	None
<b>ECONOMIC OPPORTUNITY</b>		
Portland Metropolitan Steering Committee Anti-Poverty Program	840,000	10%

<u>Component</u>	<u>Delegate Agency</u>
Albina Neighborhood Service Center	Albina Citizens' War on Poverty Committee (ACWOPC) *
Family Counseling Albina Adm.	Family Counseling Service ACWOPC *
Adult Literacy Program Adm.	Reed College Steering Committee
Early Childhood Education	School District No. 1
Dental Program (Buckman)	City Health Bureau
Family Planning	Planned Parenthood Assoc.
Foster Grandparents	Our Lady of Providence
Legal Services (Albina)	Multnomah Bar Assoc. *

\* Item pertains to study area only. Items not marked with asterisk pertain to entire city.

B. PROJECT-TYPE FEDERAL GRANTS

<u>Federal Agency and Nature of Grant</u>	<u>Annual Amount</u>	<u>Non-Federal Share</u>	<u>Status</u>
HOUSING AUTHORITY			
Federal Housing Administration			
135-Unit Building	\$1,350,000 *	None	Applied for
28-Unit Building	285,000 *	None	Applied for
DEPT. OF HOUSING & URBAN DEVELOPMENT			
Portland Development Commission			
Albina Neighborhood Impr. Project	2,038,508 *	33-1/3%	Contract
" " (Relocation)	82,114 *	None	Applied for
" " (Rehab. Grants)	225,000 *	None	Applied for
Emanuel Hosp. 112 Project	5,305,038 *	33-1/3%	App. Pending
" " (Relocation)	168,260 *	None	App. Pending
City Planning Commission		33-1/3%	Contract
Community Renewal Program	217,908		
Metropolitan Planning Commission			
Developing Data Bank	140,400	33-1/3%	Complete 7/67

\* Amount for use in study area only. Amounts not marked with asterisk are for use in entire city.

PART VII. OTHER PLANNING GRANTS RECEIVED FROM FEDERAL AGENCIES

The Model Neighborhood study area is an integral part of the central city of Portland. It is not isolated nor set apart. The problems which the projects enumerated in PART VI of this Application are designed to aid are the problems of the central City. The study area has been picked because these problems are more intense in that area. Therefore, it is felt that PART VI provides a more appropriate category for the projects. It is our hope that, if a project significantly relates to an area, it will have an impact upon that area and be closely related to the physical and social problems of the area.

PART VIII. AMOUNT OF GRANT REQUESTED

A. TABULAR PRESENTATION

NAME OF CITY		Portland, Oregon	
Line No.	Activity Classification (a)	To Be Completed By Applicant Budget Requested For 12 Months (b)	To Be Completed By HUD Budget Approved For _____ Months (c)
1.	Staff Salaries	\$141,200	\$
2.	Employee Benefits Compensation	11,708	
3.	Consultants and Contract Services	157,000	
4.	Travel	9,600	
5.	Other Costs (Specify below; attach additional sheets if necessary)		
	a. Office Operation	50,290	
	b. Publications	9,000	
	c. Non-expendable equipment	11,055	
	d.		
6.	Subtotal (Sum of Lines 1 through 5d)	\$389,853	\$
7.	Local Share (20% of Line 6)	\$ 77,971	\$
8.	Amount of Request (Line 6 minus Line 7)	\$311,882	\$

**B. EXPLANATION OF REQUEST FOR PLANNING FUNDS**

LINE 1. Show on a separate schedule each position to be fully or partially funded.

<u>POSITION TITLE</u>		<u>MONTHLY RATE</u>	<u># MONTHS ASSIGNED</u>	<u>TOTAL COM- PENSATION</u>	<u>SOURCE OF STAFF</u>
Coordinator/Director		\$1,667	12	\$20,000	Recruitment - Appointed by Mayor's Office
Assistant Director		1,167	12	14,000	Recruitment
Project Accountant		550	12	6,600	Recruitment
Technicians (Different Specializations)	(8)	800 ea.	9	57,600	Participating Agencies (School, health, etc.)
Community Organi- zation Specialists	(2)	750 ea.	12	18,000	Recruitment
Clerk/Stenos	(5)	417 ea.	12	<u>25,000</u>	Recruitment
TOTAL - LINE 1		--	--	<u>\$141,200</u>	--

LINE 2. Identify the estimated salary-related cost and fringe benefits related to the direct positions set forth above (retirement, health insurance, etc.) State specifically the total amount for each benefit category.

**EMPLOYEE BENEFITS COMPENSATION**

Social Security - 4.4% to \$6,600 each calendar year	\$6,012
Retirement Plan - State of Oregon PERS, based on employee's earnings and age rate - employer's share est. 2% of total compensation	2,824
Health and Hospital Insurance - Northwest Hospi- tal Service - \$9 per employee per month	1,728
SIAC - \$.81 per \$100 payroll	<u>1,144</u>
TOTAL - LINE 2	<u>\$11,708</u>

LINE 3. Identify specifically the work to be carried out by consultants, or by other contractual arrangements. Indicate for each such item of work the estimated cost of the proposed contract.

