

CPB  
December 13, 1968

A PROPOSAL TO THE CITIZENS PLANNING BOARD  
"To Meet the Housing and Citizens  
Participation Needs for Central Albina"

Submitted By: The Institute for the Study and Solution  
of Community Problems

Submitted To: Model Cities Citizens Planning Board  
Portland, Oregon

Desired Action: Approval and Inclusion in Draft being  
submitted to HUD

Revised 12/13/68

12/13/68

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- II. POLICIES FOR IMMEDIATE AND LONG RANGE PLANNING
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In the not too distant past, people could and did turn to their relatives for help. In modern America, however, many factors have contributed to a decreased reliance on relatives for assistance in times of need. As anthropologist Mischa Titien says:

..."One of the most telling effects of a city environment has been a decreasing reliance on kin and a corresponding increase of dependence on strangers.

----One learns to rely far more on friends who are close at hand than on far off kindred, whether in a tribe or in an American city. Nearness of residence provides a potential substitute for ties of kinship."

Portland, Oregon, is an American city, and Central Albina is a part of it. For Central Albina residents this is a time of need. This area has been one of concern, not only to its residents but to others outside the area for a decade or more. These outside interests, coupled with area residents' inability to determine the future of their neighborhood, has contributed greatly to what has now become a crisis for the city of Portland--- a crisis over the use of Central Albina's land. Industry and business have been encroaching, with outside encouragement, on the originally residential area.

This trend is contrary to the best interests of the city of Portland and particularly to the residents of Central Albina. It is imperative that this situation be remedied, and that solutions to the negative psychological and environmental aspects of the problems in this area be sought and implemented.

In dealing with a problem of this nature, some basic thoughts should be kept in mind.

POLICIES FOR IMMEDIATE AND LONG RANGE PLANNING

It is recognized that removal of housing for new construction creates hardships for the people involved; therefore, it is essential and of first priority that no program be considered involving the removal of existing housing without:

- (1). Identifying and defining all hardships; financial and others
- (2). Guaranteeing action to remedy such hardships as an integral part of the program.

The absolute right of every citizen of this nation and of this city to the full and free exercise of citizenship and the opportunities implicit therein is unquestionable.

Under the Model Cities Program, it is the right of residents living in the Model Cities Neighborhood to participate in the formulation of plans that will affect their area.

For all proposals involving housing and physical environment, the approval of those whose lives will be affected must not only be sought but also secured before any changes are ratified by the Model Cities Planning Board.

The following procedure for the acceptance of suggestions, proposals, and projects shall be followed:

- (1): A clear and self explanatory petition for any proposal must be circulated to obtain signatures of ten (10%) per cent of the adult residents of the area to be affected by the plan.

- (2). The petition, plus the signatures which must be verified by procedures to be agreed upon by the Citizens' Planning Board, shall be submitted to the Citizens' Planning Board for approval.

(3). The plan must then be approved by a majority of the adults living in the area to be affected.

The method used to gain majority approval must meet certain criteria:

- (a). The citizenry must be reasonably and adequately informed as to the meaning, effect, etc., of the proposal and have adequate time (period to be designated by the Citizens' Planning Board) to make a reasoned, knowledgable judgment.
- (b). Polling shall be on a house-to-house basis with impartial personnel, paid and supplied by the Model Cities Program and who have been approved by the area's elected Planning Board members as being fair, impartial and honest in their work.
- (c). Tabulation shall be honest, fair, and impartial with the results published so as to inform all area residents.

GOALS

(I). It is essential and of first priority that the general plan and specific program be designated to remedy problems that have been imposed on the citizens of the area.

(II). Central Albina should not be an entity unto itself but an integral part of the City of Portland. No plans shall be formulated which will isolate the area from the social, cultural, economic, or functional structure of Portland.

(III). Within this framework of citizen and city, the objective of this proposal is to establish an agency that will strive to bring about the following:

(A). Provide the insight and guidance necessary to the formulation of plans that reflect the needs and desires of the residents of Model Cities Neighborhood in preference to simply eradicating physical blight.

(B). Create avenues of communication between residents of the Model Cities Neighborhood and the public and private agencies servicing the area.

(C). Insure maximum participation in Model Cities Neighborhood plan implementation.

(D). Bring about maximum exposure of ideas contained in proposed overall plan and provide opportunities for all individuals to influence it.

(E). Make the neighborhood a better place in which to live through the stimulation of positive community involvement in the formulation of plans to create better physical accommodations and an improved quality of urban life.

An old but still valid saying is that "A man's home is his castle." Even fifteenth and sixteenth century European despots who had not passed through the enlightenment of the Renaissance realized the import of this saying. Machiavelli, who described the standards followed by the more successful of these despots in his IL Principe when writing on "The Avoidance of Hatred and Contempt" said in part:

---in discussing the care which a ruler must have in order to avoid hatred and contempt. The avoidance of these must be his first concern, and success in it his first duty to himself. The other grounds are trivial by comparison.

Hatred is aroused most readily by interference with the property and the women of subordinates. This maxim is paramount. People are happy enough if their savings and family are left alone.<sup>1/</sup>

Urban renewal, the wholesale removal of buildings, is one method of dealing with the physical and environmental aspects of urban blight. However, its detrimental side effects, both financial and psychological, have caused poor people much grief and hardship. Hopefully, this is a thing of the past.

The intensity of feeling by poor people about their situation runs high. Robert C. Wood, Under Secretary of Housing and Urban Development, has stated:

"---The rich can afford to become neurotic and receive fine individual treatment. The middle class escapes to the suburbs. The poor are trapped and react with less restraint."

<sup>1/</sup> Peter Rodd, THE RULER: A MODERN TRANSLATION OF IL PRINCIPE (Chicago, Ill. 1955), p.94.

## OVERALL GOALS

12/13/68

The overall goal of this proposal is to develop an organization that will strive to bring about the following:

1. Maximum participation in Model Cities Neighborhood Plan implementation.
2. Guidance and insight necessary to the formulation of plans that reflect the needs and desires of the residents of the Model Cities Neighborhood as opposed to plans which, while they correct physical deficiencies, do not meet resident needs.
3. Maximum exposure to ideas contained in proposed overall plan and opportunities for all individuals to effectively express their feelings regarding same.
4. Creation of avenues of communication between residents of the Model Neighborhood and public and private agencies serving the area, so that the latter can better serve their purpose of helping to improve the area residents' lives.
5. Preserve area residents' rights.
  - a. Right to own and dispose of property when the resident chooses.
  - b. Right of freedom of choice in housing.
6. Increase the supply of standard low-cost housing.
7. Make the neighborhood a better place in which to live.
8. Create employment for those in building and related trades.



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EXISTING SITUATION

Problems of citizen participation in the Eliot School District

1. There is interest in organizing citizen participation in this section of the Model Cities Neighborhood but, so far, no technical assistance or financial support from any government or private agency has been effectively made available.
2. There is a general lack of understanding of the people's problems by those who have been formulating plans to remedy these problems.
3. No effective means of communication exists between the area residents and the public and private agencies involved in formulating programs for the area.
4. Established citizens organizations and private and social organizations are either not interested in stimulating meaningful citizen participation in formulating neighborhood plans, or do not know how to communicate with the people in the area.
5. No means exist for directing citizen thinking toward community improvement by clearly and forcefully showing the enjoyment and value of citizen participation.
6. There is a need for re-evaluation of present means of involvement and the establishment of new methods--- a special need for establishing a citizens participation organization consisting of neighborhood people so that there can be a constant and free exchange of ideas relative to community improvement projects and programs.

Albina citizens have been consistently ignored in the planning and administration of the Portland Model Cities Project.

Citizens have insufficient knowledge of the role Model Cities is to have in Albina and how this will ultimately affect residents of the target area. It has not been made clear that citizens will have a choice of remaining in Albina or whether we will be forced to move out.

Page 2  
Existing Situation

Citizens have never been assured that their property will be purchased at fair appraisal value determined by more than one, independent, appraiser, including one selected by the property owner. We have no guarantee that Model Cities is not in reality urban renewal; that land acquired under Model Cities will not be forcefully acquired.

PRESENT EFFORT

The Agency, United in Service of Albina, was established to promote the general welfare of all the citizens of the Albina Core Area by providing the necessary insight into the special problems of the people in the area for those involved in planning and implementing programs to deal with these problems.

As a first step in obtaining the needed information the Agency has initiated a telephone survey with the aim of contacting every person in the area who has a listed telephone.

This phone contact has a two-fold purpose:

1. To familiarize the people in the area with the Model Cities Program.
2. To gain a preliminary understanding of the people's interpretations of their needs and desires relevant to neighborhood improvement plans.

Another aim of this initial contact is to find people who are willing to work in their area as block leaders etc.,...

SECTION SIX

East: Commercial Avenue  
West: Fremont Bridge  
North: Graham Street  
South: Russel Street