SCHEDULE OF CONSULTANTS AND CONTRACT SERVICES

<u>ITEM OF WORK</u>	<u>ESTIMATED COST</u>
Physical Planning	\$15,000
Social Service Planning	10,000
Real Estate and Economic Research	5,000
Architectural - Landscape Architectural	6,000
Special Census - Income & source of income, schooling, etc.	20,000
Traffic	5,000
Housing (Design, Finance, Construction)	5,000
Legal	10,000
Building Inspection	9,000
Community Organization and Survey Specialists (from within Study Area - 120 @ \$50 per mo. for one year)	<u>72,000</u>
TOTAL - LINE 3	<u>\$157,000</u>

LINE 4. Identify specifically the out-of-city trips to be made, indicating by position who will travel and the purpose of each such trip. Estimate the requirement for local travel, and explain basis of that estimate.

TRAVEL - OUT-OF-CITY:

Trips to Regional Office - San Francisco:

Average cost per trip, \$150 ea.

Projection: 6 trips for 3 staff

6 x 3 x \$150 \$2,700

Workshops - Bay Area

Projection: 2 trips for 5 staff

2 x 5 x \$150 1,500

Washington, D.C. and eastern cities -

New Haven, Baltimore, etc. Coordinator/  
Director and 3 staff. Average cost per  
trip, \$450 ea.

Projection: 1 x 4 x \$450 1,800

TRAVEL - LOCAL:

Reimbursement for use of private auto, \$ .09  
per mile plus parking fees, as certified  
for official business by each employee.

15 employees - average \$20 per month 3,600

TOTAL - LINE 4

\$9,600



LINE 5. On lines 5a, 5b, etc., identify briefly each major item of other expense, and separately support each such estimate by a statement explaining the item. Include in this section all allowable costs not included above.

5. a. OTHER COSTS - OFFICE OPERATION:

(1) Rental of Office Space	
Project office - 5,000 sq.ft. @ \$2.50 per year	\$12,500
Alterations	3,000
Utilities and maintenance, \$250 per mo.	3,000
(2) Rental and repair of office equipment:	
Data processing equipment or service bureau -	
\$200 per mo.	2,400
Maintenance on typewriters - 6 @ \$40 annual	240
Calculator and adding machines	250
Rental - Xerox machine @ \$150 per mo.	1,800
(3) Telephone and telegraph:	
\$500 per month	6,000
(4) Office supplies - \$800 per mo.	9,600
(5) Blueprints, maps and photographs - \$750 per mo.	9,000
(6) Insurance - public liability and position bond	400
(7) Cost of local meetings	1,000
(8) Purchase of publications and periodicals	500
(9) Other - \$50 per mo.	600

TOTAL - LINE 5. a. \$50,290

5. b. OTHER COSTS - PUBLICATIONS

(1) Informational Bulletin to area residents -	
monthly. \$250 per mo. including mailing	\$ 3,000
(2) Special brochure on Model Cities	
One issue	3,000
(3) Special reports - 6 issues @ \$500	3,000

TOTAL - LINE 5. b. \$ 9,000

5. c. OTHER COSTS - NON-EXPENDABLE EQUIPMENT:

New equipment:

Desks & credenzas	3 @ \$300	\$ 900
Desks	15 @ 150	2,250
Chairs	3 @ 110	330
Chairs	15 @ 55	825
Conference table and chairs		500
File cabinets	10 four drawer @ \$90	900
Typewriters	6 @ 450	2,700
Adding machine-calculator	3 @ 550	1,650
Duplicator		500
Other		<u>500</u>
TOTAL - LINE 5. c.		<u><u>\$11,055</u></u>

PART IX. RESOLUTION OF GOVERNING BODY.

A certified copy of City Council Resolution approving request for financial assistance to plan and develop a Comprehensive City Demonstration Program, is attached hereto as Exhibit A.

RESOLUTION NO. 29993

WHEREAS the City of Portland desires to undertake a comprehensive program to rebuild, revitalize, and improve living conditions for the people of the City of Portland who live in that portion of the City of Portland which is between the Banfield Freeway and Columbia Boulevard, and between the Minnesota Freeway and 33rd Avenue, and

WHEREAS the Secretary of Housing and Urban Development is authorized to make grants to, and contract with, City Demonstration Agencies to pay 80% of the cost of planning and developing such city demonstration programs, and

WHEREAS various public and private agencies have assured the City of their support, said agencies including the Portland Development Commission, Multnomah County School District No. 1, and certain United Good Neighbors agencies, and

WHEREAS such a City Demonstration Program would materially contribute to the sound development of the City of Portland; now, therefore, be it

RESOLVED that the Portland Development Commission of the City of Portland, County of Multnomah, State of Oregon, is requested to submit to the Secretary of Housing and Urban Development a request for financial assistance for the planning and development of a comprehensive City Demonstration Program;

That the Development Commission is authorized and requested to furnish such information and documentation concerning the preparation and content of such program as may be required by the Department of Housing and Urban Development; and

That the City of Portland will have available when needed, through the support of the stated public and private agencies, adequate resources to defray, with the requested financial assistance grant, the cost of the preparation of the comprehensive city program, and

That the Development Commission is authorized to act in behalf of the City of Portland in connection with all matters pertaining to the request for financial assistance.

Adopted by the Council

May 10 1967

/s/ RAY SMITH  
Auditor of the City of Portland

Mayor Schrunk  
5-5-67  
DCJ:gm

Portland, Oregon  
PART IX  
Exhibit A