SECTION SEVEN

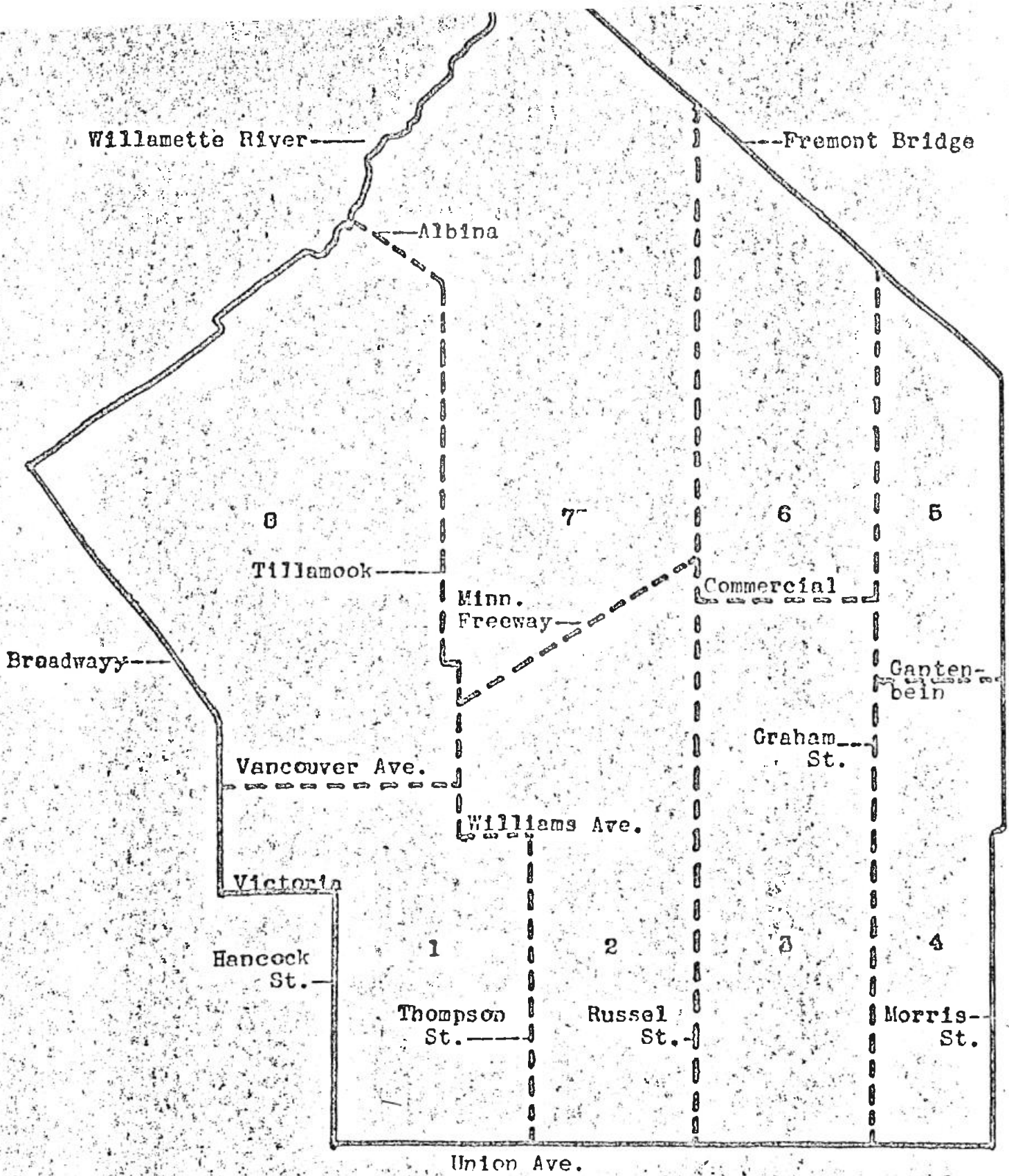
East: Minnesota Freeway  
West: Williams Avenue  
North: Russel Street  
South: Albina & Tillamook Streets

SECTION EIGHT

East: Vancouver Avenue  
West: Willamette River  
North: Albina - Tillamook Streets  
South: Broadway

(See Area Representatives map in attachments)

\*The number of Area Representatives and sections and boundaries dividing the Area is subject to revision depending on population distribution.



Area Representatives Map

The advent of the Model Cities Program has brought about a change in the old concepts of dealing with urban blight. That is, it not only deals with the physical aspects of deteriorating urban areas, but is designed to consider the problems of the people who live in these neighborhoods.

In order to define and solve the problems of the people whose lives are to be greatly affected by the Model Cities Project, it is necessary to create avenues of communication between neighborhood residents and those who formulate plans affecting them.

The maximum involvement of community residents in the formulation of plans affecting their neighborhood is imperative to the success of the Model Cities Program since citizen participation is an integral part of the program.

This involvement, however, must be meaningful. It is unrealistic to consider citizen participation as an end in itself. Participation can only be meaningful when it serves some fruitful purpose: in this case, that of the area residents being involved in the decision making process of this planning phase.

It has already been recognized that the Core Area, of which the Eliot School District is a large part, is in the greatest need of attention under the Model Cities Program.

Since no effective mechanism exists for communicating with the people in this area, it is both logical and necessary to seek innovative means of gaining a greater insight into their problems.

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RECOMMENDED APPROACH

The establishment of an agency at the grass roots level of the community, utilizing neighborhood people, is the only effective means of creating a direct line of communication between the area residents, the Citizens' Planning Board, the technical planners, and public and private agencies serving the area.

Philosophically, this proposal is committed to the position that no plans for any neighborhood be developed and enacted without full participation and endorsement by the residents and property owners of that neighborhood; that no committee or planners can develop such plans without a client group of neighborhood people to provide the necessary guidance and insight into the residents' interpretation of their desires and objectives.

This will insure that no plans shall be initiated that are contrary to the best interests and desires of the people living in the community affected by such plans, and will assure residents of a meaningful role in making and carrying out plans for their neighborhood.

## WORK PROGRAM

The Agency for the Eliot School District is to be composed of eight Area Representatives . The Eliot School District, divided into eight sections, would have one Area Representative to serve each section. Each Area Representative must reside in the Eliot School District.\*

The boundaries of the proposed subdivisions are:

### SECTION ONE

East: Victoria - Union Avenue  
West: Vancouver - Williams Avenue  
North: Thompson - Tillamook Streets  
South: Broadway

### SECTION TWO

East: Union Avenue  
West: Minnesota Freeway  
North; Russel Street  
South: Tillamook - Thompson Streets

### SECTION THREE

East: Union Avenue  
West: Commercial Avenue  
North: Graham Street  
South: Russell Street

### SECTION FOUR

East: Union Avenue  
West: Gantenbein Avenue  
North: Morris Street  
South: Graham Street

### SECTION FIVE

East: Gantenbein Avenue  
West: Fremont Bridge  
North: Morris Street  
South: Graham Street

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WORK PROGRAM

The specific object of concern to the residents of the Eliot School District is the Model Cities Demonstration Project, and its effect on the people of Central Albina.

This program could possibly precipitate a crisis in the lives of many neighborhood residents, particularly the elderly who are a significant portion of our community.

The poor and elderly are not being taken into account in the planning, nor, we fear will they be in the execution of the Model Cities Project.

We believe this is primarily because these people do not have the time, the money, the self confidence or the physical stamina to attend meetings and to set their problems and desires before the proper authorities.

To be abruptly moved to a new and unfamiliar environment often ends only in tragedy for persons of advanced years. For others, it would mean a continuing, financial hardship to hastily change residences at this time in their lives.

A neighborhood organization or agency, composed of people at the grass roots level, and taking into consideration the particular problems of Central Albina residents, would contribute much toward remedying a possible misfortune for many people.

The Agency will deal with housing and physical environment. By survey, canvass, and through area representatives, the needs and desires of the Eliot School District residents will be gathered and form the nucleus of a neighborhood plan. The Agency shall, as directed in the policy statement of this proposal, petition and poll the area residents



to gain their approval or disapproval of any plans. After a plan has been approved by the required number of residents, the Agency will involve itself with carrying out the approved plan and making it a reality.

PROCEDURE

I. Data Gathering

A. Canvass

1. Desires
2. Needs

B. Research

1. Needs

C. Solicitation

II. Consolidation and Evaluation of desires and needs

III. Evaluation

- A. Feasibility
- B. Possible Resources

IV. Comprehensive Plan Formation

V. Community Evaluation of the Plan

- A. Constructive Corrections
- B. Re-evaluation if necessary

VI. Final Community Approval of Comprehensive Plan

VII. Means of Realization

- A. Agency as Parent Group

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SCOPE AND PURPOSE

The purpose shall be to assist in undertaking studies, projects, and other activities in cooperation with, and in coordination with, local governmental and civic bodies, for the elimination of slums, blight, and blighting influence, and to aid, assist, and foster the planning, replanning, development, and improvement of Central Albina in Portland, Oregon. All to combat community deterioration, and to secure adequate housing, community facilities, and other related facilities and services and conditions, economic and otherwise conducive to the progress and welfare of the community.

Further to; encourage people living in the area to participate in housing and community improvement programs; inform the public as to the objectives, purposes, programs, and progress of the Agency; engage and assist in surveys, studies, recommendations, and in the enactment of the area's approved plan; engage or employ any necessary personnel to carry out the Agency's purposes and activities that are compatible with the best interests of the neighborhood; establish a non-profit corporation to deal with housing, one compatible with the people's best interests; take all other action necessary to carry out purposes and functions of the Agency.

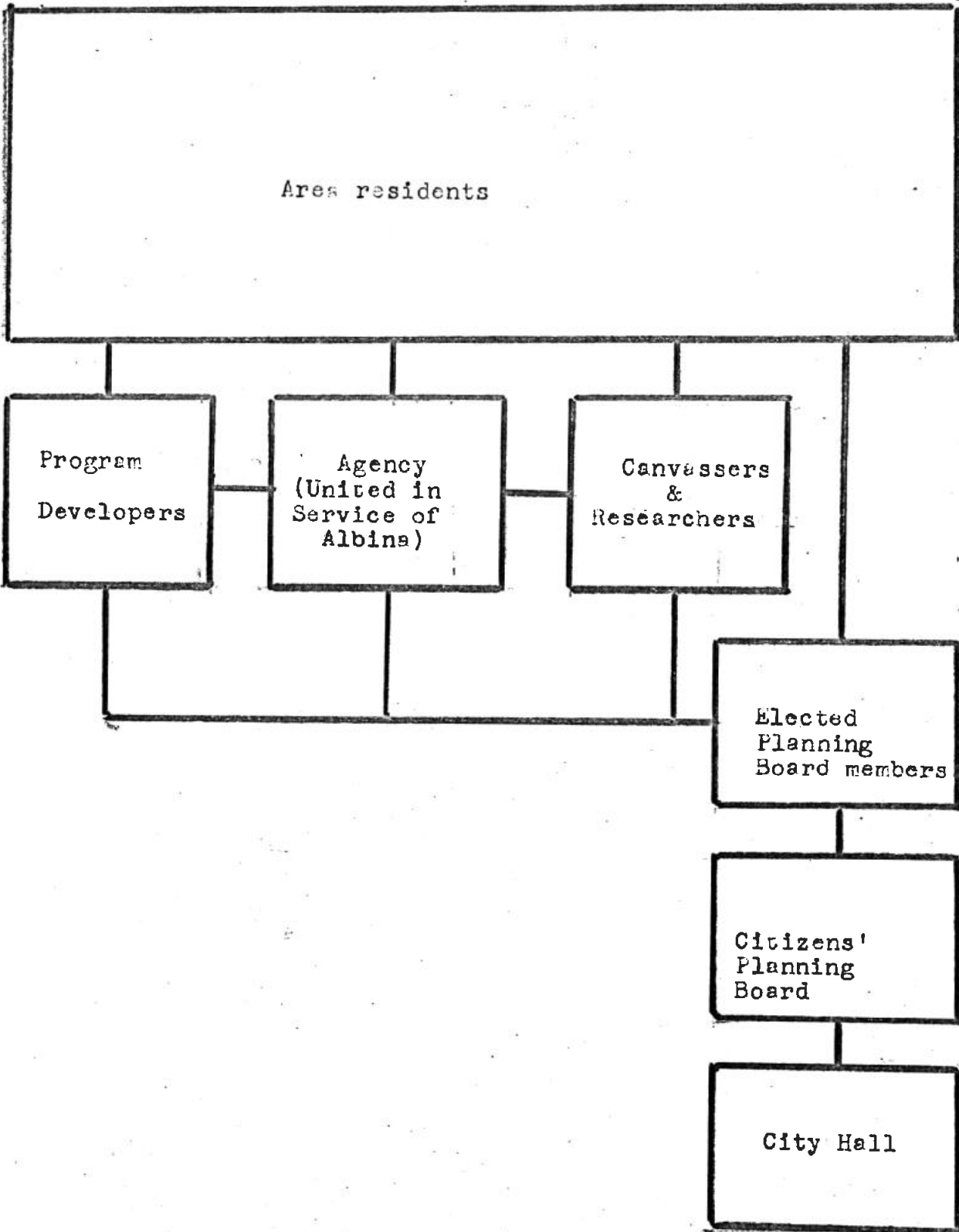
UNITED IN SERVICE

OF

ALBINA

ANNUAL BUDGET FOR 1969

Area Representatives	\$	\$19,200
Program Development		
Director	12,000	
C & R	48,000	
Consultants	12,000	
	<u>\$72,000</u>	72,000
Secretary		4,800
Consultants		6,000
Office:		
Rent		1,200.
Equipment & Supplies	(To be supplied	
Furniture	(directly by	
Telephone	( Model Cities	
	(	
		<hr/>
		\$ 103,200



Area residents

Program  
Developers

Agency  
(United in  
Service of  
Albina)

Canvassers  
&  
Researchers

Elected  
Planning  
Board members

Citizens'  
Planning  
Board

City Hall

September 27, 1968

This is an adjunct to the Housing Proposal previously submitted by The Institute and approved by the Model Cities Citizens Planning Board.

**Submitted By** · Elected Citizens Planning Board members  
Eliot School District  
Rozelle J. Yee and Edgar L. Jackson

**Prepared By** · The Institute for the Study and Solution of  
Community Problems

**Submitted To** · Citizens Planning Board

**Desired Action** · Approval and referral to required authorities

ATTACHMENT TO PROPOSAL SUBMITTED BY CPB MEMBERS FROM ELIOT DISTRICT

This plan for creation of an Agency composed of neighborhood residents embodies both the spirit and idea of what Model Cities is intended to be.

It offers the individual citizen a voice, a choice, and an opportunity to participate in a process that could be termed "direct democracy".

The Agency is compatible with our Housing Proposal, already approved by the Citizens Planning Board, which provides for rehabilitation of physical facilities in the Core Area and for establishment of an Agency under the guidance of the Area's elected Citizens Planning Board members.

The Agency would work in cooperation with canvassers and researchers with technical assistance from professional persons in order to formulate plans that truly reflect Area residents' needs and desires.

Establishment of this Agency would guarantee that no plans would be developed for the neighborhood and enacted without full participation and endorsement by the residents and property owners of that neighborhood.

With Citizens Planning Board approval, this Agency would be the client group of neighborhood people who would provide the necessary guidance and insight into neighborhood desires and objectives.

## GOALS

It is of first and essential priority that the general plan and specific programs be designed to remedy problems that have been imposed on the citizens of the area.

Central Albina should not be an entity unto itself but an integral part of the City of Portland. No plans will be formulated which will isolate the area from the social, cultural, economic, or functional structures of Portland.

Within this framework of citizen and city, the objective is to provide the physical accommodation for an improved quality of urban living for Central Albina residents.

## NEEDS FOR THE AREA

1. Small interest loans to purchase homes for the low and moderate income residents.
2. Grants or low or no interest rate loans for rehabilitation for residents who cannot afford to repair their present homes.
3. Effective code enforcement and appropriate changes in existing codes and zoning regulations to overcome present deficiencies and incompatible land use mixtures in accordance with the wishes of the neighborhood.
4. Conversion of partially or totally unused street segments to uses of appropriate to their surroundings (public spaces, mini-parks, parking, etc.,).
5. A sign control ordinance to reduce the visual chaos in business districts.
6. A district to be located along and near Williams Avenue on the site of presently dilapidated buildings and to be comprised of shops, businesses, restaurants, etc., offering services to the community.
7. Ownership of some neighborhood businesses by area residents.
8. Requirement for leveling and landscaping of vacant lots



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## OBJECTIVES

1. To encourage and extend home ownership by producing rehabilitated houses for sale to low and moderate income families.
2. To produce rehabilitated and new rental housing for occupancy by low and moderate income persons and families.
3. To check neighborhood deterioration and encourage neighborhood pride by working in cooperation with community residents and volunteer and governmental agencies in stimulating public and private improvements.
4. To provide technical and organizational assistance to other non-profit corporations and civic and community groups wishing to undertake housing programs in their neighborhoods.
5. To arrange more favorable financing for low income home buyers with grants or small or no interest loans.
6. To eliminate sub-standard housing and to increase the total housing supply, especially for low income people.
7. To eliminate dilapidated buildings along Williams Avenue and replace these with appropriate small businesses offering services to the community.

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A DESCRIPTION OF THE FUNCTIONING OF THE  
AGENCY UNITED IN SERVICE OF ALBINA

The Agency will deal with housing and physical environment. By survey, canvass, and through area representatives, the needs and desires of the Eliot School District residents will be gathered and form the nucleus of a neighborhood plan. The Agency shall, as directed in the proposal MEETING THE HOUSING NEEDS FOR CENTRAL ALBINA, petition and poll the area residents to gain their approval or disapproval of any plans. After a plan has been approved by the required number of residents, the Agency will involve itself with carrying out the approved plan and making it a reality.

BY-LAWS

ARTICLE I

NAME, OFFICE, AND SEAL

Section 1

The name of the Agency shall be UNITED IN SERVICE OF ALBINA.

Section 2

The initial registered office in the Central Albina area shall be located in this designated area of the city. Thereafter, the registered office shall be located at such address in the City of Portland as the Board of Directors may from time to time determine.

Section 3

The seal of the Agency shall have inscribed thereon the name of the Agency, the year of its incorporation, and the words "corporate seal" and the State of Oregon.

ARTICLE II

PURPOSE

Section 1

The purposes shall be to assist in undertaking studies, projects, and other activities in cooperation with, and in coordination with, local area residents, local governmental and civic bodies, for the elimination of slums, blight, and blighting influence, and to aid, assist, and foster the planning replanning, development, and improvement of Central Albina in Portland, Oregon. All to combat community deterioration, and to secure adequate housing, community facilities, and other related facilities and services and conditions, economic and otherwise conducive to the progress and welfare of the community.

ARTICLE III  
MEMBERS

**Section 1. Eligibility of Members**

The members can be persons that live in the designated area called the Eliot School District.

**Section 2. Meetings**

Meetings shall be held from time to time, such as the Elected Planning Board Members from the area and the Board of Directors designate.

**Section 3. Notice**

Notice of meetings shall be given by whatever means the Board of Directors feels necessary to reach the greatest number of members.

ARTICLE IV

DIRECTORS

**Section 1.** A Board of Directors consisting of eight Area Representatives shall conduct the business and affairs of the Agency.

**Section 2. Selection and term**

The initial Board of Directors shall be selected by the area's Elected Planning Board Members and serve until December 31, 1969. All subsequent members will be elected by the adult residents of the eight respective areas and shall serve a term of one (1) year beginning on January 1, and ending on December 31 of the same year.

All Directors must live in the area <sup>from</sup> which they are elected

**Section 3. Vacancies**

Vacancies on the Board of Directors except those due to expiration of term in office, shall be filled by eligible people selected by the area's Elected Planning Board Members. They must be residents of The Eliot District but not necessarily of the area to which they are appointed.

**Section 4. Selection of Officers**

The area's Elected Planning Board Members shall appoint a Chairman of the Board, a Treasurer, and a Secretary, and all other officers of the Agency which they deem necessary for the proper functioning of the Agency from among the Board Members and others for the first term of the Board. Thereafter, the Board of Directors shall elect its officers.

**Section 5. Meetings and Notices**

Meetings may be held at the registered office of the Agency or at such other place as the majority of the Directors may from time to time designate, or may be designated in a notice calling a meeting or as designated by the area's Elected Planning Board Members.

**Section 6. Quorum**

A majority of the Directors in office shall be necessary to constitute a quorum for the trans action of business, and the action of the majority of the Directors present at a meeting at which a quorum is present shall be the

acts of the Board of Directors. If, at any meeting of the Board of Directors there be less than a quorum present, the majority of those present may adjourn the meeting from time to time. At any such adjourned meeting any business which might have been transacted as originally called may be transacted without further notice.

## ARTICLE V

### OFFICERS

#### Section 1. Number and Selection

The executive officers of the Agency shall be the officers of the Board of Directors and shall be governed by the same rules set out in ARTICLE IV. There may be one or more Vice Presidents in addition to the previously named officers with the same rules governing holders of these additional offices.

## ARTICLE VI

### DUTIES OF OFFICERS

#### Section 1. Chairman of the Board

The Chairman of the Board of Directors shall preside at all meetings of the members of the Board of Directors and shall have such powers and duties as may be designated by the Board of Directors and shall further discharge such functions as are ordinarily discharged by Chairman of the Board of Directors.

#### Section 2. Secretary

The Secretary shall keep the minutes of all meetings of the Agency, shall have custody of the Seal of the Agency and affix same to such documents as require attestation; shall have charge of such books and papers as the Board of Directors may direct, all of which shall, at all times, be open to the examination of any member or director of the Board upon reasonable notice to the Secretary; shall perform all the duties incident to the office of Secretary.

#### Section 3. Treasurer

The Treasurer shall have custody of the Agency's funds and shall keep full and accurate accounts of receipts, disbursements, and books belonging to the Agency. He shall deposit all monies and other valuable effects in the name, and to the credit of the Agency in such depositories as may be designated by the Elected Citizens Planning Board Members.

#### Section 4. Vice Chairman

The Vice Chairman shall, in the absence or disability of the Chairman, and under the same rules governing the Chairman, perform the duties of the Chairman, and such other duties as may be assigned.

ARTICLE VII

POWERS OF THE BOARD

1. Encourage people living in the area to participate in housing and community improvement programs.
2. Inform the public as to the objectives, purposes, programs, and progress of the Agency.
3. Engage and assist in surveys, studies, recommendations, and in the enactment of the area's approved plan.
4. Engage or employ any necessary personnel to carry out the Agency's purposes and activities that are compatible with the best interests of the neighborhood.
5. Establish a non-profit corporation to deal with housing, one compatible with the peoples' best interests.
6. Take all other action necessary to carry out purposes and functions of the Agency.

ARTICLE VIII

MISCELLANEOUS PROVISIONS

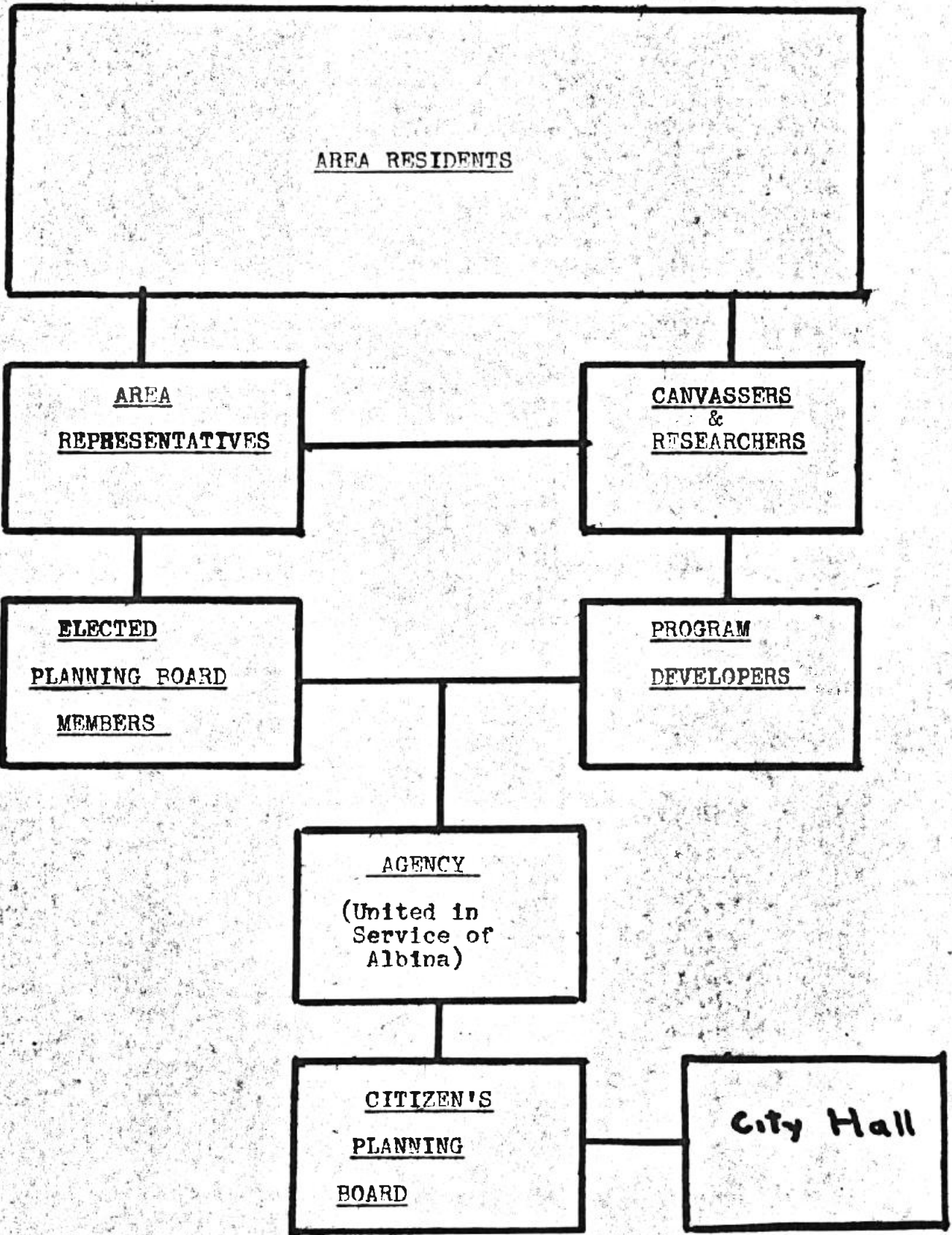
Section 1. Miscellaneous Committees

The Board may from time to time by resolution constitute such other committees of Directors, officers, employees, members with such functions, powers, duties, and tenure as the Elected Citizens' Planning Board Members from the area and the Board may determine.

ARTICLE IX

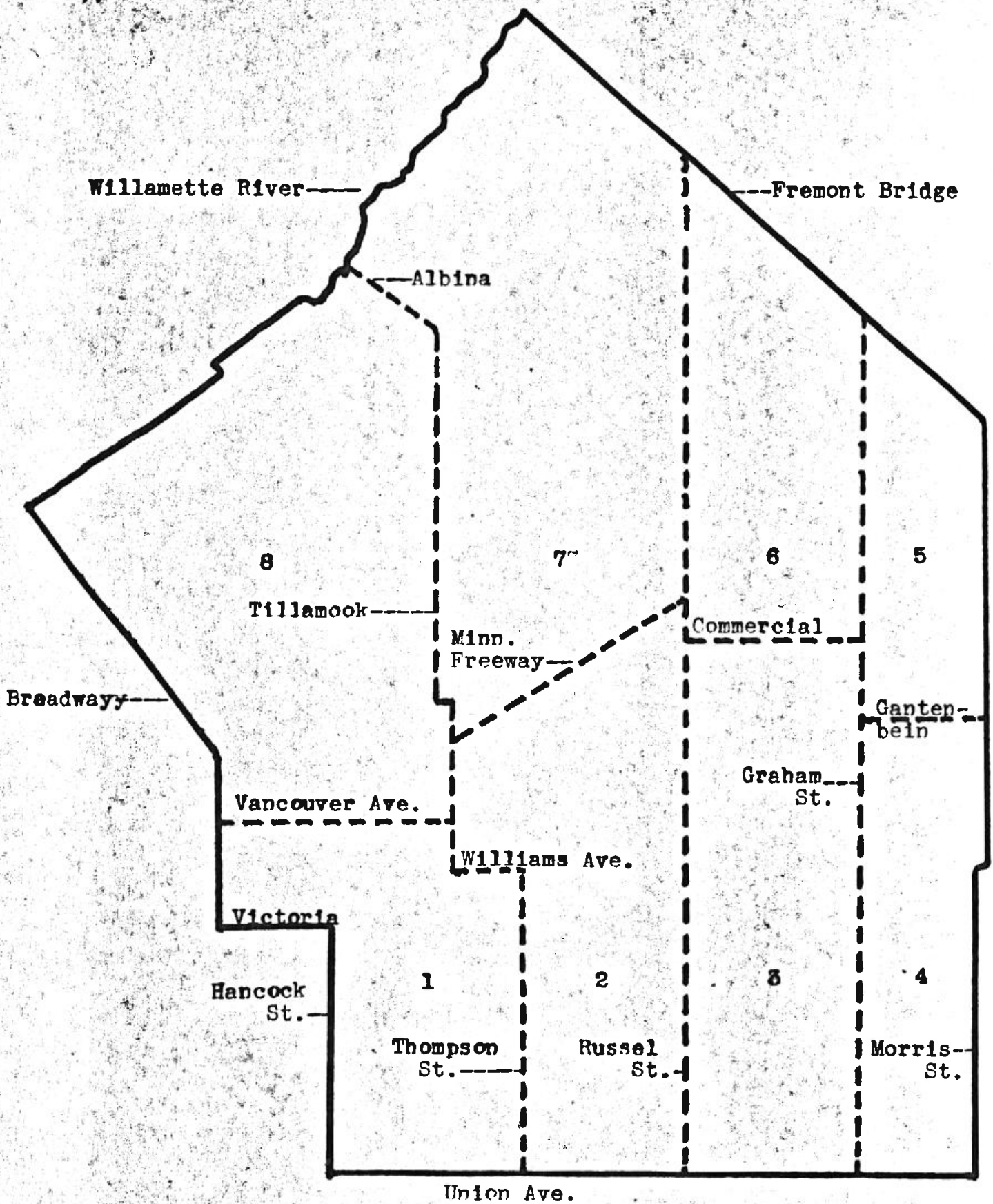
AMENDMENTS

These By-laws may be amended or repealed at any regular or special meeting called with the approval of the area's Elected Planning Board Members.



Organizational Chart





Area Representatives Map

ATTACHMENT TO PROPOSAL SUBMITTED BY CPB MEMBERS FROM ELIOT DISTRICT

The Agency for the Eliot School District is to be composed of eight Area Representatives who would also serve as its Board of Directors. The Eliot District, divided into eight sections, would have one Area Representative to serve each section.

Section 1 Boundaries

East: Victoria - Union Avenue  
West: Vancouver - Williams Avenue  
North: Thompson - Tillamook Street  
South: Broadway

Section 2 Boundaries

East: Union Avenue  
West: Minnesota Freeway  
North: Russell Street  
South: Tillamook - Thompson Street

Section 3 Boundaries

East: Union Avenue  
West: Commercial Street  
North: Graham Street  
South: Russell Street

Section 4 Boundaries

East: Union Avenue  
West: Gantenbein Avenue  
North: Morris Street  
South: Graham Street

Section 5 Boundaries

East: Gantenbein Avenue  
West: Fremont Bridge  
North: Morris Street  
South: Graham Street

Section 6 Boundaries

East: Commercial Street  
West: Fremont Bridge  
North: Graham Street  
South: Russell Street

Section 7 Boundaries

East: Minnesota Freeway  
West: Willamette River - Fremont Bridge  
North: Russell Street  
South: Albina - Tillamook Street

Section 8 Boundaries

East: Vancouver Avenue  
West: Willamette River  
North: Albina - Tillamook Street  
South: Broadway

(PLEASE SEE AREA REPRESENTATIVES MAP IN PROPOSAL "ATTACHMENTS")

ACKNOWLEDGEMENT

Many ideas expressed herein are taken directly from material prepared by the Model Cities Housing and Physical Planning Committee

14

UNITED IN SERVICE  
OF  
ALBINA

ANNUAL BUDGET FOR 1969

Area Representatives	\$	\$19,200
Program Development		
Director	12,000	
C & R	48,000	
Consultants	12,000	
	<u>\$72,000</u>	72,000
Secretary		4,800
Consultants		6,000
Office:		
Rent		1,200
Equipment & Supplies	(To be supplied	
Furniture	(directly by	
Telephone	( Model Cities	
	(	
		<hr/>
		\$ 103,200